

ABSTRACTS

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SIMULATION OF CHAMBERS OF COMMERCE AND INDUSTRY EFFICIENCY INDEXES

It is important to consider non-for-profit status of Chambers' of Commerce and Industry (CCIs) during determination of methods for valuation their efficiency index. The status is causes priority to concentrate on mission and social effects of the activities instead of financial results.

As a result of survey on available methods, we found, that hierarchy analysis method (HAM) meets criteria for studying sophisticated system with plenty of connected components and it could be used in combination with factor analysis for correction of CCIs' efficiency index in accordance to its impact to entrepreneurial development.

As for example of Ukrainian CCI, we calculated basic effectiveness index using factor analysis. The result was 0.556. Under the HAM correction, we set up priority to research efficiency of the organization in entrepreneurial development direction, structured the context, determined priorities for every sub-system of the context, and corrected the figures to influence coefficients. During the re-calculating of Ukrainian CCI efficiency index using corrected by HAM groups of figures as factors, we sight decrees of the index to 0.491.

According to the results, there are defined two CCI's functions with the strongest influence to the index. They are "Representing of interests" and "Networking".

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DIRECTIONS OF RESOURCES SCHOOL DEVELOPMENT IN STRATEGIC MANAGEMENT

Management refers to all the activities and linking of elements, designed to ensure proper functioning and survival on the market of enterprises and organizations. The article focuses on the fundamental determinants of strategic management, defining development of selected schools, such as planning, evolutionary, positional schools, simple rules and real options.

Substantial part of the article presents the achievements of resource school, considering that in recent years it has become a very often exploited topic of research. Resources school (RBV – Resource Based View) treated the company or the wider organizations as a collection of resources and skills that properly configured build competitive advantage.

The enterprise, whose resources are consistent with activities and previously developed strategy, has a relatively greater chance of success than an enterprise that could not harmonize their resources to activity.

Using available resources, recognizing their potential, the company is doing what is unattainable for competitors or in the best case is difficult to achieve. The article shows general distribution of resources (tangible and intangible) and their significance for the proper functioning of the enterprise on the market.

It is shown what role skills and innovation play in the modern development of market and the companies operating on it. Because resource school went through a number of assessments and analyzes, at the end we attempted to raise questions about the future of resource school, its main research topics and directions of further development.

УДК 330.322

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METHODOLOGICAL APPROACHES TO RANKING INVESTMENT CLIMATE

The purpose of the article is to develop methodical bases rating evaluation of the investment climate by summarizing methodological approaches and systematization of ratings that would allow targeting to target the needs of management of the investment climate in the national economy.

Sustainable development of any economic system, including the process of raising investment capital, depends on the management. Effective management is based on systems approach. Sustainable de-

velopment is driven development. The basis for its control is a systematic approach and modern information technologies that allow you to quickly simulate different areas of development, with high accuracy prediction of their performance and choose the best. The main purpose of the system of investment climate management in the national economy is to ensure the most effective ways to implement long-term investment strategy of the state.

The system of investment climate management in the national economy must be effective. Effective management is based on the implementation of a number of principles and factors in investment climate management.

Therefore, at the present stage of development of the Ukrainian economy for boosting investment activity, the question of development system of indicators, which characterize the status of the investment climate on the macro-, meso-, and micro levels of the national economy, becomes relevant.

УДК 65.016

O. Vinnichenko

COMPARATIVE CHARACTERISTICS OF THE BASIC STRATEGIES OF THE ENTERPRISE DEVELOPMENT

Major approaches to enterprise development are suggested. Mutual links between the enterprise development approaches and their aims were found. It was ascertained that the most popular of the approaches are those, which suggest forming the strategy as the enterprise development perspective under the current functioning conditions. These are the strategic and complex approaches.

A classic approach to defining basic corporate strategies, which form the grounds for modern enterprises development, has been analyzed. However, such classic basic corporate strategies as growth, stabilization and downsizing are not able to fully forecast the enterprise development perspectives. Thus, the research findings are as follows:

- The theory of basic corporate strategies of enterprise development was further elaborated. The new basic strategies set was suggested, which includes growth, stabilization, downsizing and restructuring.

- The comparative characteristics of the given basic strategies are offered. They provide a clear evidence that the suggested set of basic strategies guarantees the enterprise growth, ability to keep a market niche and a market share, sound downsizing or leaving the market with the minimum loss when the enterprise closes its activities as well as restructuring the enterprise.

The suggested approach to widening the basic corporate strategies allows for a more rational choice of the general strategy at the enterprise corporate level.

УДК 336.22

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PERSONAL INCOME TAX AND COMMUNITY TAX LEGISLATION

The process of direct taxes harmonization covered different income tax regulations which limited the freedom of income flow in form of dividends, interests, license fees and capital between Community members. The differences found in direct taxations are less dangerous for the functioning of the common market. Further elements of corporate income tax will be harmonized next – tax rates and taxation base.

The main element differentiating direct taxation is its slight degree of normative harmonization. Community law in direct taxes can only be based on general regulations. Income taxes influent social and economic life and it is hard for politicians to get rid of this form of exerting influence. Non-fiscal functions of taxation can be easily realized with income taxes.

Directives concerning harmonization of direct taxes must be passed with majority of votes, which accounts for lack of unanimity in this area. Progress in income tax harmonization evokes the fears of losing tax sovereignty and leads to stiffening positions by member states towards processes aimed at harmonization of income taxes.

EU countries have various rules of rewarding employees, establishing incomes from pensions and shaping costs of obtaining revenue and expenses lowering taxation base.

Tax competition is a phenomenon directly related to globalization processes, especially to the growth of international mobility of employees. Harmonization of personal income tax has never been an important factor for creating a common market or for free flow of people and capital.

It is worth remembering that it is possible to deduct from obtained income (or – respectively – tax) mandatory social and health insurance contributions paid in another country of the Europe-

an Union, European Economic Area or Switzerland. Granting tax reliefs in PIT in the source country (tax credit, joint taxation) depends on where a taxpayer obtains most of their taxable incomes. Member states are competent to determine the reasons for taxation in order to avoid double taxation via international agreements.

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METHODICAL BASIS FOR ESTIMATION OF THE FEASIBILITY OF INVESTMENTS IN THE NATIONAL SECURITY IN CONDITIONS OF INDETERMINACY

The authors proposed of the methodical basis for determining the probability of the planned level of investment, for example, to promote the country's energy security in the case of intersection hypotheses about the actual distribution of variants of public and private sources of investment under uncertainty and random antagonistic.

Solution of the problem of forecasting the probability of investment options offered to look for a method of testing statistical hypotheses. As a result, the problem reduces to determining the values of the probability of the conditional probabilities and forecast errors of implementation of each of the investment options (based on the real-blur features).

The results are usually inaccurate data on the volume of expected investments in production). Reliability prediction implementation of each of the observed variants are evaluated by calculating the probability of making the right decisions and decision-making errors when considering the distribution of the planned volume of investments for each option for their use. Probability of incorrect prediction of the implementation of each of the specific options are determined by summing the probabilities of errors corresponding row of the matrix of confidence.

The proposed methodical for predicting the feasibility of investment options in the sphere of production provides a fairly accurate information even when pairwise indistinguishability of the expected volume of investments in the face of competing investment options. Create and use the software product on the basis of the proposed stochastic model can greatly simplify the necessary calculations and save time on the investment decision of such problems.

УДК 330.322

O. Zadoia

SAVING-AND-INVESTMENT BALANCE IN OPEN ECONOMY

The aim of the article is examination of some theoretical hypothesizes and analysis of the real ratio between saving and investment in modern economy and its depending on level of economic development of the countries in quashing. Thirty countries with high, middle and low level of development were selected (ten countries in every group).

The article is dedicated to analysis of the correlation of the savings and investment as condition of balancing economy. It is discovered that shaping the balance of the savings and investment in condition of the open end economic systems cannot be provided only internal factors. The analysis of the deflections of the investment part in GDP from the saving part has shown their crowd relationship with factor of the net export. The countries, where investment is more saving, as a rule, have a negative balance of the foreign trade; extra saving corresponds with positive value of the net export. It is proved that an achievement of the balance of the saving, on the one hand, and amounts investment and net export, on the other hand, is condition of balancing of the open end economy.

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O. Krasovska, O. Koshovyi

INSTITUTIONAL BASIS OF MARKETING MANAGEMENT CONCEPT SPORTS IN UKRAINE

Reforming of the social sphere has led to necessity of searching new approaches and tools that would be useful in the formation of market relations between institutional agents of sports industry. The classic marketing tool is a marketing management concept that has proven its effectiveness in economic competition.

Unfortunately, a lot of marketing tools widely used in activities of the foreign sports federations and sports clubs, is not involved in Ukrainian sports, and often are beyond the attention of sports managers.

Total, albeit modest funding, is a deterrent for attracting finance from variety sources: the sponsors, partners, co-organizers, the participants, the sale of broadcast rights, capital markets, etc. This is the paradox of sports in Ukraine.

Sports federations exist in a certain frame of reference and relationships. It gives it a new impetus to the development and promotion of the products, outlines the target audiences of these products, helps to build effective communication.

At the same time in terms of the institutional model based on the principles of self-organization, self-regulation and autonomy, the Sports Club is basis of the sports economy.

The basis of the functional model of the sports club activities is the relationship between the sports club and its customers - athletes. Relations between them are based on a different institutional framework, which are prerequisites for using of the classical marketing tools in the club activities.

Using of marketing approaches and tools will enhance the effectiveness of sports clubs and federations activities as the major institutional elements of sports industry. Development of marketing management in the context of the institutional transformation of the Ukrainian sports industry will increase the competitiveness of the national sport at the micro, meso and macro levels.

УДК 657.2

A. Kuznetsov

MANAGEMENT CONTROL: NATURE, LOCATION AND DESTINATION

The control of the company is considered in two ways, as a component (and function or process) management system and accounting system. The current interpretation of the term "internal control" and "management control" testify to certain discrepancies regarding the nature and relationships between them in domestic theory.

So part of Ukrainian scientists identifies management control and internal control. By international approaches to internal control is aimed at providing assurance on the information provided in the financial reporting.

Under the management control should understand the accounting and using information system to assess the effectiveness of the use of resources (financial, human, material and immaterial) and the company as a whole and aims to achieve the strategy.

The background for management control system is the accounting system, which generates accounting information and provides the internal user in management accounting reports. In turn, the management control system uses tools, rules, methodological procedures and techniques that enable managers to motivate staff, to evaluate the performance of each business process, measure achievements and move resources to achieve the overall strategy.

Thus, within each company control can be a part of management control and internal control. This management control is a link between management accounting and management of the company and is an effective management tool with a view of achieving strategic objectives within the company.

УДК 657.1

S. Kuznetsova

ORGANIZATION OF ACCOUNTING IN ACCOUNTING PROCESS STEPS

The fundamental change in the basis of economic relations in Ukraine led to a qualitatively different approach to information companies. Using the concepts of domestic accounting cannot meet the needs of internal and external users of accounting information. The central problem of accounting process should consider documenting accounting information at all steps taking into account companies' specificity.

As a basic principle of accounting organization for the accounting process steps should use synergies. It implies that every business operation must be documented once in the accounting system so that the information received was sufficient to compile the entire spectrum of accounting reports. Synergistic approach to accounting organization for the accounting process steps based on the harmonization of user requirements.

Specifying approaches to the accounting process depends on the requirements put user's information before accounting in the functioning of companies.

Formation of accounting information for management must be based on the presence of organic connection between initial accounting documents, accounting records and accounting reports.

The task of documenting all steps for the accounting process is to provide legal evidence of accounting records.

In terms of automation of accounting original documents should be recognized in the accounting in case of the legal force and evidence. From the standpoint of 2015 modern possibilities of computerization and software allow to automate the accounting processes at the level of 97-100% on all its steps.

TYPOLOGY OF ECONOMIC GROWTH FACTORS: THEORETICAL AND METHODOLOGICAL ASPECTS

The article highlights the issue of typologization of economic growth factors. **General theoretical significance of the typologization of economic growth factors lies in the ability to explore the nature of economic growth, reveal potential ties between the groups of factors and identify specific characteristics of the individual factors.**

The study of evolutionary views on the system of economic growth factors leads us to the conclusion that the problem of economic growth and its factors has been touched upon, in one way or another, by representatives of all economic schools, with their focus on specific factors as the most important factor in economic growth.

The analysis has revealed the place of non-economic factors in the system factors of economic growth. **Economic and non-economic factors cannot be considered in isolation from each other since factors effecting economic growth represent an integral system consisting of interconnected elements.** Besides, it should be noted that these factors **can not only supplement each other, but also overlap each other**, which, finally determines the vector of economic growth.

The review of the existing theoretical approaches to the factors of economic growth allowed the author to provide the flowchart that systemizes the main approaches to the classification of economic growth factors. The flowchart demonstrates that typology of growth factors can break down into the variety of classification features. Within some time and special frames, economic growth factors do not appear in all their diversity, but shape a certain set of factors which should be considered as a dynamic, rather than static system.

Such a system can be dismembered in different ways, depending on a classification feature, which suggests that the system is multidimensional.

MARKETING PECULIARITIES OF EDUCATIONAL SERVICES PROVIDED BY EDUCATIONAL ESTABLISHMENTS RELOCATED FROM THE EAST OF UKRAINE

Due to the existing military and political crisis in the Ukrainian society and further inability of high quality and safe provision of educational services 16 higher educational establishments were relocated from the area of the anti-terrorist operation in the east of Ukraine to the territory under Ukraine's rule. Since the nature of the educational service industry is getting more and more market-oriented these higher educational establishments have faced an urgent problem connected with necessity of providing their educational services on the new markets, lack of the appropriate material and technical basis, loss of contingent of students, etc.

Implementation of marketing in the activities of educational establishments leads to necessity of significant changes in management based on the use of strategic management and planning whose principal directions are formation of a new citizen type who has an indestructible civic stand and level of consciousness, development of highly aesthetic and intellectual tastes, determination of staff problems, proper training of the appropriate experts, creation of new types of services and technologies of their production with flexible reaction to the market demand, formation of funding sources, etc.

As to the practical implementation of the marketing policy in the new field Donetsk National University was also forced to improve and implement the marketing policy on the new market of educational services after relocating its operations to Vinnytsya.

There was developed a package plan that enabled the University to ensure the intake of students demonstrating the best indicators among the relocated higher educational establishments in Ukraine.

AN INTEGRATED APPROACH TO THE FORMATION OF MANAGE INDICATORS CREATING A COMPETITIVE UNIQUE NEW TECHNIQUE

Impact of R&D in high-tech industries on the innovative development of the economy attaches particular importance to the definition of efficient use of resources and evaluation of the project to create a unique new technique.

The existing analytical apparatus support management decisions create complicated technical systems of individual appointments are not taken into account their specificity as a unique high-tech product innovation.

In support of the need for the creation of a competitive management methodology unique new technique, taking into account its specific, systematized relationship categories of innovation management to define the basic concepts on measuring the results of their R&D to create complicated technical

systems. A structure of indicators is proposed to measure the prospects of the development of innovative systems and complex technical evaluation of the project R&D, taking into account the investment feasibility. The basic principle of formation a set of indicators is the position that the patent-innovative parameters characterizing the technical excellence and innovative facility design, enhance the objectivity of the prospects of its establishment in conditions of other source data high uncertainty.

The ways of further improving the methodology of using the proposed set of indicators through the use of fuzzy logic methods.

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N. Nesprava

REGIONAL ASPECTS OF UKRAINIANS' INTEGRATION PREFERENCES

The regional factor is really an important factor that influences the choice of foreign policy orientation of the citizens of Ukraine. This influence is felt most acute during the discussion on the prospects of Ukraine's European integration. Pro-European mood have Catholics and Greek Catholics because they were traditionally in the trend of support processes romanization of Ukraine. While parishioners of the UOC MP, who make up the majority of believers are set to develop friendly relations with their spiritual brethren from Russia and Belarus.

All this is to some extent confirms the theory of Samuel Huntington about the clash of civilizations, on which Ukraine is a "divided country", which is divided into Uniate nationalist Ukrainian-speaking West and Russian-Orthodox East.

The religious and economic factors in its quantitative indicators are relatively superior, and hence vector of integration that they determine is more powerful.

European integration to some extent may complicate political and economic relations between Ukraine and the neighboring post-Soviet states, including Russia, thus causing opposition on their part. In addition, any model of unilateral relations doomed to face with limited resources and asymmetry in foreign relations.

Therefore, the agreement with the EU should serve as a strategic guide for the socio-economic policy, its implementation requires a process of consolidation of all international resources and foreign aid, including assistance to the Ukrainian Orthodox Church.

Back in 2013 the head of 10 churches and religious organizations of Ukraine made an appeal to the Ukrainian people, which they generally assessed positively the European aspirations of the country's leadership. After all, European integration UOC seen in a broad sense as communication between the Orthodox-Slavic and Western civilizations within Greater Europe, not as a secession one by one the parts of the Orthodox world and its absorption by the West.

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V. Ostroumova

UKRAINIAN CHAMBER OF COMMERCE AND INDUSTRY: RESULTS AND PROSPECTS

In the article activity of Ukrainian Chamber of Commerce and Industry is exposed and the main results of CCI's activities are carried out. The importance for national economy is established, main problems and prospects of development in current Ukrainian situation is determined.

The article has its aim to determine theoretical and methodological bases for CCIs activities, to systemize scientific positions, to develop theoretical principles and practical recommendation regarding further development and effective work of the Ukrainian CCI and its structural elements.

The Ukrainian CCI became an important element for business activities in Ukraine, its functions have influence on economic development of the country and on the Ukrainian image on international area. An issue of effective functioning and development of CCI is relevant at current socio-economic crisis.

Ukrainian Chamber of Commerce and Industry involves businesses to the process of democratic and economic reforms in Ukraine, adjusts effective dialogue between business structures and public representatives with the aim to combine effort for introduction of effective reforms on fighting corruption and improvement of business-environment.

УДК 658.5

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MANAGEMENT OF COMPANY'S STRATEGIC CAPACITY FOR SUCCESS

In current conditions the detector of long lasting company's success is a strategic potential of the company. Due to it the research of the strategic capacity as a management object gains the priority.

Review of the literature on strategic management allows us to offer a classification of specific company potential manifestations and highlight the strategic potential from a set of ones, ensuring the success of the company in the long run.

Research of the concept of "strategic potential" interpretations by different scientists enabled the following approaches to determine its nature: resource, target, structural and functional competitive. Determination of the nature of the mentioned capacity is offered on the basis of optimal combination of these approaches and marketing business philosophy.

Analysis of the literature on selected issues and creative update allowed to identify the main classification features of the strategic potential: concerning the enterprise environment, the degree of use, its possible use, form of existence, the degree of compliance with stated objectives, the formation focus, the degree of profit formation, the degree of use in core businesses.

As a part of its strategic potential for success, we considered the process of transformation of business opportunities into strategic success factors which provides: firstly, strategic analysis and SWOT-analysis, through which we get information on internal and external opportunities of the enterprise. Secondly, the formation of marketing strategy considering its internal and external capabilities, which provides their transformation into strategic success factor and ensures achieving long-term success of the company.

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METHODICAL BASES OF FORMATION OF EDUCATIONAL CLUSTERS IN UKRAINE

One of the most effective tools for improving the competitiveness of the domestic sphere of higher education is the integration of the cluster within which there is an association and cooperation of educational, professional, social organizations, enterprises and governments on the basis of mutually beneficial partnership in the region.

The problems that arise because of the formation of educational clusters is the increasing complexity of government regulation, which should cover the issues related to the management of the development of higher education in the cluster associations. The formation of clusters should be not spontaneously, but should take into account economic expediency. In the initial stages of the formation of educational clusters, they must address the regions and industries that are characterized by the most innovativeness, GDP growth of the sector, high average wages in the industry and the competitiveness of products and services that produce the company related to the industry. It is necessary to implement multi-dimensional assessment of the feasibility of the formation of clusters based on the educational needs of the state and the labor market in certain specialties and expertise.

The paper presents a comprehensive technique of choosing the prospective educational clusters, which includes: justification of the possibility of forming clusters on the basis of multivariate analysis of taxonomic procedures; defining the core of the cluster and cluster-based enterprise on the ratio of localization; availability of synergies and other indicators; choice of business organizations involved in the funding of educational programs and the development of a mechanism of interaction between the clusters. Justification of the choice of prospective educational clusters is based on the index - the potential of clustering.

In accordance with the proposed method the prospective directions of development of educational clusters are proved.

УДК 331.101

O. Tsiatkovska

CALCULATIONS TO EMPLOYEES: SOURCES OF INFORMATION AND VECTORS OF ANALYSIS

During the study established that information security is important and essential attribute of effective analysis of payments to employees of banks. Information base, depending on the source of origin should be divided into certain groups.

Analysis of payments to employees of banks is usually carried out on the basis of both quantitative and qualitative indicators. In particular, using quantitative indicators defined basic types of payments to employees, while quality - set the share certain payments to employees in total, or the proportion of costs associated with payments to employees in the overall cost structure of banks.

Efficiency analysis of payments to employees of banks depends largely on the use of quality parameters analysis. The basis of the analysis of payments to employees of banks should be the structure

and dynamics of wages in the total of all payments to employees of banks, an analysis of payments to employees in the context of different classifications, productivity, complexity of work, the dynamics of payroll in various banking institutions for a certain period, chain and a basic comparison of payments to employees, growth rate and increased payments to employees of banks in the context of different groups of these operations.

Summarizing the above, we can conclude that Article worked out ways to improve the organization providing analytical analysis of payments to employees of banks by isolating the main elements in the information sources, the main vectors of analysis specified payments to employees. In addition, a study specified organizational support by strengthening its basic principles of analytical support payments to employees of banks.

УДК 339.92

B. Ślusarczyk, K. Solek, M. Liszka

ECONOMIC DEVELOPMENT AND GLOBALIZATION

Taking place for years' globalization processes exert an increasing influence on the national economies of individual countries. The growth rate of world product was always significantly correlated with the growth of national economies, especially those countries that were economically strong.

In this paper the question of the correlation between the level of globalization and the growth and economic development in the world. It presents positive and negative aspects of this phenomenon in relation to the global economy. Particular attention was paid to the problem of uneven development in the world and its association with globalization.

There have been attempts to explain the costs and benefits of the issues raised in this article, i.e. globalization and colonization. It also shows the impact of globalization on the economy of countries in the world as well as economic growth and development. Developed tests indicated in terms of length of time series and selection of indicators that would allow wider perspective on this issue.