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FEATURES OF FORMATION THE ORGANIZATIONAL-ECONOMIC MECHANISM OF REALISATION THE INVESTMENT PROJECTS AT INDUSTRIAL ENTERPRISES

Determined that the development of industrial enterprises is the driving mechanism for achieving economic prosperity of the country, a way to overcome the crisis, but if they can attract investment capital. It was found that the growth of investment in industrial enterprises not only improves efficiency, but also conducive to the expansion of the product range, competitiveness. It is proved that the effectiveness of increasing the investment of capital depends on the rationality of managerial decisions, conducting a thorough analysis of the investment market, assessing threats to the environment, establishing economic mechanism. Accordingly, the improvement of the economic mechanism is subject to the implementation of organizational-economic mechanism of implementation of investment projects as its component.

The article analyzes the existing scientific and methodological approaches of scientists to the formation of organizational-economic mechanism of management of investment processes in enterprises. Defined as a list of components, elements, and leverage organizational and economic mechanisms. The peculiarities of the development, formation and implementation of organizational-economic mechanism of enterprises. Conducted analysis and evaluation of efficiency of organizational-economic mechanism in various sectors of the economy. Proposed organizational and economic mechanism of realization of investment projects at industrial enterprises, which is a system of interrelated elements of governance, regulation, development and investment activities. Identifies and describes a list of components of organizational-economic mechanism. Clarified that the use of the proposed organizational-economic mechanism of realisation of investment projects must provide, establish a process for the development and implementation of the investment project, but provided that if the company will enhance the level of financial stability, security and economic development. Therefore, the more effective the organizational-economic mechanism of implementation of investment projects, the profitable and feasible is the implementation of investment projects subject to minimize risk, increase returns on investment.

Key words: investment, investment project, organizational-economic mechanism, the components of the organizational-economic mechanism, industrial enterprise.

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MAIN DIRECTIONS OF STRENGTHENING ECONOMIC SECURITY OF THE ENTERPRISE

The unpredictability of economic activity requires management to take measures to ensure economic security of the enterprise. In order to ensure sustainable development of enterprise, the comprehensive system of ensuring economic security is presented in the paper. Four main phases in the process of ensuring the economic security are identified: planning; monitoring external environment and internal conditions of the enterprise; identification and implementation of measures to respond to threats; and the control and improvement of the system. Depending on the level of economic security were identified four types of strategies: stabilization, strengthening, adaptation and survival strategies. The management of an

economic entity can also take into account suggested in the article recommendations to strengthen each functional component of the economic security.

Keywords: *comprehensive system of economic security; economic security; functional components; measures; strategies, threats.*

Introduction

Economic entities operate under the influence of numerous factors, in conditions of environment instability. The unpredictability of economic activity, lack of reaction to the impact of internal and external threats may lead to undesired consequences in form of job losses, lower production volumes and other deteriorations in enterprise activity. This circumstance requires the management to take measures to ensure economic security of the enterprise. The contribution of this paper is to help the management by presenting the comprehensive system of economic security. Prediction of crises, determination of strategies and ways of overcoming the threatening situation, as well as identification of ways of increasing the level of enterprises economic security become a major challenge in current economic conditions.

The purpose of the article is to present the comprehensive system of ensuring economic security and determine the measures of its strengthening.

The comprehensive system of ensuring economic security of the enterprise.

In present, it is prevailing the point of view according to which the most important goal of the establishment and functioning of enterprise appears not the maximization of profits but ensuring of the enterprise viability. Profit represents a means to achieve the goal. The comprehensive system of ensuring economic security of the enterprise is a prerequisite for stability and business development.

An effective security management system should contribute to achieving an acceptable level of security by balancing the distribution of funds between production and protection. In many industrial enterprises the production and safety risks are closely interrelated: with an increase in production, the security risks are also growing (Paas et al. 2015).

The process of ensuring the economic security of (EES) enterprise can be regarded as a process of realization of its functional components in order to prevent possible damage and to achieve a maximum level of economic security now and in the future (Goncharenko 2004). In order to ensure and strengthen economic security of the enterprise it is necessary to build its comprehensive system.

The comprehensive system of ensuring economic security of the enterprise represents a set of organs, tools, methods, and events, aimed at protecting the business from the actual and / or potential external and internal threats that could lead to economic losses.

Several important methodological aspects of the system of economic security can be defined. Firstly, under the system is understood the set of elements that are in relationships and connections with each other, and form a certain integrity. All the elements of ensuring economic security are considered in the aggregate, integrity and unity.

Secondly, the system of economic security of the enterprise should be comprehensive. It should ensure the safety of its major functional components: financial, production, human resources, technical and technological by using the whole set of necessary tools, methods, organs. Moreover, all realized measures should be interrelated.

Thirdly, the system of ensuring the economic security should be formed at the stage of starting a business. It is not a complement, but a part of an enterprise, which plays an important role in ensuring its financial and economic activities.

Fourthly, the system of economic security of enterprise can not be stereotyped. It must be individual on each enterprise, since it depends on productive capacity, the riskiness of activities, the state of human resources, the environment and other factors.

Therefore, ensuring the economic security of the enterprise is possible only through a systemic and integrated approach to its organization. Therefore, it is suggested to consider a comprehensive system of economic security of the enterprise.

The **purpose** of the comprehensive system of economic security of an enterprise is to ensure its efficient operation and sustainable development based on implemented set of measures. Fundamental in achieving this goal is to identify the external and internal factors of the enterprise, and determine ways to prevent, neutralize and minimize them.

The main **objectives** of a comprehensive system of economic security are:

- collection, analysis, evaluation of data and forecasting the development of the situation;
- studying the partners, customers, competitors, candidates for the job;
- organization of activities to prevent possible threats;
- making decisions to respond to emerging threats;
- achieving a high efficiency of enterprise management;
- monitoring the efficiency of the security system functioning, and its improvement (Lyannoj 2006).

The object of the system of ensuring the economic security involves financial, material, personnel and informational resources.

Ensuring the economic security of a business entity should be based on certain **principles**:

- the legality involves the development of a security system in accordance with state law;
- the continuity, i.e. ensuring of economic security on an ongoing basis;
- the priority of preventive measures (timeliness). Development of preventive measures will allow to avoid or to minimize the negative effects of potential threats;
- the timeliness involves the necessity to take into consideration the time factor in the process of making decisions based on previously conducted analysis of economic security. It is understood that measures taken to neutralize the threats are effective only for a short period and require constant adaptation to the new conditions.
- the economic expediency implies a comparison of the costs of ensuring security with the possible damage;
- the cooperation and coordination of all business units. According to I. Stratan, all participants of this process must interact with each other; know exactly who is responsible for what and who does what (Stratan 2007).

The main methods of the organization and improvement of the enterprise activity are economic planning, analysis, regulation and control.

The results of the author's research are presented on Figure 1, where a comprehensive system of ensuring the economic security of the enterprise is presented.

Figure 1. A comprehensive system of ensuring the economic security of the enterprise.

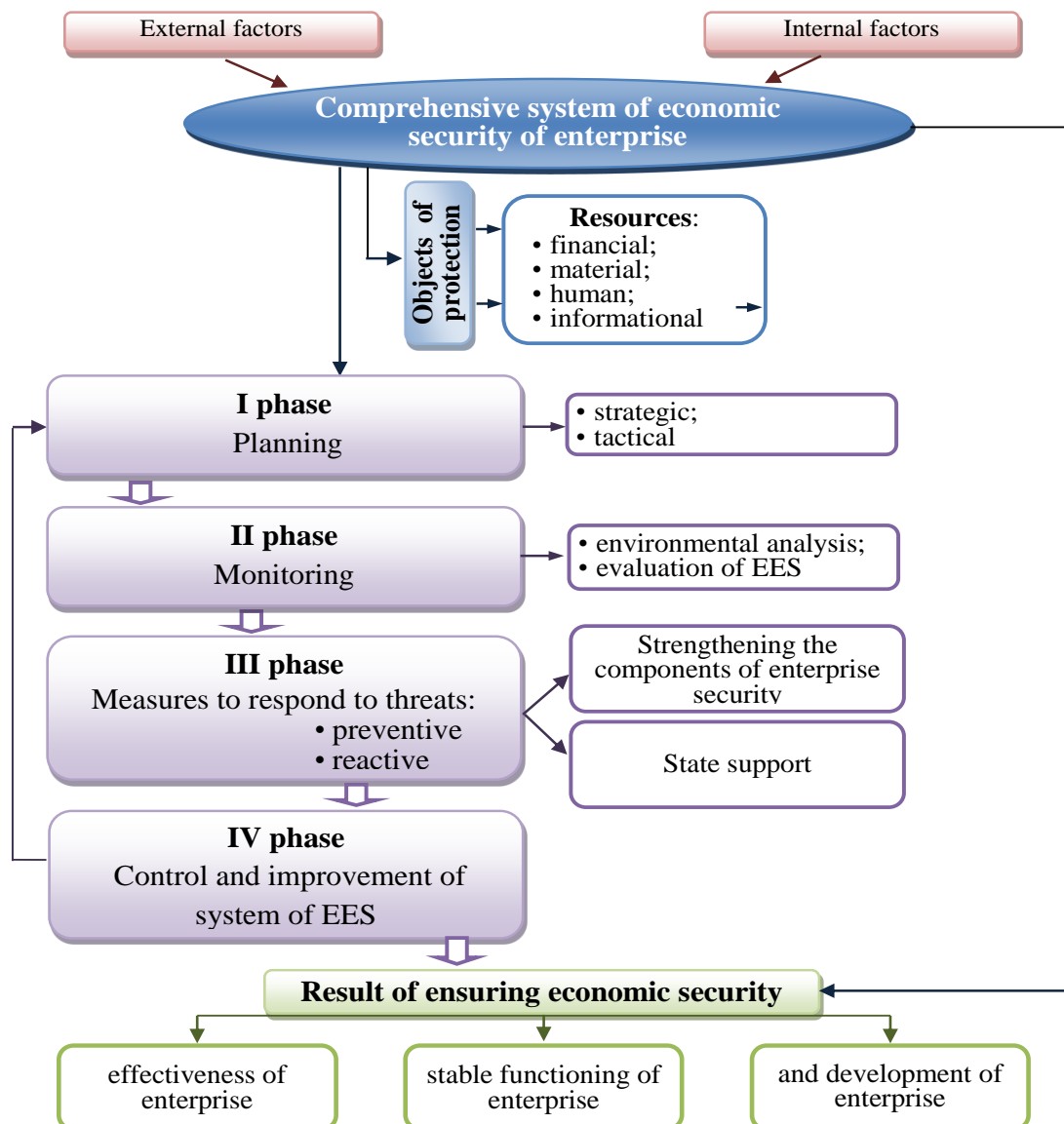
Phases of the comprehensive system of ensuring economic security of the enterprise

The first phase of ensuring the economic security system at the enterprise is planning. Planning involves not only the ability to provide all necessary actions, but also to anticipate any surprises that may arise, and to be able to deal with them. The strategic planning and prediction of economic security of the enterprise are especially important (Goncharenko, Kucenko 2009).

M. Porter defined strategy as the creation of a unique and valuable position, involving different set of activities (Ulwick 1999). According to A. Chandler (1962), the strategy represents the determination of the main long-term objectives and tasks of the company and approval of the course of action, of the allocation of resources needed to achieve these goals.

In general, the strategy is meant as a long-term qualitative definite direction of development of the organization, concerning to the scope, means and forms of its activity, the system of relationships within the organization, as well as the position of the organization in the environment that lead the organization toward its goals.

When making business decisions a manager must realize which indicators of the enterprise's activity he seeks for and what effect these decisions will have on the ability to achieve business goals. Tactical planning is a set of actions, procedures and the economic policy aimed at achieving the current goals and objectives. It can be viewed as a means of implementing the strategy of the enterprise, that is, long-term approach to the achievement of the performance objectives.



(Source: compiled by author based on Parmacli et al. 2015)

The second phase is to monitor the external environment and internal conditions of the enterprise. Monitoring threats of economic security of the enterprise is a result of interaction of its all concerned services. In the process of monitoring, the principle of continuity of the observation of enterprise condition with considering the actual situation and opportunities, as well as the development of the economy, the political situation, and other factors.

To ensure the economic security of the business and to counter internal and external

threats it is crucially important to control the financial and economic operations, accounting and other records of the company. For this purpose, the enterprise may conduct an audit either by its experts or by external auditors. A variety of methods and techniques can be used for the implementation of the audits: inventory, expert review, intramural survey, counting verification, comparison of documents, economic analysis and others.

The environment can create a favorable situation for enterprise security, but can also carry hazards and threats. For the environmental analysis, the following aspects should be taken into account: the political situation, the level of the market economy, the availability of raw materials and labor, presence of competitors, and others. Particular attention could be paid to the analysis of customers, suppliers and competitors.

The study of customers allows the enterprise to determine what kind of product will be accepted by them to the greatest extent, how much consumers are committed to the product of the given organization, the possibility of expanding the number of potential customers and other.

Suppliers of raw materials, semi-finished products, and natural resources can affect the enterprise by creating a resource dependency, which allows them to influence the cost price, the quality and terms of production of products, and the efficiency of the whole organization. When choosing suppliers it is important to examine their activities and their potential in order to be able to build such a relationship with them, which would provide maximum strength to the enterprise in cooperation with these suppliers.

In the study of the competitive environment, the enterprise's management should assess how strong the competition is, how it affects the organization; identify the main competitors, the real and potential threats from their side. At the same time, it is necessary to assess the competitive advantages of the enterprise in order to develop a specific competitive strategy.

In most part, businesses are powerless when facing many changes in the external environment and they have to adapt to it. At the same time, they can and should influence the processes occurring in the internal environment to ensure their own safety.

A research on the causes of the bankruptcy of companies in developed countries has shown that "the bankruptcy is 1/3 due to the external to 2/3 - to the internal factors" (Parmacli *et al.* 2015). By the authors' opinion, we can consider that it is necessary to examine not only the external environment, but also the financial and economic situation of the enterprise itself. The timely identification of factors that affect level of economic security and the right choice of indicators to measure its level facilitate the identification of risk areas and presenting a complete picture of whether the enterprise is in economic security or not.

The third phase includes the identification and implementation of measures to respond to threats. The economic security of business entities is provided by the implementation of two approaches: an approach that is based on preventive measures and an approach that responds to threats.

As the practice shows, the ratio between the costs incurred prior to the occurrence of adverse events and losses, and costs for liquidation of consequences of hazards and restoration of property and resources is equal to 1/15 (Vishnyakov, Harchenko 2001). It is easier to prevent threats than to deal with their consequences. Nevertheless, before implementing measures for prevention of damage and minimizing losses, it is necessary to calculate their cost. To do this, it is necessary to account the required amount of material, technical, labor and other resources. Next it is necessary to compare these costs to the potential losses from the impact of the internal and external threats and determine the effectiveness of the implementation of these measures. Since it may be a situation when the cost value of economic benefits is so minimal that the implementation of measures to prevent threats would be impractical or may even cause additional loss of corporate resources.

Depending on the existing condition of economic activity of the enterprise, and on the

external and internal factors, the ensuring of economic security of the enterprise is carried out by its main functional components: financial, production, human resources, technical and technological. The support from the state it is also very important.

The fourth phase represents the control and improvement of the system of economic security. Because of the taken measures of strengthening the economic security, the control of their efficiency should be carried out. The system of economic security is not a static phenomenon, but a living organism that requires ongoing management and improvement due to:

- the changes in the legislation of the state;
- the development of enterprise and appearance of new areas of economic activity;
- the increasing number of personnel, changes in the staffing of the company;
- the appearance of unfair competition on the market and changes in the forms and methods of their illegal activity, etc.

The main results of ensuring economic security of the enterprise should be the effectiveness of the financial and economic activity of the enterprise, its stability and development.

Ensuring the economic security of enterprise requires that all possible factors should be taken into account, as this system is individual at the level of each enterprise. In order to counteract the negative influence of factors of the economic security of the enterprise and ensure its stable functioning, it is necessary not only to create a system of comprehensive security, but also to ensure its efficient functioning.

Strategies of ensuring economic security of enterprise.

The enterprise's activities are influenced by many factors. The enterprise can and should take into account all the internal factors, adapt to environmental changes and minimize its negative impact. Thereby, it is necessary to increase the competitiveness of the enterprise, its economic security. The increase of the level of economic security is achieved by improving the management of financial and economic activity.

The continuous implementation of the diagnosis of enterprise financial condition allows to determine whether it is moving in the right direction, what measures should be taken to achieve the goals. Identification of these measures includes three important areas:

- the choice of a strategy of ensuring economic security of enterprise;
- the determination of directions of strengthening economic security;
- the support from the state - includes measures implemented at the state level.

At a high level of economic security, the enterprise must carry out their activities in the framework of adopted strategy. At a low level of economic security, the enterprise should revise the strategy and adopt the one that would provide a transition from the lowest to the highest level of economic security.

In the scientific literature different set of enterprise strategies are considered based on specific features. Corporate, competitive and functional strategies are identified depending on the level of strategic decisions (Bajkov 2015).

In the context of ensuring economic security of the enterprise, we propose to determine four types of strategies depending on the level of economic security (see Figure 2).

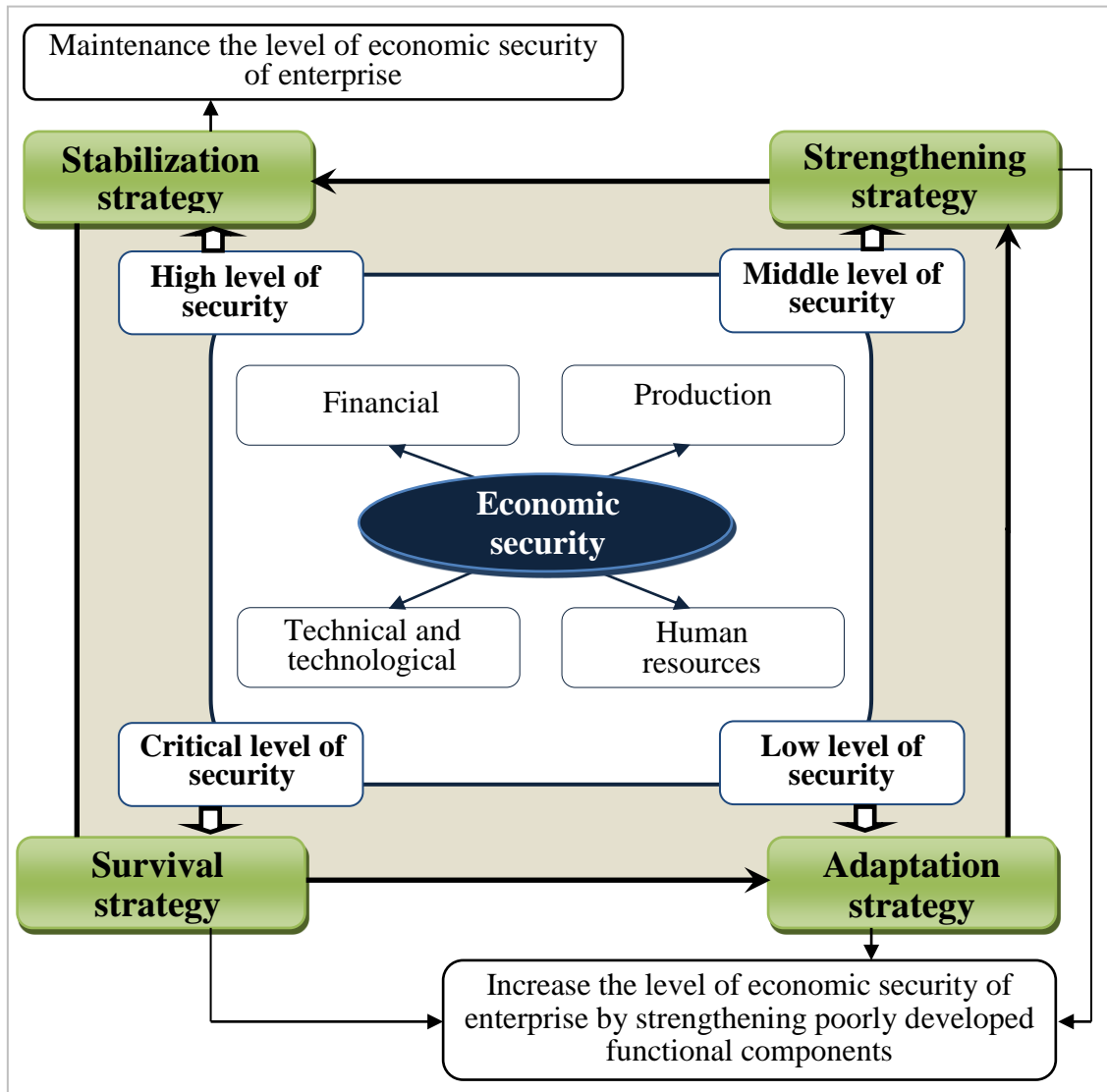
Authors propose to consider four levels of economic security. In conditions of high economic security there is applied the **stabilization strategy**, which is aimed at maintaining the current condition of the enterprise, monitoring threats and ensuring further improvement of performance of the enterprise and its development. In case of deterioration of one of the functional components, the level of economic security reduces.

Strengthening strategy is aimed at improving the economic security of the most vulnerable part of the enterprise, as well as building economic capacity of the enterprise as a

whole. In case of the effective implementation of this strategy, the level of economic security of enterprise will increase from middle to high. If the management of enterprise will not take measures to improve the economic security, it may remain at the same level or even decrease.

The **adaptation strategy** is used in the condition of low level of economic security. It is aimed at the adaptation of the enterprise to market demand, optimization of the costs, improvement of the main indicators of its financial and economic activity.

Fig.2. Strategies of ensuring economic security of enterprise



(Source: developed by the author)

In the critical security conditions, disorders of the economic activity of enterprise, the **survival strategy** should be used. It requires rapid and coordinated actions, prudent and timely decisions to improve the situation.

The main objective of the strategy is to move the enterprise from its current condition to another, desired by management. Establishing the type of strategy entails making decisions regarding:

- maintenance of achieved high level of economic security of the enterprise;
- increase the level of economic security of the enterprise through the implementation of measures to strengthen poorly developed functional components.

Directions of strengthening components of economic security of enterprise.

Statistics indicate that 98% of the failures are associated with inadequate business management (Bugaian et al. 2010). That's why effective management of the enterprise and the measures that are taken play a crucial role in ensuring the economic security of the enterprise. The ensuring of the economic security of enterprise is carried out by its main functional components.

Ensuring the **financial component** of economic security includes following measures:

- the realization of an effective financial management;
- the regulation of cash flows;
- the monitoring of the use of funds;
- the monitoring of the compliance of assets and liabilities by terms and amount;
- the currency risk management associated with the presence of assets in different currencies;
- the regulation of the structure of borrowed capital;
- the planning of long-term investments;
- the determination of the profitability of investment projects;
- the management of investment risk;
- the optimization of payback periods of implemented investment projects and others.
- the formation of reserve fund (self-insurance);.
- the insurance of property and risks, and others.

In addition, it is advisable to use such a method of minimizing risks as the self-insurance that means the reservation of funds for unforeseen expenses. The self-insurance consists in creating of own reserves by the enterprise at the expense of regular payments to compensate losses during emergencies. A carefully developed estimate of unforeseen expenses minimizes cost overruns.

Ensuring the **security of production** component includes providing a continuous production process, cost optimization, the conquest of new markets and other measures aimed at improving the efficiency operational activity of enterprise. The efficient production means the combination of the two directions: obtaining the maximum amount of product with limited resources, as well as, achieving the optimal level of cost minimization.

The directions of ensuring the production component consist in:

- maximization of revenue by expanding the product range, increasing the share of presence in traditional markets and develop new markets;
- improving the quality of products;
- optimization of fixed and variable costs;
- regulation of inventories;
- compliance with ecological parameters of products;
- participation in exhibitions, fairs;
- control of the ratio of receivables and payables;
- control of the repayment schedule of receivables and payables;
- orientation to a larger number of customers to reduce the risk of non-payment;
- introduction of additional benefits in case of early payment;
- application of discount programs;
- reasonable use of such form of customers attraction as commercial loan;
- monitoring the financial condition of counterparties and others.

Ensuring the security of **technical and technological component** involves planning technologies for the current and future production, the planning of enterprise development and innovation. Technical and technological modernization of production through the introduction of intensive resource and energy saving and environmentally friendly

technologies is one of the areas of the restoration of productive capacities. The enterprise may ensure competitiveness in the market, if it will improve its product in accordance with the interests of consumers, use more efficient production technologies. Therefore, recommendations for improving technical and technological component involve:

- ensuring the competitiveness of applied technologies at enterprise;
- monitoring the development of high technologies market and actions of competitors;
- the planning of technological development of an enterprise;
- rational and more complete utilization of the equipment of the enterprise;
- the sale or utilization of technologically and physically obsolete equipment;
- the modernization of the technical equipment of an enterprise;
- R & D budgeting;
- the innovation in the manufacturing process and others.

It is important to ensure the security of **personnel component**. The effectiveness of economic security largely depends on the human factor. It will be difficult to achieve the desired results until each employee of the enterprise is aware of the need of implemented measures. Therefore, requirements for ensuring enterprise security should be reflected in the order of the management, labor contracts with employees, special instructions, contracts with business partners, etc.

The process of planning and management of human resources should cover all processes from the organization of the selection and recruitment of employees to their continuous training and motivation. According to experts, preventive work with the personnel can reduce the level of losses from the industrial and economic espionage by 60% (Shlykov 1997). The internal policy of working with staff should be organized in such a way that the number of dissatisfied employees (with wages, official position, etc.) has been minimized, especially among former employees, which can significantly reduce information leakage. The security of personnel component is possible with early detection and resolution of crises in the team.

The system of staff stimulation must provide the employee with the benefits that he can not get from competitors. It should include incentives (bonuses, travel packages, and others) for a qualitative work, compliance with labor discipline and loyalty to the enterprise. At the same time, the staff must be informed about punishment in case of violation of the specific rules of discipline: deprivation of bonuses, of certain privileges, reprimand or even dismissal.

Measures to ensure human resources security involve:

- planning of the need in human resources;
- qualitative verification of candidates for employment;
- evaluation of effectiveness of the personnel activities;
- ensuring the effectiveness of internal organizational communication;
- ensuring growth of employees' wages in the reporting period over wages in the base period;
- implementation of an effective system of financial incentives for the staff, which depends on the main results;
- moral stimulation of personnel;
- improving the working conditions;
- training of production and management personnel;
- preservation and development of the intellectual potential of the enterprise;
- organization of trainings;
- professional trainings abroad;
- promoting the inventive and innovative activities of employees;
- control over staff loyalty;

- creation of "black boxes", through which information about the cases of abuse of power can go directly to managers and business owners, and others.

Inconsistencies of value orientations between employees and management can lead to disagreements, conflicts that entail decrease in performance of the enterprise. Therefore, provision of organizational culture is carried out in the framework of processes such as recruitment, socialization of employees, promotion of employees. Socialization of workers involves the implementation of professional training; familiarization with organizational values, history of the company; participation in corporate events. Formation of corporate spirit involves the creation of conditions in which employees feel their involvement in the enterprise, the importance of their work, career prospects. There are many tools which include: team building, trainings, corporate events and others.

Conclusions

In the article the importance of ensuring economic security of enterprise was determined. There was presented the comprehensive system of ensuring the economic security of enterprise that consists of four main phases: planning; monitoring of the external environment and internal conditions of enterprise; implementation of measures to respond to threats; the control and improvement of the system of economic security. Four types of strategies depending on the level of economic security were identified: stabilization, strengthening, adaptation and survival strategies.

The enterprise's success is largely determined by the speed and precision of the reaction of the management to external and internal factors. The effective management of the enterprise and the measures that are taken by the managers play a crucial role in ensuring the economic security of enterprise. The main directions of increasing economic security of enterprise for each functional component were determined. The management of an economic entity can apply suggested in the article recommendations to strengthen the economic security of each functional component. These measures can be both proactive and reactive in nature, depending on the specific situation. The ensuring of the economic security facilitates the achieving of the effective parameters of enterprise operation.

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ОСНОВНІ НАПРЯМКИ ЗМІЦНЕННЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВА

Непередбачуваність економічної діяльності вимагає від керівництва вжити заходів щодо забезпечення економічної безпеки підприємства. У статті була визначена важливість забезпечення економічної безпеки підприємства. З метою забезпечення сталого розвитку підприємства, в статті представлена комплексна система забезпечення економічної безпеки. Чотири основні етапи в процесі забезпечення економічної безпеки ідентифікуються як: планування; моніторинг зовнішнього середовища і внутрішнього стану підприємства; визначення і здійснення заходів по реагуванню на загрози; контроль і вдосконалення системи. Залежно від рівня економічної безпеки були визначені чотири типи стратегій: стабілізації, зміцнення, адаптації та впровадження стратегій.

Успіх підприємства багато в чому визначається швидкістю і точністю реакції управління на зовнішніх і внутрішніх факторів. Ефективне управління підприємством,

а також заходи, які приймаються менеджерами грають вирішальну роль в забезпеченні економічної безпеки підприємства. Визначено основні напрямки підвищення економічної безпеки підприємства для кожного функціонального компонента. Управління господарюючого суб'єкта може також брати до уваги запропоновані в статті рекомендації по зміцненню кожної функціональної складової економічної безпеки. Ці заходи можуть мати як активний так і реактивний характер, в залежності від конкретної ситуації. Забезпечення економічної безпеки сприяє досягненню ефективних параметрів роботи підприємства.

Ключові слова: комплексна система економічної безпеки; економічна безпека; функціональні компоненти; заходи; стратегії, загрози.

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АНАЛІЗ ІСНУЮЧИХ МЕТОДИЧНИХ ПІДХОДІВ ДО ДІАГНОСТИКИ РІВНЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

У статті систематизовано методичні підходи діагностики рівня економічної безпеки підприємств на основі аналізу наукової літератури. Визначено переваги та недоліки розглянутих підходів та особливості їх застосування для сільськогосподарських підприємств. Запропоновано використовувати проаналізовані методи в цілому або за окремими складовими відповідно до специфіки діяльності підприємства.

Ключові слова: економічна безпека сільськогосподарських підприємств, методика оцінювання рівня економічної безпеки, функціональні складові економічної безпеки.

Постановка проблеми. На сучасному етапі функціонування економіки для більшості вітчизняних підприємств характерним є спад виробництва, погіршення фінансового стану та, навіть, наближення до межі банкрутства. Передумовою виходу з кризового стану, в першу чергу, є підвищення ефективності використання матеріальних, фінансових, технологічних, трудових, інформаційних та інших ресурсів. Під впливом глобалізаційних процесів саме стан даних ресурсів та підприємницьких можливостей суб'єктів господарювання, що є основою стабільного функціонування та динамічного процесу розвитку, є економічною безпекою підприємства. Тобто, економічну безпеку можна охарактеризувати як стан захищеності підприємства від негативного впливу факторів внутрішнього та зовнішнього середовищ за рахунок ефективного використання виробничих ресурсів, вміння швидко адаптуватися до змін, визначення та досягнення стратегічних цілей розвитку для забезпечення ефективного процесу господарювання. Оскільки, агропромисловий комплекс України (зокрема, сільськогосподарський) є одним з найважливіших секторів економіки (забезпечивши у 2015 р. 24% обсягу виготовленої продукції та 18% ВВП, а також 38,2% товарного експорту України) [1], дослідження методичних підходів до діагностики рівня економічної безпеки підприємств даної галузі є особливо актуальним.

Аналіз останніх досліджень та публікацій. Дослідженню питання здійснення діагностики рівня економічної безпеки підприємств присвячені праці багатьох науковців, а саме: Рета М. В., Іванова А. О., Воропай В. А., Гнилицька Л. В., Чеберяко О. В. Зокрема, окремими дослідниками розглянуто особливості дослідження