VYSOKÁ ŠKOLA EVROPSKÝCH A REGIONÁLNÍCH STUDIÍ

VYBRANÉ EKONOMICKÉ PROBLÉMY REGIONU STŘEDNÍ A VÝCHODNÍ EVROPY

SELECTED ECONOMIC ISSUES OF CENTRAL AND EASTERN EUROPE

Sborník z vědecké konference udržitelný rozvoj VII – 30 let od Jednotného evropského aktu aneb Evropa čtyř svobod

Sustainable Development VII – 30 Years after The Single European Act – The Four Freedoms of the EU

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ANOTACE

Sborník představuje kompilaci příspěvků z mezinárodní vědecké konference Udržitelný rozvoj VII – 30 let od Jednotného evropského aktu aneb Evropa čtyř svobod. Na sborníku se podílelo 11 autorů ze 3 států střední a východní Evropy – Polska, Slovenska a Ukrajiny. Příspěvky ve sborníku jsou psány anglicky a rusky. V jednotlivých příspěvcích jsou analyzovány aktuální ekonomické problémy regionálního či celostátního charakteru, jejichž bezprostřední řešení je nutné pro trvale udržitelný rozvoj ve výše uvedených geografických oblastech. Doprava, vzdělání a cestovní ruch, ale také bezpečnost jsou témata, která autoři článků shromážděných v tomto sborníku považují za zásadní pro trvale udržitelný rozvoj svých regionů. Sborník bude jistě vítanou publikací pro všechny zájemce o výše uvedené obory, odborníky či laiky. Může jim totiž poskytnout jak základní informace o těchto ekonomických oblastech, tak i podrobné a pokročilé analýzy.

Klíčová slova: ekonomika – vzdělání – doprava – cestovní ruch – bezpečnost

SYNOPSIS

The proceedings present a compilation of papers from the international scholarly conference Sustainable Development VII – 30 Years after the Single European Act – Europe of Four Freedoms. There are eleven authors from three countries of Central and Eastern Europe - Poland, Slovakia and Ukraine - in the proceedings. The papers in the proceedings are written in the English or Russian languages. The current economic issues of regional or nationwide character whose immediate solution is necessary for sustainable development in all above mentioned geographic regions, are analyzed in the papers. Transport, education and tourism, but also security, these are the topics which the authors of papers involved in these proceedings consider to be crucial for sustainable development of their regions. The proceedings will certainly be a convenient publication for those interested in the mentioned fields, professionals as well as non-professionals. It can provide them with the basic information on the economic fields as well as detailed and advanced analyses.

Key words: enonomics – education – transport – tourism – security

OBSAH / CONTENTS

ÚVOD

Uržitelný rozvoj je v současnosti základní téma, kterým se zabývají ekonomové, ekologové, politici, bezpečnostní experti i lidé pracující v oborech relativně, jež s udržitelným rozvojem nemají nic společného. Zdánlivě. Všechny lidské činnosti současné společnosti totiž udržitelnost nevyhnutelně spojuje. Nejsme generací, která by žila ve vzduchoprázdnu. Zdědili jsme naši planetu po předcích a musíme ji předat našim dětem. To, v jakém bude stavu, jakými zdroji bude disponovat a jaká společnost na ní bude žít, záleží jen a jen na nás. Je nezbytné, aby se odborníci všech specializací snažili vytvořit co nejlepší výchozí situaci pro budoucí generace.

Udržitelností a udržitelným rozvojem ekonomiky, dopravy, bezpečnosti, politiky a vzdělání se zabývají i autoři tohoto sborníku. Jsou předními odborníky ve svých oborech v zemích střední a východní Evropy a své zkušenosti, znalosti a poznatky přenesli do níže uvedených článků. Nechť jsou myšlenky v nich obsažené a závěry z nich vyvozené inspirací a podnětem pro všechny čtenáře.

INDTRODUCTION

Sustainable development is a basic issue nowadays which is focused by economists, ecologists, politicians, security experts as well as professionals working in the fields not having much in common with sustainable development. However, i t is relative. All human activities of our society are connected with sustainability inevitably. We are not a generation that lives in the vacuum. We have heired our planet from our ancestors and must leave it to our children. In what condition it will be, what resources it will provide and what society will live on it, depends on us only. It is necessary so that the experts with all specializations could do their best to create the best environment for future generations.

Sustainability and sustainable development of economics, transport, security, politics and education are the topics that the authors of these proceedings deal with. They are reputable experts in their fields in the countries of Central and Eastern Europe and they bring their experience, knowledge and recognitions into the papers below. Let their thoughts involved in the papers and results stemmed from them be a source of inspiration and suggestion for all readers.

1. TO DEVELOP GOOD PRACTICES FOR THE CREATION OF THE CITY'S EDUCATIONAL AND NON-EDUCATIONAL PROGRAMMES FOR STUDENTS FROM EASTERN PARTNERSHIP COUNTRIES

ROZVÍJENÍ VHODNÝCH ČINNOSTÍ PRO VYTVÁŘENÍ VZDĚLÁVACÍCH A NA VZDĚLÁVÁNÍ NEZAMĚŘENÝCH PROGRAMŮ VE MĚSTECH PRO STUDENTY Z VÝCHODOEVROPSKÝCH PARTNERSKÝCH ZEMÍ

Ľubica ČERNÁ

ABSTRACT

The project entitled **"The European Eastern University"** has been implemented since 2014 to 2016. The project's objectives are to promote Lublin as an academic city, to establish the cooperation between the City of Lublin and universities. The project is implemented by the City of Lublin in a partnership with 3 Lublin-based universities and 2 foreign universities: Mykolas Romeris University in Vilnius (Lithuania) and The Catholic University in Ružomberok (Slovakia). The paper includes a description and summary of 3 study visits under the project and suggestions and conclusions as for the educational and non-educational package for foreign students, and results from a survey on current solutions and best practices and a survey on satisfaction with studying in Lublin among students from the Eastern Partnership countries.

Key words: university - foreign student – motivation – partnership - study visit - life in city - counselling centre

ABSTRAKT

Projekt nazvaný Východoevropská univerzita byl realizován mezi roky 2014 a 2016. Jeho cíle jsou podpořit význam Lublinu jako univerzitního města a založit spolupráci mezi Městem Lublin a univerzitami. Výše zmíněný projekt je realizován Městem Lublin ve spolupráci se 3 místními a 2 zahraničními univerzitami: Mykolas Romeris University ve Vilniusu (Litva) a Katolickou univerzitou v Ružomberoku (Slovensko). Článek obsahuje popis a souhrnné informace o 3 návštěvách v rámci projektu a návrhy a závěry v rámci vzdělávacích aktivit a aktivit nezaměřených primárně na vzdělávání, stejně jako výsledky výzkumu zaměřeného na aktuální řešení a nejlepší praktické návrhy a také výsledky výzkumu zaměřeného na spokojenost se studijními podmínkami v Lublinu, který byl proveden mezi studenty z východoevropských partnerských zemí.

Klíčová slova: univerzita – zahraniční student – motivace – partnerství – studijní návštěva – život ve městě – poradenské centrum

INTRODUCTION

The Eastern Partnership (EaP) is a joint initiative involving the EU, its member states and 6 Eastern European partners: Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine. It is based on a commitment to the principles of international law and fundamental values - democracy, the rule of law, human rights and fundamental freedoms. It also encompasses the support for a market economy, sustainable development and good governance.

The higher education reform remains an important tool in the EU's relations with the EaP area. The main initiatives include Erasmus Mundus, Tempus and Marie Curie; and to a lesser extent, the EU's Lifelong Learning Programme (LLP) Jean Monnet Actions which is available for EaP member states. [5]

Universities functioning in the EU should constantly widen their offer and improve the quality of offered educational services to ensure the best possible future for students on the labour market. An important group that universities in the EU educate are persons from the third countries, among them many students from The Eastern Partnership countries. Students from these countries very often choose Polish universities, a large number of them studies or would like to study in Lublin, mainly because of the location of Lublin at the eastern EU border.

Lublin is an academic centre recognized in Poland and abroad, with a rich educational offer. The city's main assets are five universities: Maria Curie-Sklodowska-University, The Catholic University of Lublin, The Lublin University of Technology, Medical University, The University of Life Sciences; and a number of other higher education institutions.

MATERIAL AND METHODOLOGY

The project entitled "The European Eastern University" has been implemented since 1 September 2014 to 31 August 2016. The project's objectives are as follows:

- to promote Lublin as an academic city, the adjustment of fields of study to the needs of Lublin job market and to job markets of Lublin partner cities from the Eastern Partnership countries,
- to transfer the best practices from the EU academic cities,
- to provide students with favourable conditions for education by diversifying the city offer addressed to students (including students from the Eastern Partnership countries),

- to support the policy of Lublin universities regarding recruiting students and education in the fields of study adjusted to the needs of potential employers in Lublin and partner cities from the Eastern Partnership countries,
- to support the City of Lublin to lead the dialogue between universities and prospective employers (after the end of the project).

The main activities under the project are as follows: *a) the survey of international students studying in Lublin in terms of the quality of the received educational programme, the need to change it, a complementary package, and their quality of life in the city; b) the survey of the motivations of potential international students; c) the desk research of existing solutions and good practices in respect of the package for international students; d) the study visits, including workshops, to Lublin, Vilnius and Ružomberok, to improve the knowledge of the creation of educational programmes within the framework of partnership between the local government and higher education institutions, especially of programmes attractive to international students; e) the development of comprehensive solutions to promote study opportunities in Lublin for students from the Eastern Partnership countries in the form of a collective publication based on the analyses of survey reports, study visits and recommendations made by international experts.*

The project is implemented by the City of Lublin in cooperation with 3 Lublin-based universities: Maria Curie-Skłodowska University, The Catholic University of Lublin and The Lublin University of Technology, and 2 foreign universities: Mykolas Romeris University in Vilnius (Lithuania) and The Catholic University in Ružomberok (Slovakia). The project is co-financed from the EU funds under the Erasmus + Programme.

RESULTS OF RESEARCH

As a part of the project, the research has been carried out involving a group of foreign students from the Eastern Partnership countries studying in Lublin. It comprised two complementary pieces of research. The first one was a qualitative research based on in-depth interviews. Twenty students took part in the study. The second part was a quantitative research performed by means of interview questionnaires and involved 150 individuals. The research was carried out from April to May 2015. The key incentive encouraging foreigners to study in Lublin is their awareness of possible financial support. Expanding the current opportunities in this field for students from the Eastern Partnership countries and disseminating information on the options for receiving financial support during university education are the most effective tools when it comes to increasing the number of EP students in Lublin. In general, the surveyed students from the Eastern Partnership countries find Lublin a city which offers them good living and studying conditions. They can find there not only the venues and friends to spend their free time, but they receive help in emergency situations. The students also assume the city's cultural resource as very interesting. Furthermore, they feel safe here and satisfied with the work of the local administrative bodies in charge of matters related to their stay in Poland, as much as with the public transport, which they use on a regular basis. The students declare that there are no barriers for them to pursue their religious and spiritual values freely, and this also makes Lublin a good place to live in. In their point of view, the problems they encounter in daily life do not stem from their foreign origin or locals' prejudiced attitudes, but are typical, though negative, aspects of living in a city. An important aspect to be considered in a strategy for educating European Partnership nationals in Lublin, as revealed by the survey, is their strong inclination against returning to their home countries. [6]

The survey on the motivation of potential students from abroad covered a group of 500 students from the Eastern Partnership countries in secondary education and university students taking their freshman year, mainly from Ukraine. The primary goal was to learn about the motivations behind young people's choices concerning their plans for future education, as well as their choices of specific higher education institutions abroad. The major obstacle to take up studies in Poland was financial issues. In addition, the financial situation of the family was one of the key variables significantly influencing the respondents' educational plans and preferences. Those surveyed also reported such difficulties as poor foreign-language skills and no information on studying opportunities. Every fourth respondent claimed that they did not have any specific plans on where to stay after graduation, with an almost equal group (25.5 %) of respondents wishing to return to their country or planning to stay in Poland (24 %). Only 17.5 % considered moving to another European country, and 5 % to a non-European country. Therefore, 22.5 % saw Poland as a transfer stage in their migration only. [1]

The survey on current solutions and the best practices was conducted using the "desk research" method by staff at the International Exchange Office at The Lublin University of Technology. The report includes an analysis of 10 selected universities (8 from abroad and 2 from Poland) selected by the consortium to participate in the survey together, as entities that follow good practices worth pursuing in respect of their programmes for foreign nationals.

The English language is the most popular language of instruction for foreign students. Some courses are, however, provided only in national languages. To help foreign students complete them, universities offer preparatory courses. The analysed universities undertake improvements and establish dedicated units dealing exclusively with applicant support, which is undeniably a good practice. All the studied universities handle applications for study exchange programmes, full-time study programmes, and other programmes, fully or partly online. They make a clear distinction between full-time study programmes and study-exchange programmes. A number of universities decide not to provide all information on their websites. They communicate with accepted applicants via e-mails. Applicants might see personalised messages as more reliable. Each university has its individual approach to scholarships. As such, providing scholarships is not a common practice. Another non-academic aspect involves accommodation for foreign students. It is a very common practice for universities. The study found that universities guarantee a range of facilities for disabled students. The study also looked at how universities support foreign students in coping with their personal difficulties and developing their interests. Universities have organisations, associations and other bodies in place that support students. It is also a common practice among universities to provide psychological counselling to foreign students. [2]

The City of Lublin, as the coordinator of the project, has organised a meeting to present the research results. It was held on 23 September 2015 in the city hall. The meeting saw the participation of representatives of seven universities in Lublin, both state-owned and private, as well as two employers' associations. The key issues included the following: *a) determining the strategy for Lublin – whether we should make Lublin something more than just an educational stage in one's life, or allow it to take the role of an academic city, in which students live only to study; b) creating an integration package for foreign students; c) improving the linguistic competence of students from the Eastern Partnership countries; d) improving internship opportunities for students*; *e) acting for the benefit of Polish students in order not to make them feel discriminated; f) fighting xenophobia.*

STUDY VISITS

The first of three study visits took place on 11-15 May 2015 in Lublin. It saw the participation of representatives of all project partners. On 13-19 September 2015 the second study visit with workshops took place in Vilnius. The objective of this visit was to familiarise its participants with the functioning of Mykolas Romeris University and the Vilnius City Office, as well as the cooperation between these entities. The third study visit took place on 22-28 November 2015 in Ružomberok, Slovakia. A very interesting event was the meeting with the students who had either come to Ružomberok from other countries or had spent part of their studies in other countries and after coming back to their home university provided interesting comparisons and assessments of studying at The Catholic University in Ružomberok. Also the media workshop attracted a lot of attention and sparked off a debate on the cooperation between the university and the local government. The Catholic University in Ružomberok, Slovakia has got 4500 students. It was chosen by 45 Erasmus incoming students in 2015: 36 were on studying mobility and 11 were on placement mobility. It is the most popular for incoming Erasmus+ students from the following: The Czech Republic, Poland, Latvia, Hungary, Spain and France. 185 foreign students studied full studies (bachelor, master or doctoral) at The Catholic University in Ružomberok in 2014. Foreign students prefer mostly the following studies (ranked by frequency): social work, pedagogy, fine arts, journalism, English language and literature, political science, nursing and physiotherapy.

The Catholic University in Ružomberok provides its international students with the comprehensive advice, help and support in different life situations in its counselling centre. The professional team of the counselling centre offer career counselling, psychological counselling, and it also provides social and legal counselling. The counselling centre is also a supportive workplace for foreign students with special needs and for students-parents with children. The counselling centre also cooperates with the University Pastoral Center of Ján Vojtaššák. The service also includes a psychological SOS line 0917 224 662 and general distance counselling anytime via the address: poradna@ku.sk. [3]

The Catholic University offers a number of courses in English for all study programmes. A few study programmes offer just several subjects in English language. More than 50 courses are provided in Russian language. There is at the moment no other study programme offered completely in the foreign language except above mentioned language studies. This is one of the topics to be improved in the future. Currently there are three interesting initiatives: The Social Work Department and Institute for Lifelong Learning at the Faculty of Education are preparing together with their foreign partners joint study programmes. The Faculty of Arts and Letters is developing the new study programme in English language: Philosophy (bachelor and master level). The university also supports foreign students with special needs and disabilities. The space of the library, The Faculty of Education and Faculty of Arts and Letters are wheelchair accessible. Studies of students with special needs are regulated in Slovakia by The Higher Education Act. Applicants for study with special needs and students with special needs can get support and assistance at The Counselling Centre of Catholic University.

DISCUSSION

The project team from The Catholic University in Ružomberok saw during their study visit that the City of Lublin has extensive experience in working with students from abroad. We recommend:

- We think that the website "Study in Lublin" and the same social network pages should be administrated also by a trainee from the students. They would communicate with language of prospective candidates from students' perspective.
- We suggest mentioning in the promotion campaigns about Lublin for international tourists in foreign media that Lublin is also the ideal city for studies.
- We propose to create a more modern website because http://study.lublin.eu/en/ does not meet current design and content requirements.
- We suggest creating and promoting "keeping talents in Lublin" programs and projects. Study applicants would see the prospect of success after finishing their studies.
- We propose city authorities to organize and support events for young people. Lublin will be cool in the eyes of young people.
- We recommend continuing with similar projects, such as the project European Eastern University.

Recommendations for universities in Lublin:

- We recommend that the administrative enrolment fee should be the same for students from the EU countries and from non-EU countries. Different amounts create a negative image.
- We recommend for them to use Pay-per-click advertising[1] on the internet (examples of keywords: study in Poland, study in Europe, study in European Union, university in Europe etc.) to recruit new students.
- We recommend preparing condensed timetables for foreign students. They should be able to work, do internships or study a foreign language while studying. This should be mentioned in advertising.
- We recommend creating double degree studies and joint study programmes with universities from Western Europe. They could increase the attractiveness of studies in Lublin.

[1] Pay-per-click (PPC) allows advertisers to bid on targeted keywords on major search engines such as Google, Yahoo and Bing in order to drive relevant traffic to their websites via click-through.

- We recommend running Facebook and contact page *“Study at our University*” in English or Russian language.
- We recommend that they should involve foreign business partners which offer studies at the universities on commission (commission for each enrolled student).

CONCLUSION

There are 46,101 international students from 158 countries studying in Poland, 10.000 more than a year ago (28 % increase). Polish universities have never experienced such a growth. Currently international students make up 3.1 % of the total student body in the country (seven years ago the figure was 0.6 %, in 2014 - 2.3 %). [4] The number of foreign students in Poland is systematically increasing. The majority comes from European countries located relatively close to Poland. Mostly they come from Ukraine – the number of Ukrainian students is increasing especially dynamically, also due to the political situation in this country. Foreign students are mostly attracted to the best universities (e. g. The Medical University of Lublin).

The project European Eastern University aims to make the academic package of Lublin more appealing to international students (especially those from the Eastern Partnership countries) through the implementation of innovative and pro-quality changes at Lublin-based universities, under a partnership between the local government and higher education institutions. Nowadays the project team are preparing 3 new educational programmes or specialisations and joint publication containing comprehensive solutions improving the study offer in Lublin for students from EaP countries. The summary conference was held in Lublin at the end of June 2016.

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ADDRESS

Assoc. prof. Ing. Ľubica ČERNÁ, PhD.
The Catholic University in Ružomberok
Faculty of Education
Hrabovská cesta 1
034 01 Ružomberok
Slovakia
lubica.cerna@ku.sk

2. SECURITY ASPECTS OF THE SLOVAK REPUBLIC IN THE SECOND DECADE OF 21ST CENTURY

BEZPEČNOSTNÍ ASPEKTY SLOVENSKÉ REPUBLIKY VE DRUHÉ DEKÁDĚ 21. STOLETÍ

Ivan MAJCHÚT

ABSTRACT

Security threats and challenges of The Slovak Republic are changing. They are dynamic and interrelated, depending on the global, regional and national conditions. The impact of globalization is also significantly reflected in the current security environment of the Slovak Republic. Security ensuring of the Slovak Republic requires a proper understanding of the key security challenges and taking appropriate measures for their fulfilment.

Key words: national security - security aspects - security challenges

ABSTRAKT

Bezpečnostní hrozby a výzvy Slovenska se mění. Jsou dynamické a vzájemně propojené v závislosti na globálních, regionálních a národních podmínkách. Dopad globalizace se rovněž markantně odráží v současném prostředí bezpečnostní situace na Slovensku. Zajištění bezpečnosti Slovenské republiky vyžaduje důkladné porozumění základním bezpečnostním výzvám a zavedení příslušných opatření k jejich naplnění.

Klíčová slova: národní bezpečnost – bezpečnostní aspekty – bezpečnostní výzvy

INTRODUCTION

Security in the Euro-Atlantic area, in which the Slovak Republic (SR) is located, is largely dependent on the development and stability of the international system. It is formed by successive changes in the international political, security and economic system resulting from the combination of traditional power players and ambitions of regional actors to create a new balance of power.

1 INFLUENCE ON THE SECURITY SITUATION IN SR

1.1 External influences on the security situation in SR

Activities of a so-called Islamic state (IS/ISIL/DAESH) in Syria and Iraq have become a threat not only in the region of the Near East and North Africa but also in the European countries including SR. There has been a significant increase in the number of refugees, which has globally reached more than 50 million people.

The IS managed to gain new supporters from European citizens by active propaganda using the media and social networks. This fact entails the risk of terrorist attacks directly in the European countries by so-called foreign fighters who are coming back from fighting areas. The EU registers a trend to abuse IS threat for movements against "Islamisation" of Europe by right-wing political parties and radicals (MV, 2015).

The political crisis in Ukraine (in the immediate vicinity of SR) has spelled into an armed conflict. The disruption of the territorial integrity of Ukraine by annexation of the Crimea and the continued destabilisation of the eastern part of Ukraine was (and is) implemented by using military forces.

So-called "hybrid warfare" is used, whereas this method of fighting combines a number of military and non-military tools: the deployment of regular armed forces, Special Forces, using of guerrilla groups, strengthening local riots and protests, promotion of organized crime, terrorism, information warfare and propaganda, psychological operations, cyber-attacks, economic and diplomacy instruments. The relevant international institutions are only beginning to find an effective response to this complex and ambiguous nature of threat.

The voluntary departure from SR into zones of "jihad" was not registered. However, the departure of the Slovak citizens to eastern part of Ukraine was reported. The aim of the trip was declared as a humanitarian aid, and it is possible to exclude their participation in the fight in Ukraine. For this reason, these people can form a security risk because of radicalization.

Some risk factors having destabilizing potential remain in the Western Balkan region. These risk factors are mainly created by poor economic situation and resulting from migration into the area of Central and Western Europe. Foreign fighters recruiting, particularly ongoing in parts of the region inhabited by the Muslim population, also create destabilization factors (MV, 2015). Social tensions among the middle and lower groups of the population have the potential to escalate to radical protests. The question is how active the Russian factor will be in South-East Europe to the ambitions of Western Balkan countries to join the EU and/or NATO.

1.1 Internal influences on the security situation in SR

The security situation in SR is marked by the commission of crime. In particular, they are as follows: extremist crime (public expression of sympathy for movements that suppress basic human rights and freedoms), production, import and distribution of drugs, physical assaults, robbery, burglary and theft, moral offenses (sexual abuse), property and economic crime. Some of them are committed individually but many of them belong to the activities of criminal groups (Jurčák, V., Jurčák, J., 2013).

Organised criminal groups may be characterised by their regional activities and strictly defined spheres of influence. Some groups, in the effort to maximize their profits, can increase the range of crime types and take higher level of efficiency and exceed the boundaries of the region of the country. Some groups "improve" their activities and they achieve international dimensions. It causes difficulties to investigate these activities and it is demanding in international police cooperation, which complicates a criminal proceedings.

Unauthorized production, possession and trafficking of narcotic and psychotropic substances, poisons or precursors have increasing tendency. The most commonly used drugs in SR at present are methamphetamine and marijuana. Next, there is import and distribution of heroin and cocaine (MV, 2012). Import is usually conducted by the organized way from The Czech Republic, mainly due to price and quality. Import of methamphetamine and marijuana is usually provided by Vietnamese groups and import of cocaine is usually provided by Albanian groups. Distributors for both groups are usually Slovak offenders (MV, 2015).

The security situation in SR is also marked by illegal migration. An increase of illegal migrants has been recorded, which is probably due to the migration crisis in Europe. SR is usually not a final destination neither migration route. The strongest growth is caused by nationals of Syria, Afghanistan, Iran, Palestine and Kosovo who enter SR from Hungary (MV, 2015). The refugees in need of international protection are placed in the facilities of the Ministry of Interior and they do not cause any threat to the security of SR.

In general, a higher number of illegal crossings of the state border are registered through the official border crossing points than outside them. Illegal border crossing outside the official crossing points tried to be made: 2011 (16), 2012 (14), 2013 (43), 2014 (10) persons. Illegal border crossing through the official crossing points tried to be made: 2011 (28), 2012 (39), 2013 (35), 2014 (36) persons. In all cases, there are numbers of detainees (Poljakovič, Bučka, 2015).

The road transport safety in SR is influenced by national transport safety and transport safety on European roads. In practice, there is applied „The Strategy to Increase Road Safety in Slovakia between 2011 and 2020". The individual tasks and measures aimed at ensuring the effective management of road safety and for improvement of traffic safety situation on the roads in Slovakia, the performance of the police service focuses on the riskiest road sections (and also driving under the influence of alcohol and other drugs) (MV, 2012).

The issue of railway safety preferably falls under the scope of the railway police and its cooperation with other security forces is coordinated through the understanding agreement. In this area, the emphasis is placed on the label of the area in the circuit tracks that are not accessible to the public, establish and maintain an information system for passenger support and installed CCTV systems on upgraded railway stations. The focus is also placed on the reducing accidents at the railway crossing. Some main line tracks are reconstructed and there is reduced the number of the railway crossing (building of the underpasses and overpasses).

The area of water transport related the measures in safety especially with the performance of state control in the provision of transport and related activities, including the care of crews of vessels, passengers and carried goods. The river information services fulfil tasks in the gathering traffic information, which in the EU should reduce the risk of threats crisis.

In the Civil Aviation there is primarily focused attention to the action of the security of airport operators in carrying out screening of passengers and transported baggage and protection of the airport, particularly the security restricted areas.

It is necessary to pay more attention to cyber security. We recognise increasing attempts to undermine the important social and political events taking place in SR by cyber-attacks. The attacks are usually directed to websites of some state institutions of SR. In this context, there are prepared policy documents and legislative changes. In connection with the fulfilment of the NATO objectives there was prepared the document "Preparation of SR to Carry Out Tasks in the Field of Cyber Defence Resulting from SR Capability Objectives (adopted by SR government in October 2014).

The energy security of SR is endangered by the ongoing conflict in the Eastern Ukraine concerning the transit of gas supplies to SR. It is crucial to diversify energy sources and transport routes of natural gas, oil and electricity. There are prepared projects with the main focus on the diversification of sources and routes for increasing security of natural gas and oil supplies in SR and in Central and Eastern Europe. For SR it is currently one of the most important steps in the field of energy security to implement the North-South gas connection. This corridor is a collection of links between LNG terminals[1] in Poland and Croatia and it crosses all V4 countries and Croatia (Bocora, 2011).

[1] The device in which the liquefied natural gas is re-transformed into the gaseous shape after it is transported on/under the sea. It has four main functions: receiving LNG tankers and unloading their cargo, storing LNG in

2 KEY CHALLENGES FOR SECURITY OF SR

SR implements its foreign security policy through its membership in the key international organizations – NATO, EU, UN and OSCE. In addition, SR actively uses other organizations, especially V4. There it is engaged in order to strengthen its own defence, security, stability and prosperity as well as its partners and other countries in the direct neighbourhood, in the rest of Europe and in global space. The Euro-Atlantic institutions are not perfect, but they provide the platform for collective search of security issues.

The central strategic partnership for SR in transatlantic dimensions is the alliance with the US. The special place in the security area presents the cooperation with neighbouring countries, V4 countries especially. (Spilý, 2014). There is created the room to strengthen the joint cooperation between these countries especially on the issue of energy security, the coordinated approach to enlargement of the EU to the Western Balkans and cooperation in the EU Eastern Partnership (MZV, 2012).

The membership in the NATO is for SR the fundamental pillar of defence and security. It brings not only benefits but also responsibilities to execute alliance commitments.

SR supports the NATO open door policy for expansion of security and stability areas in Europe with particular emphasis on the Western Balkans countries (Montenegro, Macedonia, Serbia and Bosnia and Herzegovina). It supports the negotiations with Montenegro about joining the NATO and closer cooperation (so-called Substantive Package) with Georgia.

The real activities of SR in the framework of membership in the NATO are political and executive supports of activities of this organization. For example, political support is the contribution of SR in the amount of EUR 30,000 to the Trust Funds – the direct assistance in connection with the events in Ukraine/rehabilitation of security members (NATO, 2015). For example, executive support is the implementation of the training courses for Ukrainian specialists for demining and explosive ordnance disposal (Shoebridge, 2015).

SR also in the long term actively operates in the NATO operations and missions. At present, it takes part in the NATO HQ structures in Bosnia and Herzegovina and the NATO training mission in Afghanistan Resolute Support (MOSR, 2016).

SR supports the EU open door policy. SR welcomes the EU accession negotiations with Serbia, candidate status of Albania and revocation of the EU visa regime for Moldova. SR actively contributes to the discussion on the development of the Common Security and

tanks, changing of LNG shape, and supplying of gas to the national transmission network. (LNG - Liquefied natural gas).

defence Policy (CSDP) including its capabilities in crisis management. It supports its focusing on priority interests: strengthening the defence cooperation, development of capabilities and EU ability to respond.

SR supports the closest possible cooperation between the EU and NATO and urges it to seek a cost-effective solution in the building of defence capabilities in the framework of "pooling and sharing". It seeks to maximize the potential of regional cooperation, especially the V4 countries[2].

SR actively participates in civilian missions and military operations in Bosnia and Herzegovina, Georgia, Kosovo, on the Moldovan-Ukrainian border, in Afghanistan and the Palestinian territories (MZV, 2016).

SR focuses on issues of international peace and security, developing friendly relations among nations, strengthening respect for the rights and freedoms of others also in the framework of the UN. It supports the creation of the UN capabilities to respond to new security challenges in the world.

SR provides a contingent or armed forces in the UN mission in Cyprus – UNFICYP and in the Near East – UNTSO (MOSR, 2016). It also continuous in collaboration with international partners in counter illegal migration activities and management of migration and refugee flows.

SR continues to promote a comprehensive approach to security also through OSCE. It supports all OSCE activities leading to a de-escalation of tension in Europe. It actively supports, by personnel and financial contribution, this organization in OSCE specific monitoring mission in the Eastern Ukraine.

The government of SR adopts several measures to strengthen the capabilities and increase Slovakia´s readiness to possible security risks and threats as well as a reduction in military-technical dependence on the Russian Federation[3]. It also adopts significant measures to create conditions for increasing of readiness of the Armed Forces for defence of SR and for the fulfilment of international obligations in the coming years. In this context, there are elaborated political commitments of SR at the NATO summit in Wales to increase the defence budget to 1.6 % of GDP.

The main effort of the SR defence policy is preferably oriented on the Slovak Armed Forces participation in international crisis management operations in accordance with the obligations of membership in the NATO, the EU and the UN, protect and defend the airspace

[2] For example "V4 EU BG" in period 01/2016 – 06/2016.
[3] For example „Development concept of Air Forces of Armed Forces of Slovak Republic".

of Slovakia under the NATO Integrated Air Defence System (NATINADS) including air rescue and investigation service and delivery of national crisis management.

The society-wide challenge for Slovakia is training and education in security and protection of life and health. This task has to take particular schools at all levels, from kindergarten to universities. For its implementation a functional state training program that can be implemented through individual learning objects as well as separate organizational forms of teaching is necessary. In its additional form it is possible to use various Ministry of Education supporting competition activities (young lifeguard's civil protection, young medics, first aid ...) which significantly contributes to the creation of conditions for the acquisition and expansion of theoretical knowledge and acquisition of practical skills, especially in those areas. Universities in this issue shall apply in particular the study programs of higher education, affecting security, defence and protection.

An important part of Slovak security is energy security, which belongs to the key instruments of political independence and economic stability of the country. Within the energy policy of Slovakia, it is necessary to implement several legislative measures to promote competitiveness, sustainable development, reduce energy consumption and increase energy efficiency. The basis is securing energy supplies and settling potential emergencies designating the respective responsibilities for their solution. The main measures to increase energy security are to build optimal stocks of gas and oil, diversify energy sources and transport routes for natural gas and oil self-sufficiency in nuclear energy, prefer high-efficiency cogeneration of electricity and heat and increase the use of renewable energy sources.

The extraction of natural gas in Slovakia is a significant amount and the country at around 98 % is dependent on imports from the Russian Federation. The current total capacity of underground storage in Slovakia is sufficient to cover gas consumption for 83 days.

Oil production in Slovakia is also marginal and the need for a level of 99 % (amounting to 6 million tons per year) is covered by imports from the Russian Federation. The situation in this area is complicated by the internal political situation in Ukraine and its relations with Russia. In the area of oil trade it seems crucial to secure supplies of crude oil for Slovakia over the long term and build emergency stocks of oil and oil products selected in order to maintain emergency stocks of crude oil and petroleum products to the required 90-day level of consumption of SR.

A lower energy dependence of Slovakia is ensured by promoting domestic coal mining, respectively by ensuring an optimal level of extraction, and thereby greater security of electricity supply. The difference between harvesting and consumption is currently supplied by imports mainly from the Czech Republic.

In terms of energy security from renewable sources hydropower plays the key role (its share in total electricity generation represents 17-19 %). The trend is the shift from fossil fuel heating to biomass and also the extraordinary expansion of the photovoltaic power plants.

The intention is to achieve a balanced production and consumption of electricity. Achieving reliable self-sufficiency of Slovakia in electricity and eventual restoration of its export capacities can be achieved only in case of the launch of several new nuclear power plants into operation.

CONCLUSION

The development of the security situation in Slovakia depends on the evolution of the global, European and regional security situation. Slovakia itself must also contribute to this and thereby influence the global, European, regional and its own security. This is possible to be implemented mainly by the stabilization of its own democratic system and its economic development.

It must also create a functional security system by which it can ensure an adequate response to internal and external threats including the role of the integrated rescue system in case of disasters, natural events etc.

This includes also the development of capabilities of Slovakia for the comprehensive assessment of opportunities and ways of response to the activities of the international community in resolving crises. It must engage professional armed forces into this system, with emphasis on their civil control, establish a framework for the long-term development of the multiannual source of stability.

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ADDRESS

Ing. Ivan MAJCHÚT, PhD.
Security and Defence Department
Armed Forces Academy of gen. M. R. Štefánik
Demänová 393, 031 06 Liptovský Mikuláš
Slovak Republic
ivan.majchut@aos.sk

3. LOGISTIC SUPPORT OF REGIONAL SUSTAINABLE DEVELOPMENT ON THE EXAMPLE OF POMERANIAN METROPOLITAN RAILWAY

LOGISTICKÁ PODPORA UDRŽITELNÉHO REGIONÁLNÍHO ROZVOJE NA PŘÍKLADU POMOŘANSKÉ METROPOLITNÍ ŽELEZNICE

Cezary MAŃKOWSKI

ABSTRACT

Sustainable development of regions depends on many factors. One of them is an efficient and effective logistic system with transport subsystem as its main component. A case study presented at the paper is focused on the impact of the Pomeranian Metropolitan Railway on a regional development. The obtained research results show that this case has got its own individual characteristics, which include contributing to the improvement of transport accessibility in the region, and thus equal civilization opportunities. Also, examining the impact of the analyzed case, the environmental assessment is very positive, which is not a typical thing of such a complex project.

Key words: sustainable development

ABSTRAKT

Udržitelný rozvoj regionů závisí na mnoha faktorech. Jedním z nich je efektivní a účinný logistický systém, jehož hlavní složkou je dopravní činnost. Příkladová studie pomořanské metropolitní dráhy (PMD) má pro regionální rozvoj své specifické vlastnosti, k nimž patří zlepšení dopravní dostupnosti v oblastech zanedbaných v tomto směru, stejně jako vyrovnání příležitostí pro občany. Současně hodnocení vlivu PMD na životní prostředí ukazuje velmi pozitivní efekt, což při tak složitých projektech není vždy typické.

Klíčová slova: udržitelný rozvoj

INTRODUCTION

Regional sustainable development depends on many determinants. Usually, the social and economic factors are stressed, however, if the development is to be sustainable the factors cannot be incidental or not balanced with the others. In fact, all the economic (production, trade, services) as well as social processes (educational, healthy, social security, etc.) require some resources (material, information, human, financial), what makes logistics a vital area of human and business activity. Speaking more detailed, similar to other services, logistics meets not only business objectives through the processes of delivering the goods in the right time and place, but is also an important element of every social and economic system, satisfying the needs for shipments of goods, supported by warehousing and transportation services, or just having a job, earning money, or simply enabling each other to communicate, which certainly prevents form social exclusion (marginalization). All these activities undoubtedly support the development of stable social and economic structures, including regional ones. This fact allows putting a thesis that logistic support is crucial for sustainable development of all regions, including the presented case of The Pomeranian Region in the north of Poland. In this case, one of many regional problems is a logistic imbalance (disproportion) between the "Tricity" agglomeration (Gdansk, Sopot, Gdynia) and the rest of the Pomeranian Region, what results in underutilisation of the whole region. Due to just recently finished investment in logistics of the region in the form of the Pomeranian Metropolitan Railways, it is worth conducting a research on the influence of the investment on the development of the region. Within this research it is planned to perform SWOT analysis of the Pomeranian Region to identify a set of factors influencing the growth of the region, followed by a description on how one of these factors, namely the Pomeranian Metropolitan Railway, contributes to the regional sustainable development. Thus the aim of the paper is to present the results of the above mentioned research.

METHODOLOGY

The logistic support of regional sustainable development on the example of the Pomeranian Metropolitan Railway is actually shaped rather on the basis of popular media news or rumors than scientific results. Thus, it is reasonable to conduct a research aimed at the assessment of the development based on scientific methods. Within this aim the following three research purposes are going to be achieved, which can function also as three main research stages. They are:

1) identification of factors influencing regional development in general, followed by their concretization for the Pomeranian Region,
2) description of main characteristics of research objects, i.e. the Pomeranian Region and Pomeranian Metropolitan Railway,
3) assessment of the influence of the Pomeranian Metropolitan Railway on the development of the Pomeranian Region.

The above mentioned purposes are carried out with the usage of the following scientific methods. The first purpose is achieved through the study of literature on the theory of economic and social growth, detailed by a theory of sustainable development, which is applied for the case of the Pomeranian Region at the next research stages. Regarding the second purpose, to describe the main characteristics the qualitative and quantitative methods are used, including general methods of data presentation at the form of tables and figures. The last one, i.e. the assessment of the influence of the Pomeranian Metropolitan Railway (shortly-PMR) on sustainable development of the Pomeranian Region is also done by usage of qualitative and quantitative methods, especially based on reports and strategies on sustainability. Some opinions are expressed based on the individual talks with railway experts or executives, and regional government officials during V Conference of PKP SKM in Tricity and study tour of PMR held on 3 and 4 March 2016 [PKP SKM, 2016].

All the results gained through the research process are used to formulate the course of reasoning in the form of text, models and figures based on methods of reduction, induction and deduction, and formally divided into three meritoric chapters related to three above mentioned research stages ended by conclusions.

1. Identification of factors influencing sustainable development in the Pomeranian Region

The development of the Pomeranian Region depends on many factors. In order to investigate their impact on the tested object it is necessary to identify them to decide if the Pomeranian Metropolitan Railway can be one of them. The broadest framework for defining the set of factors, determinants, constrains, limitations, potentials, enablers or other named elements influencing regional development comes from the theory of economic and social growth. Based on a literature study some groups of growth theories can be quoted. Historically, the first of them is named classical one. It comprises the theories of growth formulated mainly by A. Smith, D. Ricardo and T. R. Malthus [Samuelson, 1996; Begg et all, 2003]. Speaking in a nutshell and great simplification, according to them four main factors were responsible for the growth or stagnation, namely: capital, labor force and land, technical know-how, which if used at the right relations should lead to capital accumulation, economies of scale, comparative advantages, which in turn decides on the wealth or poverty of nations. A lot of other ideas and conceptions of social and economic growth have been proposed, however, the classical one is still in use. Because the Pomeranian Metropolitan Railway is a part of the Pomeranian Region it is worth citing another possible classification of growth, namely endogenous and exogenous. The first one emphasizes the meaning of savings, investment and capital accumulation [Romer, 1994] while the second one says that capital accumulation, labor or population growth, and increases in productivity, commonly referred to as technological progress are crucial for the stable growth [Solow, 1956; Swan, 1956].

Taking into account the aim of this paper, the above mentioned theories can be detailed by the theory of sustainable development [Pezzey et all, 2002]. In contrast to the growth conceptions the sustainable ideas are shifting their focus from economic point of view to the natural environment orientation. They still require being economically effective but under the condition there will not be any deterioration of the natural resources. As a result, the impact of any economic activity on such elements as ecology, nature, environment, agriculture, green-energy, usage of finite resources, and the future of generations, turns out to be the most important factors to examine, if speaking about sustainability [Sustainable, 2002]. The idea of sustainability covers all aspects and areas of human activities, including logistics. Nowadays, it is understood and accepted generally that all activities need to be provided with the right resources at the right time and place [Chaberek, 2011]. Because logistics directly deals with resources, it is logical the logistic system is another crucial determinant of the sustainability of every social and economic system, including regions, as for instance the Pomeranian Region.

2. Main characteristics of the Pomeranian Region and Pomeranian Metropolitan Railway as objects of research

The Pomeranian Region and Pomeranian Metropolitan Railway as objects of research require presenting some information about them to find out mutual relations, which can be used at the next research stage to examine the impact of one object on the other one. According to the Regional Development Strategy of the Voivodeship of Pomorskie until 2020 [Regional, 2012], the Pomeranian Region is an economy and society of average in size and strength with a relatively stable position in relation to other Polish regions (5th place in terms of GDP per capita). This region is characterized by opened economic ties with relatively high value of exports in relation to GDP (3rd position in the country) and a significant share of high technology exports (2nd place in the country). In terms of employment, as well as the value creation, the regional economy is service oriented. The service sectors are particularly developed in the areas of business activities associated with the sea, petrochemical, electromechanical, wood and furniture, food and tourism industries. They create a number of opportunities for the region related to the economic use of the sea resources as well as cooperation in the Baltic region within the framework of economic, administrative, cultural and infrastructure relations. This region is also characterized by a high economic activity among residents reported by a relatively high number of small and medium-sized enterprises per thousand people (4th place in the country) and significant capital expenditure including the sector of corporates (also the fourth place), cluster structures, and high investment per one industrial company conducting innovative activity (3rd in Poland). By 2020 the Pomeranian region is projected to be the youngest demographically Polish region with the highest positive natural increase, as well as one of the four provinces that will grow in population. The region's share in the Polish population in 2020 will be approximately 6 %, and the population will increase by nearly 50 thousand compared to 2010. Especially from the sustainable regional development the following information is important. It appears that the Pomeranian has a unique environment and landscape values. It is also characterized by a great cultural diversity, resulting from local and regional heritage of Kashubian, Kociewie, Vistula, Zulawy and other parts of the region. A significant role is also played by marine tradition and interesting history, including the times of Solidarity. The region also offers a wide range of regional culinary products and high-quality food. It has also worked out a rich tourist offer and one of the country's largest accommodation basis, focusing mainly on the coastal area. There are also great opportunities to participate in culture, namely numerous investments in cultural facilities and more ambitious cultural events (exhibitions, shows and festivals) have allowed for the creation of a qualitatively new artistic offer recognizable nationally and internationally. This results in the multidimensional development of tourism by making the region one of the key destinations in the country (3rd position in terms of overnight stays). In addition to the above mentioned social and cultural characteristics, the natural environment and resource protection activities are reported as very important for the residents and local government offices. These problems of sustainability of the region are playing a great role especially in the context of new investments, including the Pomeranian Metropolitan Railway. Particularly vulnerable to the adverse effects of poor efficiency of the transportation system are the areas of the western and south-western part of the province. The above outlined problems within the region have been deepening in recent years, which threatens its integration in many dimensions, including weakening its competitiveness and attractiveness for settlement as well as the ability to run the internal potentials effectively and overcome barriers to develop. A comprehensive summary of the above described features of the region is included at the form of SWOT analysis, whose results are presented in the ***tab. 1***.

Tab. 1: SWOT analysis of Pomeranian Region

Strenghts	Weaknesses
1. The settlement attractiveness and development opportunities related to the seaside location, as well as diverse and rich nature and landscape resources or values. 2. Tri-City Metropolitan Area is one of the development centres in Poland and in the Pomeranian Region, which gains importance as an international logistic hub. 3. High economic activity of residents and pro-export orientation of Pomeranian companies. 4. The relatively high level of social capital and a strong sense of local community identity. 5. Good market position of regionally specialized industry subject to its seaside location. 6. A stable and relatively high birth growth and positive net migration. 7. Unique heritage and cultural region diversity. 8. Advantageous natural conditions for energy development, including green-energy.	1. The peripheral location and low transport availability of the region; the lack of a coherent management of regional public transportation system; underdeveloped system of multimodal transportation. 2. Low spatial mobility of residents. 3. Low effectiveness of offers for external investors. 4. Insufficient cooperation and coordination of regional initiatives and innovations. 5. Large disparities in quality and access to public services, including insufficient developed IT infrastructure. 6. Unsatisfied participation of organized forms of children care, as well as the relatively low quality of education at primary and secondary level. 7. Relatively high morbidity and mortality caused by diseases of civilization. 8. Unsatisfactory parameters of natural environment; increasing exploration pressure on nature and the fragmentation and degradation of natural habitats.
Opportunities	**Threats**
1. The increase of foreign investors' activity, particularly in sectors with the greatest development potential in the region. 2. Intensification of economic relations in the Baltic Sea Region and increase its importance in the global economy. 3. Increase of social activity, including residents' participation in management processes in the public services' sphere. 4. Changing social attitudes, including the behavior of education (including lifelong learning, digital competence). 5. Reorientation of spatial and branch development directions by the energy and petroleum industry sector, into better use of the natural resources' potential and regional infrastructure. 6. The decentralization of the management of country development, including public finance.	1. The permanent weakening position of the EU in global economic relations, including the disintegration of the EU structures and the single European market. 2. Fiscal, legal and systemic barriers to economic development, including inhibition of nationally important network or point infrastructure investments and actions arising from the EU access obligations. 3. Low effectiveness of systemic reforms in the country in terms of health, social and education security, including permanent inadequacy of the education system to create professional and social competence. 4. The severity of the negative demographic processes, including the aging population. 5. The growing risk of adverse effects of human activity pressure on the environment. 6. High risk of natural disasters and other emergencies of wide range.

Source: Regional Development Strategy of the Voivodeship of Pomorskie until 2020, p. 16-17. Gdansk 2012. Document available at http://strategia2020.pomorskie.eu/documents/240306/400793/Pomorskie_SRWP2020.pdf/d1fb1e1b-4c73-4221-8f2b-8cff5b3a9f45.

Shifting the course of reasoning from the Pomeranian Region into description of the second research object, namely the Pomeranian Metropolitan Railway (shortly PMR), it should be stated that it is a great investment of long history. Based on a literature study [Kolej, 2015], a precursor of PKM was the so-called Kokoszkowska Railway which started over 100 years ago on 1st May 1914 on the route of Wrzeszcz - Kokoszki - Stara Pila. This railway was at that time the shortest connection between the region's capital, Gdansk, and the western areas of the region, i.e. Kashubia, and functioned almost 31 years until 1945 when it was destroyed during the battle of Gdansk. Despite the elaboration of many ideas of reconstruction or other use of the remains of the former Kokoszkowska Railway no significant steps to revitalize the line were taken until 2005 when the conception of the so-called Tri-City Railway Bypass was developed. This idea initiated comprehensive works on a feasibility study which began in October 2008 and ended in 2011 because of many decision variants and public consultations. Finally, a recommendation for the variant of two-railway line linking Gdansk-Wrzeszcz and Gdynia through the Gdansk Airport, with connection to Kartuzy and Koscierzyna located at the Kashubian subregion (**fig. 1**) was taken into account. During a 5-year construction period it was managed to build a completely new rail line 18 km long with 18 stops and with the most modern system of railway traffic control in Poland. Particularly noteworthy is the fact that for the first time since 40 years a new railway line has been built from scratch in Poland and the investor was not a railway company as usual but a local government, i. e. the Pomeranian Voivodeship Authorities.

Fig. 1: Map of Pomeranian Metropolitan Railway

Source: Portal PMR [online]. Accessed at http://www.pkm-sa.pl/glowna/o-projekcie/mapy [available on 20.03.2016].

3. Assessment of the influence of the Pomeranian Metropolitan Railway on the development of the Pomeranian Region

The above description of main characteristics of the Pomeranian Region and Pomeranian Metropolitan Railway allowed to draw a thesis saying that the influence of the new investment in railway has a great and multifaceted influence on the regional development in all its spheres, including regional economy, public transportation services, settlement attractiveness, vocational and facultative mobility of residents, social style of life, education or health security. Of course, some of the influence relations are of direct meaning while the others are of some looser ties. Nevertheless, it is obvious that the relatively new finished investment supports mainly the development of the Pomeranian Region as a logistic hub and element of the country's transportation system through the liquidation of transportation imbalance between Tri-City Metropolis and the rest, mainly western part of the region – the Kashubian subregion. It supports not only an economic aspect of the region development but also social integration of residents in context of their vocational and individual development contributing to growth of the whole Pomeranian Region.

However, taking into account a task to assess the impact of the investment on the region in the sustainable development perspective especially, it is necessary to present the results of the influence on the nature environment. According to the environmental impact report [Raport, 2012], the influence of the Pomeranian Metropolitan Railway on the ground's surface and soil in the Pomeranian Region has been evaluated positively, as the implemented investment variant has occurred in areas of favorable geological and engineering conditions. However, construction works can cause transformation of the ground's surface and soil. To minimize the possible negatives, the construction works have been limited to the minimum of technical and mechanical interference, and limited to the minimum duration of the works and limited to the minimum areas of technical and mechanical interference, and limited to the minimum duration of the works and a recultivation of the land surface after finished works. The construction of the Pomeranian Metropolitan Railway may cause a negative impact on the environmental surface water and groundwater, primarily through water pollution and the possibility of changes in the water streams' system. To prevent a natural water system against degradation, the dehydration system is carried out in the form of new elements of storm water drainage and surface drainage as well as restoration or reconstruction of existing elements of dehydration. Regarding the surface drainage of trackbed, it is done through the correct shape of the surface which is laid to falling transverse amounting to 4-5 %, providing drainage of rainwater from the layer of crushed stones in the direction of water drainage. The noise is the most burdensome element of the investment which is responsible for the negative impact on the regional sustainable development. The values of noise cased for the environment after finishing the project have been rated both in the daytime and nighttime. In case the noise limits were registered, a lot of protection measures as vibration isolating securities and acoustic screens have been applied. In order to reduce the emissions of pollutants into the air and minimize the range of their negative impact on the environment, the exploitation of a modern rail fleet in the form of internal combustion rail buses powered by new engines that meet the limits on concentrations of substances in the exhaust gas designated at the European Directive 2004/26/EC are used in regular transport operations. The activities related to waste management are implemented in accordance with applicable regulations. Also the landscape protection of the environment has been assured at the project planning stage and has been currently implemented through new plantings adapted to the prevailing habitat conditions. Similar measures have been taken to protect the migration routes of amphibians (including reptiles and small mammals). Namely, it was decided to construct small passages in projected areas in the form of concrete-made passages of rectangular shape equipped with dry shelves smoothly connected with the environment. Unfortunately, the implemented investment may result in an extraordinary environmental hazards (accidents, breakdowns, fire hazards), resulting in a threat to life and health of living organisms and pollution of various components of the environment (biological, chemical, radiological, thermal pollution). Because these events cannot be foreseen, risk mitigation activities have been taken and the engagement of emergency services has also been planned.

CONCLUSION

The analysis conducted above proved there is a great and positive impact of the Pomeranian Metropolitan Railway on the sustainable development of the Pomeranian Region. Regarding the social and economic development of the region, it gets support from the railway in different ways. The investment has created better transportation connections with the centre of the region: Gdańsk - Sopot - Gdynia, which enabled them to become a real logistic hub managing goods and passenger flows. Especially at the perspective of sustainability it has appeared very valuable to examine the impact of Pomeranian Railway on the natural environment of the region. The aspect of activities taken during construction works and after finishing them as for instance meeting all the soil, air, noise, water and other requirements to prevent the usage of natural resources make a great impression. It is also a guarantee the Pomeranian Railway can be named as a nature friendly user.

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ADDRESS

Prof. UG, dr hab. Cezary MAŃKOWSKI
Department of Logistics
Faculty of Economics
University of Gdańsk
A. Krajowej 119/121
81-824 Sopot, Poland
ekocm@univ.gda.pl

4. IDENTITIES AND DIFFERENCES IN UNDERSTANDING MARKET RELATIONS IN UKRAINIAN AND WESTERN FIELDS OF HIGHER EDUCATION

SHODNÉ ZNAKY A ROZDÍLY V CHÁPÁNÍ TRŽNÍCH VZTAHŮ V UKRAJINSKÉM A ZÁPADOEVROPSKÉM TERCIÁLNÍM VZDĚLÁVÁNÍ

D. M. ZAGIRNYAK

ABSTRACT

The author presents an article dealing with the forms of financing Western and Ukrainian higher education. He compares these forms of resources diachronically. He mentions the reforms that have been in the Ukrainian educational system to get it complied with the Western systerms.

Key words: higher education – fee – educational system

ABSTRAKT

Autor předkládá článek zabývající se jednotlivými formami financování západoevropského a ukrajinského terciálního školství. Srovnává tyto formy financování diachronně. Zmiňuje, že po ustavení samostatné Ukrajiny byly provedeny reformy ve školském systému, jež jej mají za cíl sblížit se systémy západoevropskými.

Klíčová slova: vysokoškolské vzdělání – poplatek – vzdělávací systém

INTRODUCTION

For a long time the Ukrainian higher education (hereinafter – HE) was held captive by communist ideas that completely rejected market relations. The strict state regulation excluded initiative and independence of higher educational establishments. “Students enrollment plan” as well as “graduation plan” are indices that simultaneously determined needs for specialists of corresponding professions and qualifications and possibilities of their meeting. The situation changed fundamentally in 1991 when sovereign Ukraine proclaimed the course to market reforms. During all this time HE in developed countries of Europe and North America (hereinafter – Western HE) improved the forms and methods of university entrepreneurship. So, the modern state of Ukrainian and Western systems of education originates from different time intervals in which fundamentally different economic principles existed. This circumstance enables determination of community of basic conditions of modern activity of Ukrainian and Western educational systems.

The field of higher education (hereinafter – FHE) is an economic space part in which the action of market mechanism is refracted. It is the specific character of academic commerce forms and methods that makes a special continuum that can be absolutely differently interpreted by the Ukrainian and Western specialists. In its turn, the presence of essential difference in continuum understanding, eventually, eliminates the exchange or unilateral use of experience. To refute (or confirm) this circumstance it is necessary to determine common points of view of the Ukrainian and Western specialists as to the problem of acceptance of market principles as basic ones in relations of FHE subjects.

Analysis of recent research and publications. The formation of the attitude of the Western academic community to market relations in FHE made it possible to single out three categories of points of view. The first category includes ardent champions of a market of services of higher education (hereinafter – SHE). D. Bok analyses problems faced by American universities when they want to preserve quality of education being tempted by commercialization [Bok, 2012]. B. Klark describes transformations in European universities in the second half of the 20th century, features that enabled them to meet the requirements of the society adequately, availability of compromise between entrepreneurship and academic values [Klark, 2011]. E. Neborskyi associates the economics of the USA education with capitalization of universities [Neborskii, 2012].

The second category includes moderate followers of market relations in FHE. R. Geiger examines universities' contribution to American society and social requirements to formation of university character **[**Geiger Roger, 2004]. The arrangement of a considerable information array enabled D. Urbano and M. Gerrero to synthesize an original approach to academic entrepreneurship [Urbano, 2013]. M. Kwiek shows the panorama of modern dynamic processes reflecting the environment as a social institute [Kwiek, 2009].

The third category includes opponents of FHE commercialization. T. Hussey and P. Smith competently and topically criticize the higher school of Great Britain. They explain mass education by chronic under-financing, strengthening of management, excessive emphasis on accountability, reduction of trust, intensification of competence, market egoism, attitude to knowledge as a commodity and students – as clients [Hussey, 2010]. M. Nussbaum's protest position as to obtaining profit by higher educational establishment (hereinafter – HEE) convincingly proves the availability of commodity-money relations in FHE [Nussbaum, 2014]. It is inexpedient to extend the limits of the analysis as the mentioned thoughts reflect the general attitude to the problem of the world educational community.

T. Obolenska was one of the first Ukrainian educationalists who were encouraged to apply marketing instrumentation to HE [Obolenska, 2001]. A considerable contribution was made by R. Patora who analyzed the creation of educational market in the countries of Central and Eastern Europe and proved that Ukraine was a part of European educational space [Patora, 2002]. T. Boholib's views are characterized by respect to the past, critical attitude to the present and concern about the future of the higher school of Ukraine [Boholib, 2010]. I. Pasinovych deepened the theoretical and methodological principles of HE state regulation and developed recommendations as to HEE activity under the market conditions [Pasinovych, 2009]. L. Tsymbal is interested in theoretical principles of generation, influence factors and problems of SHE market functioning [Tsymbal, 2010]. The state, tendencies and problems of SHE market development are dealt by S. Honcharov, O. Bordiuzhenko, N. Bordiuzhenko [Honcharov, 2012]. O. Karpiuk is interested in the regional aspect of organization and economic principles of generation and development of education service market [Karpiuk, 2011].

The analysis of publications certifies that the Western and Ukrainian scientists are united by the concern about the up-to-date state of HE and search for ways to improve the situation. The problems have common roots but they are interpreted by Western and Ukrainian colleagues in a different way. In the West the compatibility of academic canons and market approaches to university management is actively discussed. In Ukraine the problem of the best unification of the state regulation and market approaches to FHE management is topical. While market approaches present a common "denominator", the Western "numerator" includes the specific character of university activity and Ukrainian one – the state interests in FHE. Probably, the difference between the numerators causes the difference in interpretation of the state and choice of vectors of HE development. Taking into account the experience and success of the Western colleagues, it is necessary to determine the correctness of the Ukrainian "numerator" format.

As for the Ukrainian scientists, the necessity of orientation to the world experience does not give the rise to doubt, which makes it expedient to use cross-national HE systems comparison focused on commodity-money relations. Essentially, it is necessary to prove availability of community and difference of Ukrainian FHE from Western fields of education. With this purpose in view let us turn to interval logic as relations are a qualitative characteristic that is difficult to calculate. To solve such problems M. Novosiolov introduces a notion of "interval invisibility". It makes it possible to establish a connection between abstraction processes and conditions of recognition of experience images and data processing in the context of a traditional principle of the indistinguishable, according to which this hardly distinguishable is interpreted in the direct empiric sense, i.e. without idealization. According to identifications relativity, the principle considers identity as “logic constant” [Novosiolov, 2003; Shachits, 2010]. The absence of clear boundaries of the notion “commodity-money relations” convinces one of impossibility to eliminate fuzziness of research knowledge about them finally. The abstraction interval determined as a mental image is a defining concept of interval semantics [Shachits, 2010]. The interval is expressed by means of an assertion concerning availability of commodity-money forms of exchange in relations between SHE sellers and consumers. History fragments, normative-legal documents and development doctrines, specialists’ points of view are taken as abstraction interval characterizing community of Ukrainian and Western FHE.

Purpose of the research – determination of identity of economic principles in the Ukrainian and Western FHE, which implies determination of availability of commodity-money relations on the one hand, the definition of unambiguity of their essence understanding on the other hand, which enables assumptions as to general boundary conditions of existence of abstraction models.

MATERIALS OF THE RESEARCH

In the Middle Ages European HE accumulated all the best that had been obtained in the prehistoric period and embodied market relations existing in the society. The conflict of religious and secular principles reflected on the subject of the study but it did not touch upon the essence of economic relations of those who provided and those who consumed SHE [Rüegg, 2003]. B. Klark observes that the British HE system appeared and formed independently on the state. Oxford and Cambridge universities, founded under the patronage of the church, were financed by donations and tuition fee. The 19th century secular universities, founded on private basis, first of all required tuition fee [Klark, 2011]. The European HE was reformed many times under the influence of social-political events, e. g. during the Reformation (religious and social-political movement in Western and Central Europe in the 16th – early 17th centuries) or during the Great French Revolution [Rüegg, , 2003]. However, regardless of the transformation of principles, methods and forms of pedagogic process, European universities have always remained an equal subject of economic relations. It fully concerns higher educational institutions that existed in the territory of modern Ukraine. T. Hussey and P. Smith pathetically conclude: “A look into history proves that higher education more reminds of market” [Hussey, 2010].

D. Bok states that university is completely commercialized today [Bok, 2012]. D. Urbano and M. Gerrero regard university campuses in entrepreneurship environment as important catalyzers of regional economic and social development [Urbano, 2013]. M. Kwiek comes to the conclusion that the pattern of future university in societies and economies based on knowledge and governed by market forces cannot be discussed in traditional contexts. In the global scale the "market prospect" of the state services in the field of education becomes more noticeable [Kwiek, 2009].

R. Geiger pathetically proclaims the apotheosis of free market ideology in the "privatization epoch". The functional expansion of the world economy is accompanied by transfer of market relations to the non-commercial sphere [Geiger Roger, 2004]. Despite sharp criticism of market guidelines in the development of the field of education, N. Nussbaum generalizes the idea of academic community as to prevalence in the 21st century of a new education concept oriented to acquisition of profit [Nussbaum, 2014]. From the point of view of knowledge economics, E. Neborskyi assigns a considerable role in the university life to economic indices consisting of totality of its financial possibilities, e. g. research activities directed to obtaining profit [Neborskii, 2012]. Taking the University of Warwick and the University of Strathclyde in Great Britain, the Twente University in the Netherlands, the Joensuu University in Finland and the Chalmers University of Technology as examples, B. Klark reasonably proves the acceptability of market environment for successful activity of universities [Klark, 2011].

A brief overview of the history of professional knowledge and skills convinces one that during many centuries the question: "who is to pay for them?" was not topical due to its evidence. The individual completely realizes the commercial value of knowledge, so the tuition fee is a natural form of relations in the academic environment. Without going into details of financial relations between the lecturer and the student, it should be admitted that commodity-money relations were and remain one of the cornerstones of the foundation of higher school. This deduction makes it possible to consider modern commercial activity as a more or less successful experiment with methods and forms when principles remain unchanged.

In the modern Ukrainian history the first steps to introduce market relations into FHE were made almost a quarter of a century ago. According to clause 3 of the Law of Ukraine "On Education", the right of Ukrainian citizens to education is provided by an extensive network of educational establishments based on the state and other forms of ownership. Clause 18 contains the definition of conditions for creation of educational establishments, according to which the possibility of creation of establishments of different ownership form is declared. In general, the phrase “forms of ownership” is used 17 times in the clauses of Part I and three times in the clauses of Part II, in particular, “private form of ownership” (clause 36, paragraph 4) [Law of Ukraine, 2002]. In the Law of Ukraine “On Higher Education” passed on January 17, 2002 the phrase “private form of ownership” is mentioned five times and “all forms of ownership” – 47 times [Law of Ukraine, 2002]. In the Law of Ukraine “On Higher Education” passed on July 1, 2014 “private form of ownership” is mentioned 14 times and “all forms of ownership” – 52 times [Law of Ukraine, 2014]. Ownership forms pluralism confirmed by legislation is a formal sign of existence of market relations in FHE.

The National Doctrine of Education Development (2002) contains development directions concerning commercialization, e. g. “improvement of legal basis for private financing of educational establishment activity” [Decree of the President of Ukraine, 2002]. The National Strategy of Education Development in Ukraine for the period up to 2021 (2013) determined the following strategic direction of the state policy: “creation and provision of possibilities for implementation of various educational models, creation of educational establishments of different types and forms of ownership”, and prospective tasks of the bodies of education management include “bringing HEE network and HE management system to conformity with the requirements of development of national economy and needs of the labor market” [Decree of the President of Ukraine, 2013]. Thus, commercialization is determined as the vector of development of the Ukrainian HE.

In the State National Program “Education” (“Ukraine of the 21st century”) approved in 1993 the strategic task of education reformation consists of “overcoming the monopoly of the state in the field of education due to the creation of non-governmental educational establishments on the equal basis”, the basic way of education reformation is “generation of new economic fundamentals of education system [Resolution of the Cabinet of Ministers of Ukraine, 1994]. “The List of paid services provided by educational establishments, other organizations and establishments of education system belonging to the state and communal ownership” approved in 2010 became a convincing argument in favor of commercialization of education activity [Resolution of the Cabinet of Ministers of Ukraine, 2010].

A brief analysis of normative-legal documents proves that Ukraine has chosen and is steadily moving to commercialization of higher education. Every branch of government has made a considerable contribution to the commercial development of HE. It should be noted that not a single normative-legal document regulating the Ukrainian HE contains a definition of such notions as “SHE market” or “education service market”. Characterizing the state policy of Ukraine in the field of education and science, T. Boholib subjects particular theses of governmental programs in the field of education and science to sharp criticism, proposes the methods for elimination of drawbacks and ways for overcoming the crisis phenomena [Boholib, 2010].

The Ukrainian scientists have their own points of view of this aspect. A decade and a half ago T. Obolenska insisted that "transfer to market relations in education has already been constituted in the society as a fact and is more extensively covering practically all the links and segments of educational system" [Obolenska, 2001]. For I. Pasinovych the appearance of SHE market is the most noticeable change in HE system during the years of independence. The market still more often determines the targets, tasks and organization of education. She considers that market characteristics include liberalization of demand, supply, pricing and also expansion of consumers' demand [Pasinovych, 2009].

R. Patora recognizes education market as a system of relations of education space subjects aiming at achievement of a certain level of education, study during the whole life with the aim of comprehensive development of a personality, revealing its talents, capabilities, enrichment of intellectual, creative, cultural potentials of a personality and the nation as a whole [Patora, 2002]. L. Tsymbal interprets the category of "market of education services" as a totality of economic interrelations developed between multilevel subjects and concerning purchase-sale of education services [Tsymbal, 2010]. O. Karpiuk qualifies the "market of education services" as a notion that, according to the approach to classical economic theory, dominating in up-to-date research, is considered as a "system of economic relations or the field itself where these relations concerning production and organization of educational services take place [Karpiuk, 2011]. No matter what it is: a category or a notion, the content of definitions coincides with the encyclopaedic definition of the category "market" as a totality of economic relations of subjects as to organization and purchase-sale of commodities and services according to laws of commodity production [Mochernyi, 2002]. O. Karpiuk also gives an authentic definition of the notion, which certifies the continuation of the search for the content that represents completely the reality of educational services [Karpiuk, 2011]. The content load of the notion is transformed according to the chosen approach, e. g. a marketing one [Honcharov, 2012]. Taking into account the requirements of interval logic, a classical economic theory approach is chosen as an initial one, according to which the notion "market of higher education services" is a totality of economic relations of subjects whose interests are implemented when services of HEE and other establishments of FHE are provided and consumed.

Thus, the Ukrainian scientists unanimously claim that commodity-money relations have become the basic ones in FHE. There are various market models of HE, which requires the determination of the model that is used in management of the Ukrainian FHE.

CONCLUSIONS

The above stated makes it possible to come to the following conclusions. Firstly, regardless of preferences or dislikes to market relations, the Western specialists are united in belief that the market mechanism in FHE does not have an appropriate replacement yet, so, the society and other interested subjects must find the approaches, create conditions, build instruments that will allow an efficient use of the mechanism for the benefit of everyone. The Ukrainian specialists recognize the existence of market relations in the Ukrainian FHE. Their approaches are characterized by academism revealed in the wish to understand the essence of the problem thoroughly. This approach is absolutely obvious, as, unlike the Western colleagues, the modern generation of the Ukrainian pedagogic workers has taken part the in reformation of the education paradigm directly.

Secondly, social upheaval in the Western countries did not affect the market mechanism of FHE. That is why the modern Western HE preserved and increases the best academic traditions, modernizing market mechanism according to challenges of the present time. In Ukraine, on the contrary, during several generations the planned command economy destroyed the historical memory of market relations in FHE. During a comparatively short period of time the state reformed the normative-legal basis of HE according to the up-to-date market economic conditions. However, it is impossible to rebuild the awareness instantly, to bring up the entrepreneurship culture at an accelerated pace and to acquire commercial skills theoretically.

Thirdly, the choice of interval logic as the basis for the proof of reliability of reconstruction of the main features of market relations in FHE enabled the use of abstraction of formal logic for interpretation of identity and differences in understanding market relations in the Ukrainian and foreign FHE as a logical premise of determination of coordinates of the Ukrainian HE as generally accepted educational models.

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ADDRESS

ZAGIRNYAK Denys Mykhailovych – Ph.D. (Econ.), associate professor, Associate Professor of Finance and Credit Department
Faculty of Economics and Management
Kremenchuk Mykhaylo Ostrohradskyi National University
20, Pershotravneva Street
39600, Kremenchuk
Ukraine
deniszagirnyak@rambler.ru

5. COMPANY PERSONNEL MANAGEMENT: RISK MINIMIZATION

FIREMNÍ PERSONÁLNÍ MANAGEMENT: MINIMALIZACE RIZIK

Andryi POCHTOVYUK, Kateryna PRYAKHINA

ABSTRACT

Achieving high level of innovation development is possible only through ensuring the continuous and intensive accumulation, growth and retention of human capital assets by means of professional knowledge, skills, health of personnel. In recent years, companies have experienced growing challenges from their own personnel, specifically growing risks in the area of personnel management. It should be noted that such a risk cannot be hundred per cent forecast or financially estimated. Therefore, the authors in this article provide the recommendations with regard to minimization of risks in personnel management of a company.

Key words: personnel - company personnel management – risk - risk in personnel management

ABSTRAKT

Dosahování vysoké úrovně ve vývoji inovací je možné pouze díky zajištění postupného a intenzivního shromažďování, růstu a udržení lidského kapitálu prostřednictvím odborných znalostí, dovedností a dobrého zdravotního stavu zaměstnanců. V posledních letech firmy zažívají navyšující se počet výzev ze strany svých zaměstnanců, konkrétně se jedná o narůstající rizika v oblasti personálního managementu. Lze poznamenat, že takové riziko není možné stoprocentně předvídat či odhadnout z hlediska financí. Proto autoři tohoto článku poskytují doporučení s ohledem na minimalizaci rizik v personálním management společnosti.

Klíčová slova: zaměstnanci – firemní personální management – riziko – riziko v personálním managementu

INTRODUCTION

In the view of growing attention to the personnel operation and the effectiveness of its utilization, the arising question concerns assessment of risks in its operation. The new and improved methods of personnel management should be identified so that such risks could be less probable. The issues of risk management of a company in the context of personnel management are in the focus of attention of leading national and foreign scholars. These issues are researched by such national scholars as P. Verchenko, V. Vitlinskiy, L. Vremenko, A. Gaidutskiy, V. Granaturov, O. Kuzmin, L. Lipych, O. Moroz, S. Nakonechniy, Y. Petrovych, N. Podolchak, M. Rymar, O. Ustenko, N. Chukhrai. The issues of personnel risk management are researched by foreign scholars A. Algin, D. Bacskai, D. Gessen, O. Morgenstern, F. Knight, and others whose works are widely recognized.

Despite available research of the above subjects, their high scientific and practical value, the issues of improvement of personnel management with the goal of lowering risks of its operation remains are inadequately developed, which provides an opportunity for further research in this area.

The goal of the research is to substantiate risk in personnel management of a company and develop scientific recommendations with regard to the analysis and minimization of risks.

RESULTS AND ARGUMENTATION

The success of a company in the current economic environment largely depends on personnel management. In recent years companies have experienced growing challenges from their own personnel, which is accompanied by companies' decline of economic security in the result of growing risks from personnel management.

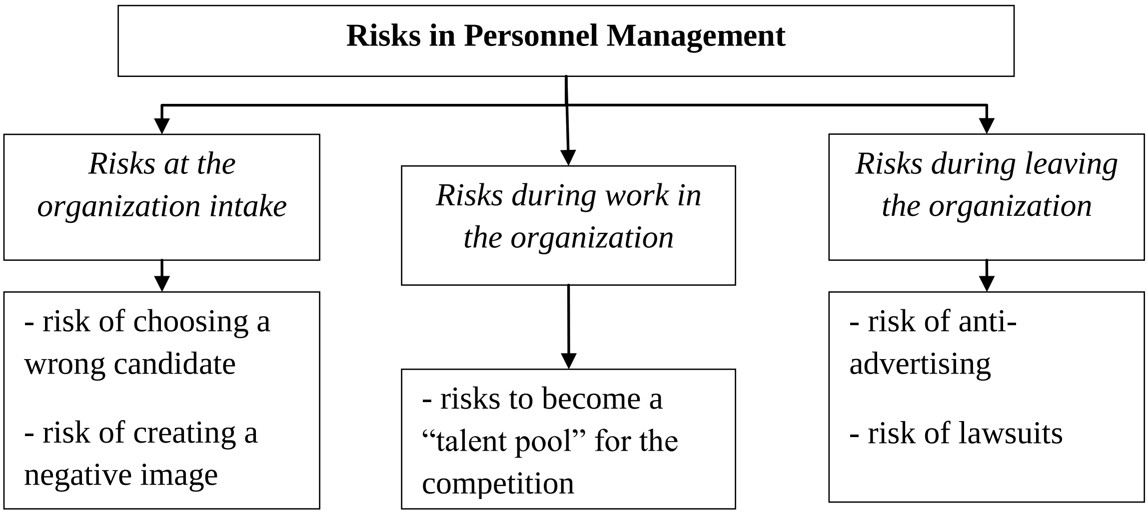
Any activity has the risk no matter if it is internal or external. Risk is defined as the probability (or threat) of the company's loss of part of its resources, profit deficiency, or occurrence of additional losses in the result of specific production and financial activity. Risk is a probability of losses, deficiency of planned revenue and profit (Grinov, 2005) compared to the option of rational allocation of resources (Lapusta, 1998).

Human resources specialists introduce the concept of risk to personnel management. Such risk is inevitable and it cannot be 100 % assessed in advance since a person is subject to changes and their conduction and motives of activities are determined by both conscious thinking and sphere of unconsciousness (Shvets, 2011).

In other words, generally speaking *the risk in personnel management* is an internal possibility of danger due to behavior or action (inaction) of employees that can lead to the company's loss of part of its resources or to profit deficiency and cannot be 100 % forecast.

Looking at the technology of personnel management, the risks of such management can be divided into following three groups: risks at the organization intake, risks during work in the organization, and risks related to personnel leaving the organization. These groups are summarized and shown in Picture 1.

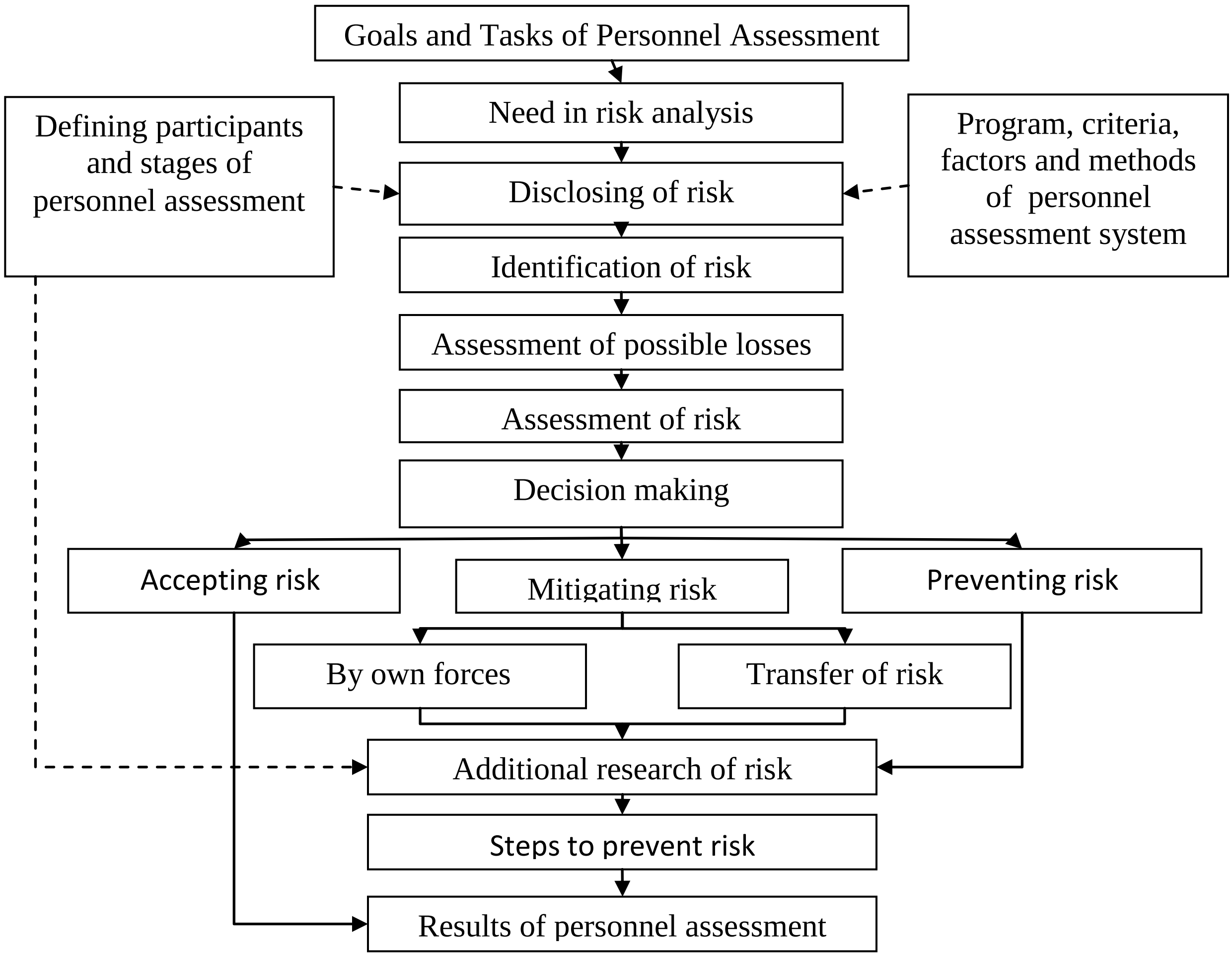
Pic. 1 – Types of risks in personnel management by groups



Looking at Pic. 1 one can see that a company can face certain risks at any stage of work with personnel.

The company's sequence of risk analysis in personnel assessment can be demonstrated on the chart (Pic. 2) with the initial element here being the goals and tasks of personnel assessment (Shvets, 2011).

Pic. 2 – Sequence of risk analysis in personnel assessment



So it can be noted that in personnel management there are always the risks of non-performing investments aimed at specific personnel or creating a negative image of a company. Such a risk exists at all the stages of the company's interaction with employees and it is impossible to exclude its appearance completely. The reasons may be various, some of them can be corrected but the other ones are not subject to forecast (Pryakhina – Pochtovyuk – Kratt, 2015).

Minimization of personnel risks means ensuring the company's economic safety. In other words, the issue of decrease of personnel risks is quite a pressing matter and is important to the organizations. Hence, we propose a number of recommendations aimed at decreasing risks in personnel management for the companies in the context of division of risks into the following groups.

1st Group – Recommendations on minimization of risks at the organization intake.

The selection of employees is the start of risk appearance in personnel management in the organization. Based on the company's information its staff remains intact for several years. So these recommendations become relevant only if new employees are hired for the place of those recently terminated or on condition of expanding of the complex. That is why only general recommendations will be offered here.

At the time of hiring one should pay attention whether the candidate's education matches with the job duties of the position they apply for. It is necessary to analyze the previous employment and the reasons of resigning/termination. If at their previous work they were terminated for negligence, non-compliance with the work schedule, etc., such an employee is not certainly needed. A mandatory requirement for the job interview is conducting of a special psychological testing which allows identifying the person's temper, gives samples of scenarios and listens to candidate's responses regarding their actions. These tests and scenarios are needed to unveil the person's disposition making certain decisions and acting according to these decisions in certain situations.

2nd Group – Recommendations on minimization of risks during work in the organization.

Recommendations provided in this group are the most pressing for the company. These recommendations are formed based on the company's information with due account for psychological constitution of people and the specific age group they belong to. It is recommended to conduct monthly psychological testing and employee interviews with a psychologist. The special attention should be paid to employees who are under 23, 30-33, 40-45, and over 55. People belonging to these age groups have certain problems; these are so called "breaking points in life".

The other recommendation is to create a system of reprimands and encouragement of employees. Employees need to have a clear understanding violation of the work schedule or theft of the company's property (for example, being late to work, theft of products or utensils, evasion of job duties, etc.) will lead to disciplining in the form of penal sanction or termination. It is similar with regard to encouragement. Employees with excellent performance of their job duties may receive incentives, both material and moral.

It is certainly recommended to organize a system of continuous training and skills upgrading. Employees have to understand distinctly the goal of the company's operation and the essence of their duties and trainings.

The company's CEO is its senior person. All the employees are their subordinates and strive to get their praise. It would be advantageous for the director to acknowledge positive results of employees work during the assessment of their performance and not only reprimanded them. And what is the most important to pay attention to the employees of the above mentioned critical age groups". It is better to communicate face-to-face with such employees and always inquire about their condition. In general, if the psychological test identifies the beginning of crisis behavior of the employee, they should be redirected by offering a transfer to the allied profession or tasked to prove themselves in something.

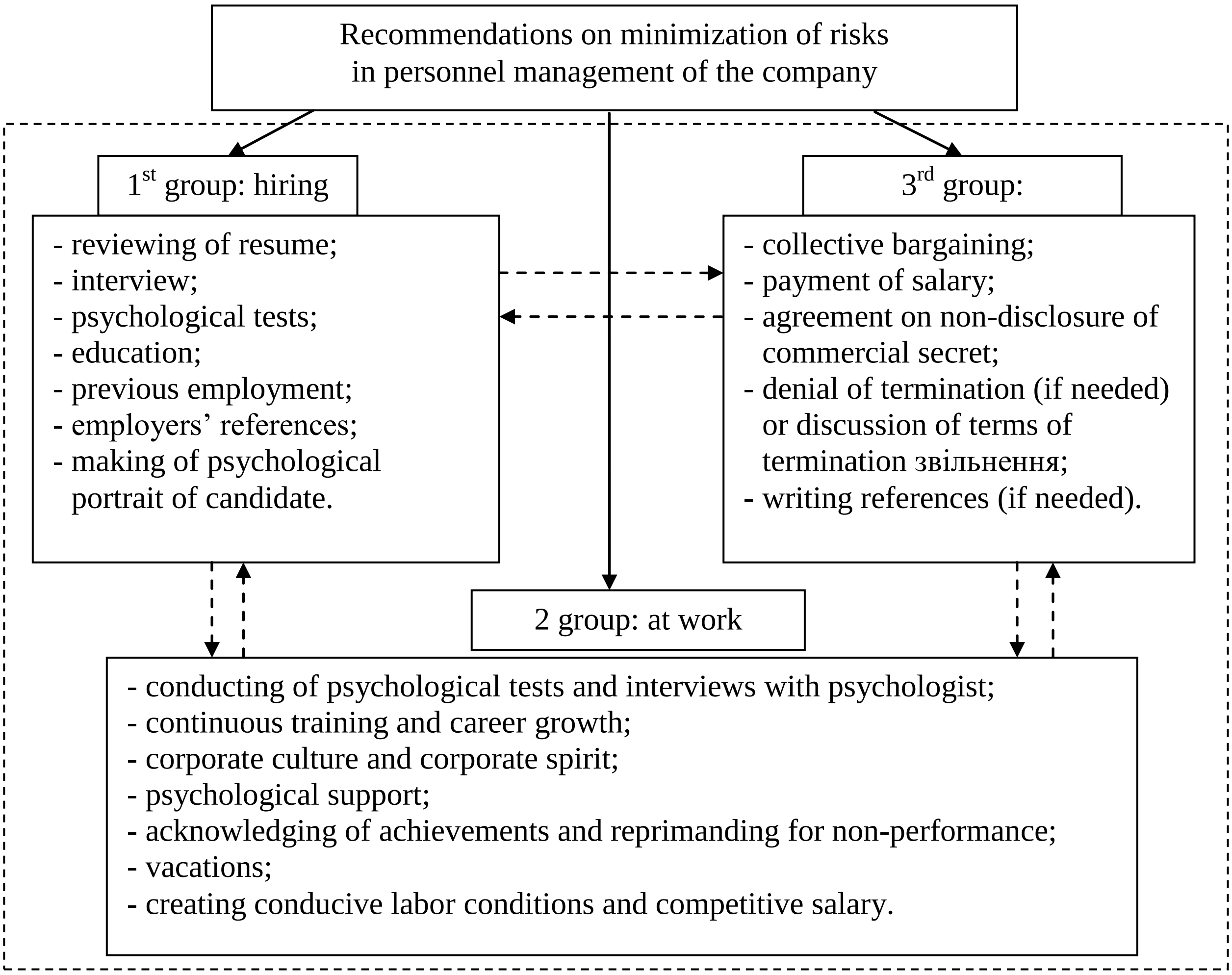
Another recommendation is a creation of a corporate culture and corporate spirit. The employees should be provided with such labor conditions and compensation that they work in the organization but also worked for the organization and for its benefit and became generators of new ideas.

3rd Group – Recommendations on minimization of risks during leaving the organization.

Recommendations in this group, as in the case with the 1st group, are of importance if the employee resigns or is terminated. At the point of hiring the employee's contract should also address the terms of their termination: the salary to be paid, number of days employee has to work before resigning and before a substitute worker is selected, etc. Then if the employee files a law suite we can show this contract.

These recommendations are shown in Picture 3.

Pic. 3 – Representation of recommendations on minimization of risks in the company



*) prepared by the author.

In the summary, after reviewing the issues of decrease of risks in personnel management, several recommendations were developed with the purpose of decreasing such risks; and the recommendations are gathered in a model.

CONCLUSIONS

The operation of the company in current conditions considerably depends on its personal performance. Personnel management is quite a complex process, specifically due to human unpredictability. It is this unpredictability along with the combination of factors that create risks in personnel management. That is why the presentation of the issue of minimization of these risks is relevant.

The completed scientific research allows formulating a number of recommendations for each stage of risk existence and its minimization. A graphic model is offered for a convenient demonstration, which shows the ways of achieving the main goal – minimization of risks in personnel management in the company in the research.

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ADDRESS

Andryi POCHTOVYUK
Kremenchuk Mykhailo Ostrogradskyi National University
vul. Pershotravneva, 20, Kremenchuk, 39600
Ukraine
apochtovyuk@yandex.ru

Kateryna PRYAKHINA
Kremenchuk Mykhailo Ostrogradskyi National University
vul. Pershotravneva, 20, Kremenchuk, 39600
Ukraine
katerinapryakhina@gmail.com

6. УСТОЙЧИВОЕ РАЗВИТИЕ РЕГИОНА: ЭКОЛОГО-ЭКОНОМИЧЕСКИЙ ПРОГНОЗ

SUSTAINABLE DEVELOPMENT OF THE REGION: ECOLOGICAL AND ECONOMIC FORECAST

Iryna SOLOSHICH, Svitlana POCHTOVYUK

Summary

The article analyzes the current condition of the environmental, economic and social components of sustainable development of one of the regions in Ukraine. The calculation of integral index of Kirovograd region is completed and examined.

Keywords: sustainable development of region - ecological and economic outlook - integral indices.

Резюме

В статье проанализировано современное состояние экологической, экономической и социальной составляющих устойчивого развития одного из регионов Украины. Выполнен и исследован расчет интегральных индексов Кировоградской области.

Ключевые слова: устойчивое развитие региона - эколого-экономический прогноз - интегральные индексы

ВВЕДЕНИЕ

Непрерывный процесс ухудшения состояния окружающей среды негативно влияет на состояние здоровья и качество жизни населения и создает угрозу национальной безопасности в экологической и экономической сферах.

Достижения экономического прогресса человечества в прошлом веке обеспечивалось за счет беспощадной эксплуатации окружающей среды, что привело к значительному количеству экологических проблем, которые по величине негативного влияния могут быть фатальными. Экологические проблемы непосредственно вливают на экологическую безопасность, состояние которой становится препятствием для устойчивого развития всего общества.

Поэтому актуальность нашей работы обусловлена необходимостью исследования экологической, экономической и социальной составляющих устойчивого развития региона на примере Кировоградской области.

МЕТОДИКА И ЦЕЛЬ

В процессе исследования применялся системный подход, базирующийся на использовании методов:

– экстраполяции – распространение закономерностей, тенденций, выводов, полученных из предыдущих наблюдений, построения динамических рядов (трендов) развития показателей прогнозируемого процесса);

– экспертных оценок (оценка тенденций будущего развития лучшими специалистами в данной области исследования);

– моделирования – построение нормативных и поисковых (имитационных) моделей с учетом желаемой или возможной смены прогнозируемого явления на прогнозируемый период по имеющимся прямым или косвенным данным о масштабах и направления изменений.

Целью работы является эколого-экономический прогноз устойчивого развития региона на примере Кировоградской области.

РЕЗУЛЬТАТЫ И ДИСКУССИЯ

Каждый регион, представляя собой территорию с определенными природными условиями и конкретным типом хозяйственного развития, заслуживает особого внимания с эколого-экономической точки зрения. Важность регионального эколого-экономического анализа и прогноза состоит в том, что его результаты имеют большое прикладное значение, так как проблемы региона ближе и важнее для человека, чем проблемы страны, континента или планеты [1].

Концепция устойчивого развития приобретает широкое распространение как одна из ведущих глобальных проблем человечества, имеет междисциплинарный характер и рассматривается во многих аспектах и ракурсах. Она охватывает, как минимум, две важнейшие идеи [4]: развитие будет устойчивым только тогда, когда будет достигнуто равновесие между различными факторами, обуславливающими общий уровень жизни; нынешнее поколение имеет долг перед грядущими поколениями оставить достаточные запасы социальных, природных и экономических ресурсов для того, чтобы они могли обеспечить для себя уровень благосостояния не ниже, чем тот, что мы имеем сейчас.

Достижения устойчивого развития имеет следующие основные направления и аспекты: экономический аспект: хозяйственная деятельность человечества должна ориентироваться не на рост потребления ресурсов биосферы, а на его рационализацию; экологический аспект: любое хозяйственное решение должно учитывать социально-экологические последствия, поэтому, необходимы определенные нормы и ограничения по его использованию; социальный аспект: устойчивое развитие, ориентированное на преодоление разницы в уровнях доходов и качестве жизни между различными странами, различными группами и слоями населения.

Поэтому ключевыми задачами устойчивого развития можно определить следующие [4]:

– восстановление и дальнейшее сохранение в нужном объеме на необходимой площади природных экосистем и их способности к самовоспроизведению;

– обеспечение при этом опережающего решения проблемы – экономического, социального и духовного развития;

– согласование темпов экономического развития с хозяйственной емкостью экосистем.

Методологической основой исследования устойчивого развития региона является системный подход, учитывающий взаимосвязи между показателями, характеризующими состояние экономического, экологического и социального развития территории.

При эколого-экономическом и социальном прогнозе устойчивого развития регионов выполняются следующие этапы: предварительный анализ данных; оценка перспектив развития будущего состояния прогнозируемого явления на основе имеющегося опыта; получение точечного и интервального прогнозов; условное продолжение в будущем тенденций и закономерностей, которые достаточное время существовали в прошлом и будут осуществляться в будущем; моделирование будущего состояния прогнозируемого явления согласно ожидаемыми или желательными изменениям.

Основными элементами эколого-экономического и социального прогноза устойчивого развития регионов являются: оценка современного состояния; зонирование территории (выделение ареалов с различными параметрами среды и загрязнения); оценка возможного антропогенной нагрузки; экономическая оценка ущерба; оценка затрат на предотвращение ущерба; оценка эффективности природоохранных и ресурсосберегающих мероприятий.

По оценке экологического развития территорий в последние годы наработаны не только методические подходы, но и методики оценки интегрированных показателей экологического развития территорий и агроэкологической оценки земель сельскохозяйственного назначения [6].

Нами разработан алгоритм эколого-экономического и социального прогноза устойчивого развития регионов (Рисунок 1).

Рисунок 1: Структурная схема расчета индекса устойчивого развития региона

Исследование показателей устойчивого развития региона осуществлялась с использованием системы базовых показателей (БП), объединенных в однородные группы (экономическую, экологическую, социальную).

Расчет индекса устойчивого развития региона осуществлялся по формуле [5]:

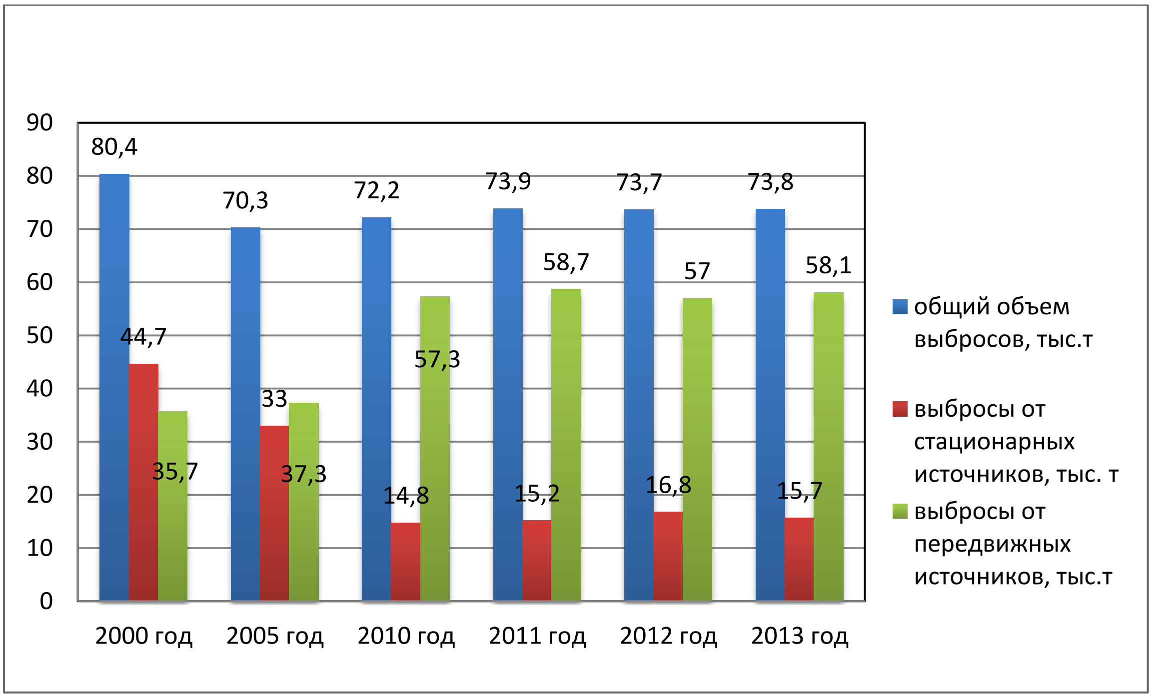
$$I = \sqrt[3]{I_1 \cdot I_2 \cdot I_3}$$

где I_1 – интегрированный показатель экологического развития населенных пунктов, I_2 – интегрированный показатель экономического развития населенных пунктов; I_3 – интегрированный показатель социального развития населенных пунктов.

Исследование устойчивого развития региона проводилось на примере Кировоградской области, которая расположена в центральной части Украины, на правом берегу Днепра, площадью 24,6 тыс. км^2 [2].

По данным Главного управления статистики в Кировоградской области в 2013 году в воздушный бассейн области поступило 73,8 тыс. т загрязняющих веществ, что на 0,1 тыс. Т (0,12%) больше чем в 2012 году. Динамика выбросов загрязняющих веществ в атмосферный воздух Кировоградской области за период 2000-2013 гг. показана на рисунке 2.

Рисунок 2: Динамика выбросов загрязняющих веществ в атмосферу Кировоградской области за период 2000-2013 гг.



Промышленность области обеспечивает 20,8 % валовой добавленной стоимости, которая создается в области. Стратегически важными для экономики области являются машиностроение и пищевая промышленность – отрасли, которыми обеспечивается наибольшая доля валовой добавленной стоимости (24 %, 22 % соответственно), что создается в промышленности области [2].

В расчете на 1 км^2 территории области приходится 3 т загрязняющих веществ, на одного человека – 74,2 кг.

Наибольший объем выбросов загрязняющих веществ области поступил в атмосферный воздух от предприятий Кировоградского (26,4 %), Голованевского (11,2 %), Александрийского (9,9 %), Светловодского (6,8 %), Новоукраинского (4,7 %) и Знаменского (4,6 %) районов [3].

По сравнению с 2012 годом увеличились объемы выбросов загрязняющих веществ в Александровском (в 1,3 раза) и Устиновском (в 1,1 раза) районах [3].

Основными загрязнителями окружающей среды области являются предприятия перерабатывающей промышленности (55,4 % общего объема загрязняющих веществ), транспорта и связи (17,7 %), добывающая промышленность (15 %).

Данные расчета индекса устойчивого развития Кировоградской области по районам приведены в таблице 1.

Таблица 1: Расчет индекса устойчивого развития Кировоградской области

№ п/п	Районы	Индекс устойчивого развития региона	Состояние устойчивого развития региона
1	Бобринецкий	0,27	угрожающее
2	Ольшанський	0,3	угрожающее
3	Гайворонський	0,26	угрожающее
4	Головановский	0,37	угрожающее
5	Добровеличковский	0,42	удовлетворительное
6	Долинский	0,3	угрожающее
7	Знаменский	0,43	удовлетворительное
8	Кировоградский	0,17	критическое
9	Компаниевский	0,24	угрожающее
10	Маловисковский	0,41	удовлетворительное
11	Новгородковский	0,23	угрожающее
12	Новоархангельский	0,32	угрожающее
13	Новомиргородский	0,42	удовлетворительное
14	Новоукраинский	0,34	угрожающее
15	Олександровский	0,41	удовлетворительное
16	Олександрйский	0,25	угрожающее
17	Онуфриевский	0,35	угрожающее
18	Петровский	0,25	угрожающее
19	Свитловодский	0,35	угрожающее
20	Ульяновский	0,27	угрожающее
21	Устиновский	0,27	угрожающее

Данные расчета интегральных индексов устойчивого развития районов показали значительную территориальную неоднородность развития области. Удовлетворительное состояние индекса устойчивого развития имеют районы с индексами (0,41-0,43): Кировоградский (0,42), Знаменский (0,43), Кировоградский (0,41), Новомиргородский (0,42), Александровский (0,41).

Угрожающее состояние индекса имеют районы: Бобринецкий (0,27), Ольшанский (0,3), Гайворонский (0,26), Голованевский (0,37), Долинский (0,3), Компаниевский (0,24), Новгородкивский (0,23), Новоархангельский (0,32), Новоукраинский (0,34), Александрийский (0,25), Онуфриевский (0,35), Петровский (0,25), Светловодский (0,35), Ульяновский (0,27), Устиновский (0,27).

Самый низкий индекс устойчивого развития имеет Кировоградский район (0,16), что соответствует критическому состоянию.

ЗАКЛЮЧЕНИЕ

Проанализировано современное состояние экологической, экономической и социальной составляющих устойчивого развития Кировоградской области. На основе результатов расчета индекса было установлено, что 15 районов имеют угрожающее состояние устойчивого развития территории; 5 районов – удовлетворительное состояние развития; 1 район – критическое состояние.

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ADDRESS

assoc. prof. Iryna SOLOSHICH
Kremenchuk Mykhaylo Ostrohradskyi National University
Poltava oblast
Ukraine

assoc. prof. Svitlana POCHTOVYUK
Kremenchuk Mykhaylo Ostrohradskyi National University
Poltava oblast
Ukraine

7. DESIGN OF TOURIST ENTERPRISE DEVELOPMENT STRATEGY ON BASIS OF ITS COMPETITIVE ADVANTAGES

NÁVRH STRATEGIE ROZVOJE TURISTICKÉHO RUCHU NA ZÁKLADĚ KONKURENČNÍCH VÝHOD

O. A. SUSHCHENKO, I. M. TRUNINA

ABSTRACT

The authors present in their paper an analysis of competitiveness of Ukrainian hotel industry. Their analysis is based on the questionnaire survey having been carried out among the staff of a particular hotel. The results of the survey are summarized in the conclusion on the paper.

Key words: hotel – tourism – competitiveness – advantages

ABSTRAKT

Autorky ve svém článku předkládají analýzu konkurenceschopnosti ukrajinského hotelnictví. Jejich analýza je založena na dotazníkovém šetření provedeném mezi zaměstnanci konkrétního hotelu. Výsledky průzkumu jsou shrnuty v závěru článku.

Klíčová slova: hotel – cestovní ruch – konkurenceschopnost - výhoda

INTRODUCTION

Tourism is a sector in which the supply structure is extremely volatile while the demand is its stable and consistent part. The competitiveness of touristic enterprises is one of the most important themes of research in the fields of economics and business studies. Most empirical studies on competitiveness at the touristic industry level have revealed that the touristic industry requires a systematic and critical review.

The competitiveness of the hotel derives from the performance of its departments. There are many other factors (e.g. input, process, output and outcome) that determine the hotel industry's competitiveness. This multifaceted phenomenon as competitiveness has been studied by many worldwide known scientists, as Rimmington K., Bordas N., Mayer T., Navarro, J. G. C., Kotler, P. and others. Questions related to the operation of hotels and the analysis of their competitive directions of development are studied by such scientists as G. A. Yakovlev, E. A. Balashova, A. S. Kuskov, A. S. Medic, H. Ingram, L.V. Shmakova.

However, the research of touristic enterprise competitiveness is still important and the elaboration of appropriate approach to the development strategy design is topical for Ukrainian tourist enterprises.

Purpose

The purpose of the paper is the design of touristic enterprise development strategy on the basis of its competitive advantages in the case of City Club Hotel.

RESEARCH RESULTS

Today Ukrainian tourism and hospitality sector is developing dynamically. Just now investors began to invest in the hotel with a room fund of 200-400 rooms. For example, the company "Union Investment Contract" (Kyiv) was a customer to construct the hotel, which can get 4-5 star category and enter the international network "Hilton". The investor of their project is the company FUD (First Ukrainian Development).

Hence, the hotel business being one of the main components of the tourism industry is dynamic and includes a range of services for tourists, and is a key factor for tourism development in Ukraine. Thus, the creation of developed hotel industry (competitive hotels) is defined as one of the priorities of the "State Program of Tourism Development for 2020", approved by the Cabinet of Ministers of Ukraine, and should be considered one of the effective ways of economic restructuring of Ukraine [International hotel chains in Ukraine, 2005].

At the present stage of economic development throughout the world there is an increase in the value of hotel industry. Ukraine, as a country with great potential, is also affected by this trend. Hotel sector is by far the most dynamic sector of the economy of Ukraine. However, there are a number of problems because of which the Ukrainian hotels have become uncompetitive compared to international counterparts. One of the main reasons for this is the lack of business strategy and insolvency to meet the existing demand [Abramova, Mikhailova, 2010].

At present, the hospitality industry rapid development entails the creation of both small and large hotels which confirm the existence of the huge competition in this market segment. This fact indicates that if before the hotel business did not affect the country’s economy, in the future it would take a leading position.

The concept of competition is closely linked with the concept of the competitiveness of hotels and hotel services. The concept of competitiveness of various domestic and foreign scholars is interpreted differently, which testifies to its complexity and ambiguity as well as the need for further research in this area of expertise. The competitiveness of the hotel is inextricably linked to the competitiveness of its hotel services.

The modern American economist P. Heyne states that competition is striving to meet the best access to rare goods [Heyne Paul L., 2014]; F. Knight defines competition as a situation in which many competing units are independent [Knight, 1965]. J. Schumpeter says that competition is as the rivalry of old and new, but with innovations [Schumpeter, 1942]. A. Y. Yudanov claims that market competition is the fight against firms for a limited amount of effective demand of consumers, which is available in their market segments. Thus, the diversity of approaches to formulation of the concept means its complexity [Yudanov, 2001].

As the tourism and hotel industry continue to prosper in the global economy, competition whether it is international or domestic, among members of the industries becomes fiercer. Possessing competitive advantages could be a key to success for their members [Lazarenko, 2014]. The tourism industry is increasingly confronted with the intensification of competitiveness at a global level, the rapid advance of technology and higher expectations form clients [Lymar, 2013].

According to the State Administration of Tourism of Ukraine, the tourism industry in our country has 1,300 hotels of various categories. This indicates blank hospitality industry. For example, the availability of hotel rooms for one thousand residents in Kiev is 11 places while in other European capitals this figure is considerably higher. Paris provides its citizens with 38 places per each one thousand, the capital Austria, Vienna, welcomes with its 25 places per each one thousand, New York, one of biggest metropolises in the world offers 65 sleeping places for each one thousand and the city of all technical innovations, the capital of Land of the Rising Sun, Tokyo, can propose 60 places for each thousand residents.

However, during the years of independence hotels such as the "Premier Palace", "Ukraine" worth 30 million dollars were opened in Kiev; in Odessa - 19-storey hotel "Odessa Kempinski" with capacity of 159 rooms that cost 28 million dollars; in Donetsk - "Donbass Palace" with 129 rooms that cost 24 million dollars and luxury entertainment and hotel complex "Victoria" with 38 rooms; in Dnepropetrovsk - "Grand Hotel" [Abramova, Mikhailova, 2010].

Kharkiv also has a significant potential for the hotel business development. Strategic advantages of the city for hotel industry appear due to increasing flows of tourists and business travelers from all over the world, improvement of hospitality culture, and use of foreign experience. However, these favorable opportunities are not implemented in full. As in most cases the ration of quality and service is not equal. Development and survival of business organizations in the competitive market of hospitality services is largely dependent on competent management of the given hotel business.

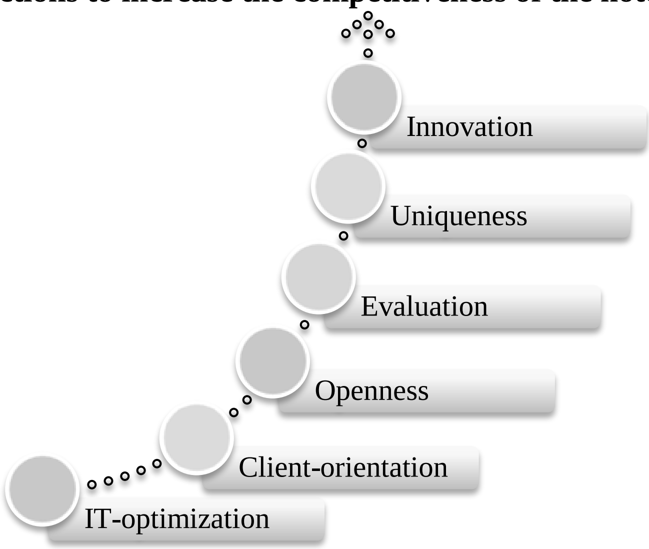
It should be noted that the establishments of national hotels face the following problems:

- trend of filling the domestic niches with foreign operators;
- small number of national operators;
- saturation of the market with the five- and four-star hotels;
- sector of 3-star hotels remains unfulfilled;
- delay in the development of national operators;
- difficulties in the cooperation with government agencies.

In addition, hotel industry has expanded the range of services which were previously provided by other sectors (catering, leisure and entertainment). That is why it is indispensable to define the directions of activity to provide the stable and positive development of hotel's activity.

Having conducted a detailed study and analysis of qualitative characteristics of the competitiveness of the touristic enterprise, hotel industry, the following directions can be undertaken in order to increase the competitiveness of hotel industry (fig. 1):

Picture 1. Directions to increase the competitiveness of the hotel industry



Source: made by the authors.

Let us consider the main competitive features in the case of the ″City Club Hotel″. The ″City Club Hotel″, located close to the city center, dominates over the Metalist Stadium. The

Kharkiv airport and the main railroad station are also easy to get to. The favorable location of the hotel offers an easy access to the main Kharkiv attractions, restaurants, bars and other entertainment facilities. In addition the hotel provides a wide range of additional services. The "City Club Hotel" has quite enough advantages and can compete with other hotels.

The number of the City Club Hotel serviced customers has increased by 25.53 % during the recent three years, including the touristic flows of international tourists, which has increased by 73.55 %. As to the year-to-year growth, the number of guests increased by 12.76% and the share of foreign tourists increased by 35.9 % in 2013 in comparison with 2012. The next pair of years, 2013 and 2014 show the increase in both clients flow and foreign clients share, rise up by 11.32 % and 11.74 % respectively. The amount of personnel doubled, this fact is first of all connected with the augmentation of the number of clients.

In terms of management practices to be competitive it is important to define the hotel core competence, considering guests’ needs and identifying the alternatives that exist to satisfy them. In regard to marketing and sales activities, competitive hotels are those that are customer-oriented and that build their operations around guests’ satisfaction. Hotel defined and understood the market segment which it serves and knows its peculiarities to gain the maximum profitability. The market research is performed on a constant basis; effective advertising and sales strategies are created as a regular practice. The core idea and advantage of the City Club Hotel is its client-oriented attitude, favorable location and flexible discount program.

In terms of management practices the hotel defined the core competence, considering guests’ needs and identifying the alternatives that exist to satisfy them. A hotel determined the consistent and appropriate mission that is shared by hotel members, ensuring that the objectives and activities of each department contribute to accomplishing the mission. It is important to make sure the structure is adequate to carry out the strategy and that each member of the hotel knows his/her job description [Chetyrkina, 2009].

In order to understand why the ″City Hotel Club″ gained its competitiveness on the market, the survey-interview was conducted among the workers of the hotel that a have direct relation to the hotel’s activity and development.

The managers, receptionists, reservation and communication departments of the hotel were interviewed in order to get the most versatile answers analyzed from different points of view. As the work on one thing can be performed differently and can be seen in various ways from different points of view, i.e. by different workers. They had to measure their replies according to the 5-degree scale. The average scores obtained by the factors mentioned above are shown in Table 1 below.

Table № 1 - Competitiveness factors of the ″City Club Hotel″

Competitiveness factors	Score
The quality of business environment from an ethical point of view	1.8
Cost control	2.2
Ability of interacting with partners	2,6
Brand	2,8
Competitive environment	3.2
Adaptation to the changes in the external environment	3,6
General infrastructure (access ways, telecommunications, public utilities, etc)	3.7
Hotel emplacement	3.8
Level and evolution of demand	3,9
Tariffs	4.0
Ability to innovate	4.1
Diversity of services offered	4,3
Promotion	4.4
Quality of human resources	4.6
Service quality	4.7

Source: made by the authors.

It can be noticed that internal factors (tariffs, costs, services provided, brand, promotion, etc.) are considered more important than the external ones, except demand, which is still appreciated by the majority as playing an important role in gaining the present position on the market. Most managers relate that their efforts towards competitiveness were concentrated on services provided, tariffs, cost control and promotion. The low scores obtained by legislation, infrastructure and the ethics of business environment show that these are seen mostly as obstacles in reaching the organization objectives rather than favorable factors.

The next step is comparison of hotels of Kharkiv of the same level in order to understand the competitive advantages of the ″City Club Hotel″. While conducting this research, the statistical data of Kharkiv was studied (according to the official data the amount of hotels is increasing with each year by 3 % on average) [The Department of Statistics of the Kharkiv region, 2014]. The comparison of the following hotels is carried out: the Hotel 19, the 4 Rooms and the Irix Art Hotel – these are hotels with the same star level, approximately the same room capacity, price range and size of establishment (Table 2). As the source of information the official web-sites, Trip Advisor and catalogues were used.

Table № 2 - Comparison of hotels of the same level in Kharkiv

№	Criterion	The City Club Hotel	The Hotel 19	The 4 Rooms	The Iris Art Hotel
1	Room capacity	40	24	22	12
2	Average price / night (UAH)	750-950	900-1200	600-900	700-1100
3	Location (km from the center)	5	0.5	4	7
4	Accessibilty for disabled people	+	-	-	+
5	Pets accepted	+	-	-	+
6	Restaurant / bar	+	+	+	+
7	Non-smoking rooms	+	-	+	+
8	Internet access	+	+	+	+
9	Parking	+	-	+	+
10	Suitable for families & children	+	-	+	+
11	Room service	+	+	+	+
12	Conference equipment	+	-	-	+
13	Laundry service	+	-	-	+
14	SPA activities	+	-	+	-
15	Transfer	+	-	+	+
16	Multi-language speaking staff (2+)	+	-	+	-
17	Sport&Fitness facilities	-	-	+	-

Source: made by the authors.

From the given table we can state that the ″City Club Hotel″ has a lot of advantages in comparison with its competitors, regardless of its location 5 km from the city center. We can see that the price range is almost on the same level, but the quantity of services rendered is not the same. The main competitor of the ″City Club Hotel″ is the ″Iris art Hotel″ as it has the same number of services. The only difference is that it is situated 2 km farther from the city center than the ″City Club Hotel″ and the price range is higher. Furthermore, the ″City Club Hotel″ can offer a wide range of additional services. Despite the absence of Sport&Fitness acitivities exactly at the hotel, the hotel can arrange the leisure with its partners on the demand of the client. Multi-language speaking personnel is a huge advantage, as Kharkiv is rather a business city and it hosts foreigners from all over the world (even the web-site of the ″City Club Hotel″ is translated into 4 languages), and the receptionist can welcome the guests in the best way speaking their native language. In addition, among these four hotels only two offer conference facilities, including the City Club Hotel.

The competitiveness analysis showed that the City Club Hotel has a stable position. According to our assessments of the competitiveness coefficient we managed to find out the level of competitiveness which is equal to 0.709. This level is above average (0.5). So, there are a number of opportunities to improve hotel’s competitive advantage. We also found out that the services of the hotel are in great demand among the customers. The company is doing its best to attract a growing number of customers due to the constant development of new approaches and special offers.

The City Club Hotel has a wide range of options to face competitive forces, namely the growth of business activity, an increase in tourist traffic which will result in increase in market demand, modernization of technical equipment of rooms and office space and the development of new types of services. Also beneficial effects will increase cooperation with various travel agencies and tour operators.

In general, the company competes successfully and develops on the market of hotel services. The City Club Hotel acts on the basis of a differentiated growth strategy. The advantage of this strategy is that over time, understanding the company scope of their business may change. Corporate strategic decisions can be the foundation through which the company will be able to overcome the limitations of the life cycle of the industry and achieve long-term growth and prosperity.

According to the strategic plan for the development of the City Club Hotel, the mission of the enterprise is recognized to provide a comfortable stay. The strategic objectives of the City Club Hotel in this regard are:

- ensuring sales growth;
- finding new product sales segments – the search for new types of customers;
- increase of market share – capture share of competitors on the market at the lowest cost;
- development of "suppliers" network – the development of long-term and mutually beneficial partnerships, engaging on mutually advantageous conditions for new partners.

With SNW–Analysis (strengths, weaknesses and neutral sides of the organization) of the hotel, drawn up on the basis of the observations and opinions of employees, it is possible to assess the degree of effectiveness of the current strategy at this stage of development of the enterprise. As this analysis showed, the weakest part of the City Club Hotel management is the investment policy and marketing policy: not a great range of services, not a high level of sales, lack of regular advertising. The strong points are the personnel policy (low turnover, high levels of staff, regular training, supervision of recruitment, motivation, working conditions), and innovation policy (high technological base, new equipment).

The current strategy is not well suited for the relatively "young" hotel as the City Club Hotel to gain a foothold priority for the already existing services, and additional services should be introduced gradually, not to the detriment of the primary ones.

The priority strategic objectives of the City Club Hotel development should be: provision of hotel services in sales growth; increase of market share; search for new marketing services segment; regular marketing activities; broadening the range of additional services.

These strategic objectives are aimed at the "external" focus of the enterprise. Based on the analysis, it can be concluded that the competitive strategy of the City Club Hotel has both strengths (effective pricing, assortment policy, high technical performance) and weaknesses (marketing strategy). Consequently, the City Club Hotel should imperatively develop an optimal strategy that takes into account both the strengths and shortcomings of the current straegy to ensure the achievement of the strategic goals of development.

The optimal strategy is to match the current competitive position of the City Club Hotel in the market. All approaches to the development of strategy of the hotel are reduced to theoretical analysis combined with intuition development, which in the first place should be the subjects of detailing and implementing the strategy. It is also important that the strategy can never be thought out and counted up to the end, and its adjustment to new and changing internal and external conditions require a certain procedure. Consequently, the universal method of development strategy, suitable for all occasions, does not exist, but experience suggests a number of possible areas of development.

In order to develop a competitive strategy of the City Club Hotel the method, that will be used, is based on Delphi approach and statistical data. The evaluations resulted from the SWOT-analysis will be taken as the basic ones. The data from the report on profits and losses of the hotel will be used as the basis for the statistical data. After the calculations we construct a matrix of GE McKinsey to determine which competitive strategy must be selected for a more successful development of the City Club Hotel.

The first step in the development of the strategy is to identify potential threats and opportunities. Identify opportunities and threats for each of the strategic areas of management (SAM) of the hotel on the basis of the four point rating scale (as an expert was a director of City Club Hotel). To evaluate the following strategic areas of management have been chosen: SAM1 - food services, SAM 2 - accommodation services; SAM 3 – thermal complex; SAM 4 - other services (room service, hall-rent, laundry, etc) (Tables 3, 4, 5).

Table № 3 - Assessment of potential threats

Potential threats	SAM 1	SAM 2	SAM 3	SAM 4
Force majeure circumstances	3	2	3	2
Threatening changes in legislation and policy	2	2	2	1
The appearance of a major competitor	4	3	4	4
Strikes	1	0	0	1
Changing consumer demand	3	3	3	3
Inflation	3	4	3	4
Reduced quality of service	3	2	3	2
Disruptions in the supply	3	4	4	3
Total	25	25	24	24
Average	2.5	2.5	2.4	2.4
Factor threats	2.45			
Standard value	3.6			

Source: made by the authors.

Coefficient of potential threats is 2.45, then the degree of the influence of external factors on which the organization cannot influence is small. But these factors should not be lost out of sight and must be constantly monitored.

Table № 4 - Assessment of potential opportunities

Opportunities	SAM 1	SAM 2	SAM 3	SAM 4
Entering new markets	3	4	4	3
Expanding the range of services	3	4	4	3
Improving services	4	4	4	2
Staff development	4	3	3	4
Vertical integration	3	3	3	4
Horizontal integration	1	4	3	4
Reputation	3	3	4	4
Know-how	3	4	3	4
Competitors acceleration	2	3	3	2
Total	30	36	35	33
Average	3	3.6	3.5	3.3
Capacity factor	3.35			
Standard value	2.8			

Source: made by the authors.

The ratio of these features – factors that contribute to the organization is 3.35, the degree of capacity for the development of the enterprise is quite high, and these factors must be used to the full extension.

The next stage of development of the strategy is to determine sales trends, cost and profit calculation. Then, to analyze the strategy we use the matrix GE McKinsey where determining factors are the competitive status of the company and the attractiveness of the strategic areas of management. The attractiveness is calculated by the following formula:

$$P = L*G+B*R+Y*Q-H*T, \quad (1)$$

where L, B, Y, H are the indicators of growth prospects, profitability, opportunities and threats, respectively;

G, R, Q, T are the corresponding weights.

Table № 5 - Calculation of the attractiveness of SAM

Indicator	Meaning				Weight coefficient			
	SAM 1	SAM 2	SAM 3	SAM 4	SAM 1	SAM 2	SAM 3	SAM 4
Opportunities (Y*Q)	1.8	2.4	2.6	2.6	0.19	0.25	0.27	0.27
Threats (H*T)	3.9	2.6	2.1	2.2	0.18	0.25	0.37	0.18
Growth tendencies (L*G)	2.5	3.2	3	4.5	0.27	0.30	0.24	0.36
Profitability trends (B*R)	2.4	2.3	3.4	3.2	0.21	0.22	0.23	0.26

Source: made by the authors.

The attractiveness of SAM 1 = 0.9; SAM 2 = 1.4; SAM 3 = 1.8; SAM 4 = 2.6. It can be concluded that the City Club Hotel’s the most attractive service is the leisure, i.e. additional services.

The competitive status of the hotel (CSH) consists of the following components: the level of strategic investments (B), the effectiveness of the current strategy (M), the capacity of the hotel level (C). The level of strategic investments determines what proportion of the total cost ensures market position, providing managerial, market and sales activities.

In this case the level of strategic investments is 0.3.

The effectiveness of the current strategy is 0.79.

Evaluation of the potential level of the hotel is determined by five main indicators, which are measured at five-point scale at the current time and summarized in the Table 6.

Table № 6 - Determination of the company's strategic potential

The functions that make up the potential	Current potential, Cf	Potential necessary for the optimal strategy, Copt	Standard potential, Cf/Copt
General management	4	4	1
Financial management	3	5	0.6
Marketing	3	4	0.75
Production	3	4	0.75
Research and Development	5	5	1
Common standard potential			0.82

Source: made by the authors.

If we insert the values into the formula we will find the following indicator: CSH = M * B * C = 0.3 * 0.79 * 0.82 = 0.19.

This value corresponds to the average value (0.125) of the matrix GE McKinsey, then SAM, strategic areas of management, will occupy the middle positions respectively to the attractiveness of each of them.

The final stage of the selection of the hotel’s development strategy is the construction of the matrix of General Electric McKinsey, consisting of 9 sections, each of which corresponds to a strategy, defined by the level of the competitive status of the hotel and SAM appeal (Table 7).

Table № 7 - Matrix of GE McKinsey

Market attractivness	Low	Save and streghtening of positions in the market	Investment into the growth	Selective investment or withdrawal from the market
	Middle	Selective harvesting or investing (SAM 1, SAM 2)	Strategy of segmentation or selective investment (SAM 4)	Controlled withdrawal or investment shrink
	High	Strategy of harvesting	Harvesting at constant control (SAM 3)	Quick withdrawal or attack of competitors
		High	Middle	Low
	Competitive force			

Source: made by the authors.

CONCLUSIONS

From the matrix it can be seen that the available SAM is housed in different sections, depending on attractiveness. Therefore we cannot apply the same strategy to all SAM.

The most attractive service of the City Club Hotel is the proposition of additional services (iPad rent, safe deposit boxes, laundry service, conference room, etc.). This is largely dependent on the fact that the complex of hotel’s activities in the biggest extent is an aid to develop complementary services.

It is important that the strategy can never be thought out and counted up to the end, and its adjustment to new and changing internal and external conditions require a certain procedure. Since there is no universal strategy, suitable for all occasions, it is proposed to combine several strategies that will be appropriate for each type of service and complement each other. Thus, a combined strategy including the strategy of each section of the matrix, which has got certain SAM selected for analysis, is adopted as the basis.

The developed strategy will have a combined character, meaning that the features of three main corporate strategies as growth strategy, support strategy and strategy of withdrawal can be implemented and mixed in different ways one with another in order to get the best solution, appropriate for any type of service or demands of the department. The aim of this strategy is to increase the profits by providing innovative approach meeting the needs of the clients and personnel serving them professionally and interested in the work.

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ADDRESS

SUSHCHENKO Olena Anatoliivna, Associate Professor, Doctor of Sciences (Econ.),
Head of the Department “Tourism”
Simon Kuznets Kharkiv National University of Economics.
9-a Nauki av.
61000, Kharkiv, Ukraine
sushchenko.olena@hneu.edu.ua

TRUNINA Iryna Mykhailivna, Doctor of Sciences (Econ.), Professor of the Economics Department
Faculty of Economics and Management
Kremenchuk Mykhaylo Ostrohradskyi National University
20, Pershotravneva str.
39600, Kremenchuk, Ukraine
secr@kdu.edu.ua

8. DECENTRALIZATION AS A MECHANISM OF MODERNIZATION IN DEVELOPING ECONOMY

DECENTRALIZACE JAKO MECHANIZMUS MODERNIZACE V ROZVÍJEJÍCÍCH SE ZEMÍCH

Alla KASYCH

ABSTRACT

This study presents the conception of decentralization which was formed and implemented in developed countries. Many developing economies have a need, for instance Ukraine, to make the first attempts for implementation of decentralization and formation of a clear understanding of social, political, infrastructural conditions and economic consequences of this process. Decentralization not only as a fiscal federalism, being a more comprehensive phenomenon in society, is needed in a deep studying to compose an implementation of a plan.
This paper researches, using the experience of many economies, the mechanism of decentralization of influence on the speed of economic development.
It also depicts the main obstacles and threats of decentralization in Ukraine. We conclude that the decentralization can reduce the corruption on the level of centralized governance and increase business activities in different regions. The result of decentralization should be in creating appropriate conditions for economic growth.

Keywords: decentralization - fiscal decentralization - government spending - economic development - mechanism

ABSTRAKT

V této studii je představen koncept decentralizace, který byl vytvořen a realizován ve vyspělých zemích. Mnoho rozvojových zemí, včetně Ukrajiny, potřebuje, aby první pokus o implementaci decentralizace vedl k vytvoření jasné představy o podmínkách infrastruktury a společenských, politických a ekonomických důsledcích tohoto procesu.
Decentralizace, a to nejen jako fiskální federalizmus, jež je komplexnějším jevem ve společnosti, potřebuje důkladné studium, aby byl vypracován plán postupné realizace.
Článek zkoumá s využitím zkušeností z mnoha zemí mechanizmus decentralizace a její vliv na ekonomický rozvoj.
To také představuje hlavní překážky a hrozby decentralizace na Ukrajině. Závěrem článku je, že decentralizace může snížit korupci na úrovni centralizovaného řízení a zvýšit podnikatelské aktivity v různých oblastech. Výsledkem decentralizace by mělo být vytvoření podmínek pro hospodářský růst.

Klíčová slova: decentralizace - fiskální decentralizace - vládní výdaje - hospodářský rozvoj - mechanismus

INTRODUCTION

Since 1991 reforms in Ukraine have moved only in one main direction. They included reforms of the economic system aimed at restoring a market economy based on private ownership. Economic reforms, which are very important for developing a country, cannot be implemented without decentralization of public management and political changes.

The public administration has always been an important force for development, and it has influenced the direction and pace of change, but effective economic reforms need the formation of democratic system. In Ukraine the business and political elite continue to be the decision makers, including the questions of government spending distribution. As a result, the corruption becomes stronger. This means that Ukraine after more than 20 years is at the beginning of real political and economic changes, reforms of the system of government, especially decentralization.

MATERIAL AND METHODOLOGY

The purpose of the article is to research the influence of the mechanism of fiscal decentralization on economic growth performance of the economy.

Decentralization (the transfer of responsibility and of much entitlement to local and regional self-governments) has freed the center of executive power from responsibilities and from the management of many issues [9].

The article is organized as follows. In the first part of this research, we present a brief literature review of fiscal decentralization and some possible approaches to measure it. Section 2 shows trends and developments of fiscal decentralization in selected countries. Section 3 presents a brief discussion and the impact of fiscal decentralization on economic growth. The last section describes the construction of decentralization mechanism.

The key questions in the literature on decentralization are:

- theoretical research of the problem of huge influence processes of fiscal decentralization on efficiency of public services in country Musgrave R. A. [10], Oates W. E. [11], Tiebout C. A. [15]). In these articles it is claimed that decentralization helps promote allocation efficiency, efficiency of the delivery of public services and greater transparency;

- empirical exploration on the factors determining decentralization. The degree of decentralization also reflects their economic, demographic, ethnic, historical and political differences;

- summary of the experience of some countries in decentralization Baldersheim H. [3], Kovács, I. P. [8], Kulesza, M. [9], Otola, I. [13], Feltensteina, A. [7]);

- empirical research of the impact of decentralization on economic growth (articles Brueckner, J. K. [5, 6], Bodman, Ph. [4]]). It is often argued that fiscal decentralization increases economic efficiency because local governments are better positioned than the national government to deliver public services as a result of their proximity and informational advantage.

RESULTS

In the early 1990s, Ukraine experienced numerous macroeconomic hardships, but during the early 2000s, the economy grew very quickly while the inflation rate did not become manageable. However, the growth was opportunistic and was not indicative of structural reform. Prior to 2008, Ukraine experienced the economic growth with many positive concomitant developments, but had not achieved poverty reduction. The economic crisis that struck Ukraine in 2009 was primarily caused by macroeconomic structural problems in the industrial and financial sector, including by growing budget imbalances.

To respond to the Great Depression and problems of losing part of its territory and industry, the Ukrainian government found that it needed both domestic and external financing in order to restructure the country's financial system, provide a social safety net, and rehabilitate domestic economic fundamentals. Considering the crisis the Ukraine economy experienced high inflation in 2014. The economy has not recovered from the crisis during 25 years and has not reached the GDP of 1991. The ratio of public debt to gross domestic product (GDP) has significantly increased since 2013 and reached 91.1 % in 2015. The fact that most of this debt is externally financed will eventually put a considerable strain on price and currency stability, since the government will expand the money supply as domestic public debt increases. It implies that the start of new fiscal decentralization programme is likely to cause the system and complex changes which are expected from the central government.

Unless and until Ukrainian government makes a decision to change the system of government management, the result in economic processes cannot be received.

The theoretical works on fiscal decentralization concern the works of Tiebout C. A. [15], Musgrave R. A. [10] and Oates W. E. [11] where it is claimed that decentralization helps promote allocation efficiency, efficiency of the delivery of public services and greater transparency. The significant reason of fiscal decentralization researching is that it increases economic efficiency because local governments are better positioned than the national government to deliver public services.

The theory of fiscal federalization often indicates that it has a positive effect on economic performance although under certain conditions and at certain times centralization is more appropriate. So, the question is not whether decentralization is a useful form of government but the key question is when and to what extent?

We should study the decentralization in terms of fiscal decentralization, administrative decentralization and political decentralization because all these dimensions are important for analysis (table 1). This interrelationship can contribute to conceptual confusion, as decentralization along one dimension may influence or cross over into decentralization along another dimension. Without accounting for this interrelationship, measures will over- or underestimate the amount of decentralization [14].

Table 1: Form, content and tools of decentralization

Form	Content	Tools
Political decentralization	refers to the degree to which central governments allow non-central government entities to undertake the political functions of governance, such as representation.	- constitutional or legislative reforms; - the development of pluralistic political parties; - the creation of local political units; - the promotion of effective social and community groups.
Administrative decentralization	refers to how much autonomy non-central government entities possess relative to central control.	- decentralization – understood as statutory handing over competence and tasks on the government administration to organs of the local government; - delegation – determined as moving rights and tasks to units of the lower level as part of the government administration and by analogy as part of the local government; - deconcentration – comprehended as excluding certain matters from the regulation of the public administration and handing over them to nongovernmental institutions.
Fiscal decentralization	refers to how much central governments cede fiscal impact to non-central government entities.	a) self-financing or reimbursement payments by involving users, b) the joint financing or co-production, through which users participate in providing services and infrastructure through monetary or labor contributions; c) expansion of local revenues through property taxes, sales taxes or indirect costs; d) intergovernmental transfers provided by the central government to local governments for

		general or specific purposes; d) authorization of municipal borrowing and the mobilization of national or local government resources through loan guarantees.
Economic (market) decentralization	refers formation of the market environment	privatization - transfer objects from state to private ownership; partnership - involving the financing of local government and business.

Source: [7, 13, 14].

Only the combination of all these forms and consistent implementation might have given a positive result to the developing country.

Public administrative diversity is a characteristic feature of European political circumstances, despite the number of administrative reforms carried out in the 20th century itself [8].

The countries of the European Union can be classified by structural types in terms of political science [8, p. 42]:

In the federal state model, the meso-level bears several features of an independent state (legislation, provincial parliament, government - Germany, Austria and Belgium). The regionalised state model consists of constitutionally regulated meso-level units with wide autonomy and legislative competencies although this autonomy is not complete (Italy, Spain and – according to some classifications – Portugal).

In the decentralised state model, the regulation defines the regional tier as a unit administered by elected bodies, performing its tasks – in some cases under constitutional protection – independently. Similarly to the previous type, the medium tier performs its activities partially in a self-financing way (France, the Netherlands, Sweden, etc. belong to this group).

The unitary state model's most characteristic feature is a strict central control of the meso-tier and it is financed mainly from the central budget (Denmark, the United Kingdom, Finland, Greece can be classed into this group).

European countries still look a more effective, more optimal model of decentralization.

Countries with larger populations or geographic areas (such as Russia, Poland and Ukraine) require a greater decentralization of public service provision to sub-national governments compared to smaller countries like Macedonia, Moldova and the Baltics [2].

The successful decentralization is closely related to well- prepared reforms.

In Poland as the reformers gathered more and more knowledge, the circle of those in favour of the reform grew bigger and bigger. That was why, when political will appeared, the reformers knew exactly what to do [9, p.17]. The transformation, which has been going on in Poland for the last 11 years, involved political liberalization, economic liberalization and decentralization.

Decentralization in Poland is an example of a successful effort of the state. It was a common effort made by the political elite and experts. In our opinion, the reform will facilitate the functioning of Polish democracy and economy, and will support the European integration processes. The effect of the reform would be a civil state that acts at various levels of public management and is open to change, cooperation and competition.

In order to quantify the economic effects of decentralization the complex process that is decentralization has to be made measurable first. This is done with the help of some indicators: sub-national government expenditure as a percentage of total public expenditure and sub-national government expenditure as a percentage of GDP (table 2).

Table 2: Subnational government expenditure as a percentage of total public expenditure and GDP, 2012

SGE as a percentage of total public expenditure	Sub-national government expenditure (SGE) as a percentage of GDP		
	Low level (before 10 %)	Middle level (10-20%)	High level (more than 20)
Low level (less than 15 %)	Greece, Ireland, Israel, Luxembourg, New Zealand, Portugal, Turkey	-	-
Middle level (16-30 %)	Hungary, Slovak Republic, Slovenia	Czech Republic, Estonia, France, Italy, United Kingdom	-
High level (more than 30 %)	-	Australia, Austria, Iceland, Japan, Korea, Mexico, Netherlands, Norway, Poland, USA	Belgium, Canada, Denmark, Finland, Germany, Spain, Sweden, Switzerland

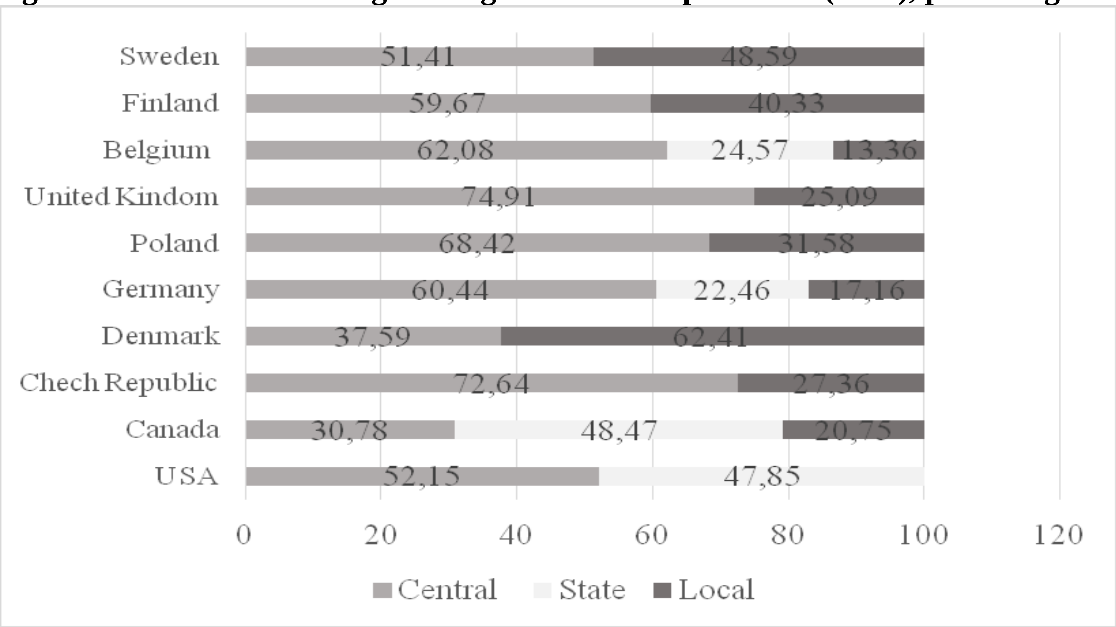
Sourse: OECD.

The selected indicators are divided into three groups: low, middle and high level. Economies with low level of sub-national government expenditure (SGE) as a percentage of GDP (less than 10 %) have a low or middle level of sub-national government expenditure as a percentage of total public expenditure.

The indicators of sub-national government expenditure as a percentage of total public expenditure and sub-national government expenditure as a percentage of GDP of the OECD countries show that Greece, Ireland, Israel, Luxembourg, New Zealand, Portugal, Turkey have the lowest average level of both these indicators. Such countries as Hungary, The Slovak Republic, and Slovenia have a low level of sub-national government expenditure as a percentage of GDP but middle level of sub-national government expenditure as a percentage of total public expenditure. All these countries have the lowest level of fiscal decentralization among the OCED members. The middle level of sub-national government expenditure as a percentage of GDP (10-20 %) has a big group of countries. The Czech Republic, Estonia, France, Italy, The United Kingdom have middle level (16-30 %) of SGE as a percentage of total public expenditure. This means that the biggest part of government expenditure remains to be done by the central government. Sub-national government expenditure consists in Australia, Austria, Iceland, Japan, Korea, Mexico, The Netherlands, Norway, Poland, The USA of more than 30 percentage of total public expenditure. The highest level of sub-national government expenditure as a percentage of GDP and as a percentage of total public expenditure have Belgium, Canada, Denmark, Finland, Germany, Spain, Sweden, Switzerland. These countries have the highest level of decentralization. For example, Canada – 32,7 % and 74,3 % in accordance, Spain – 23,9 % and 50,7 %, Sweden – 25,7 and 49,3 % in accordance.

Local and state (regional) governance have been inherent attributes of many countries for over two centuries. The distribution of total general government expenditure among central, state (regional) and local levels are depicted in the decentralization (Figure 1).

Figure 1: Structure of total general government expenditure (2014), percentage



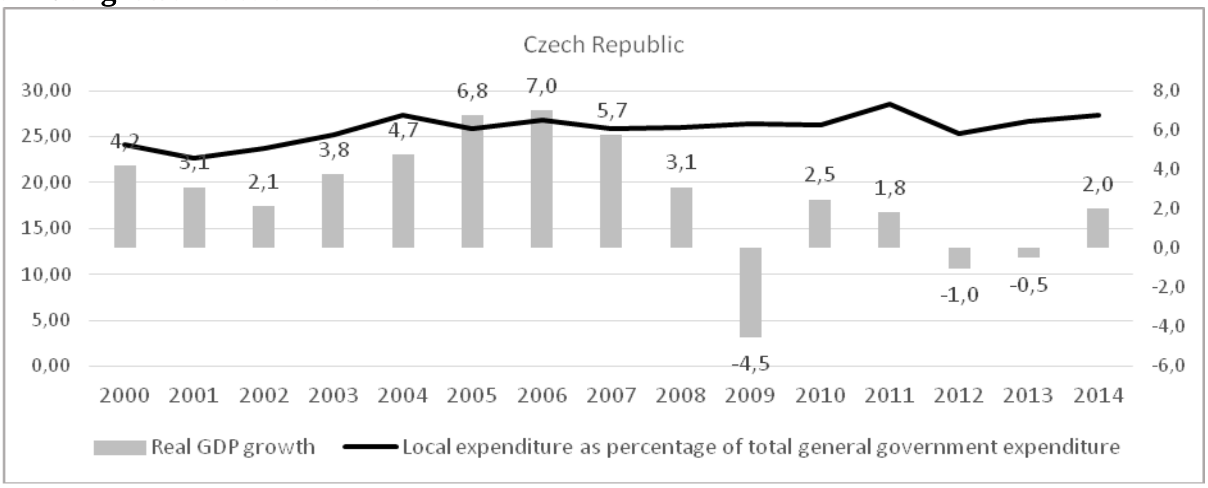
Source: OECD.

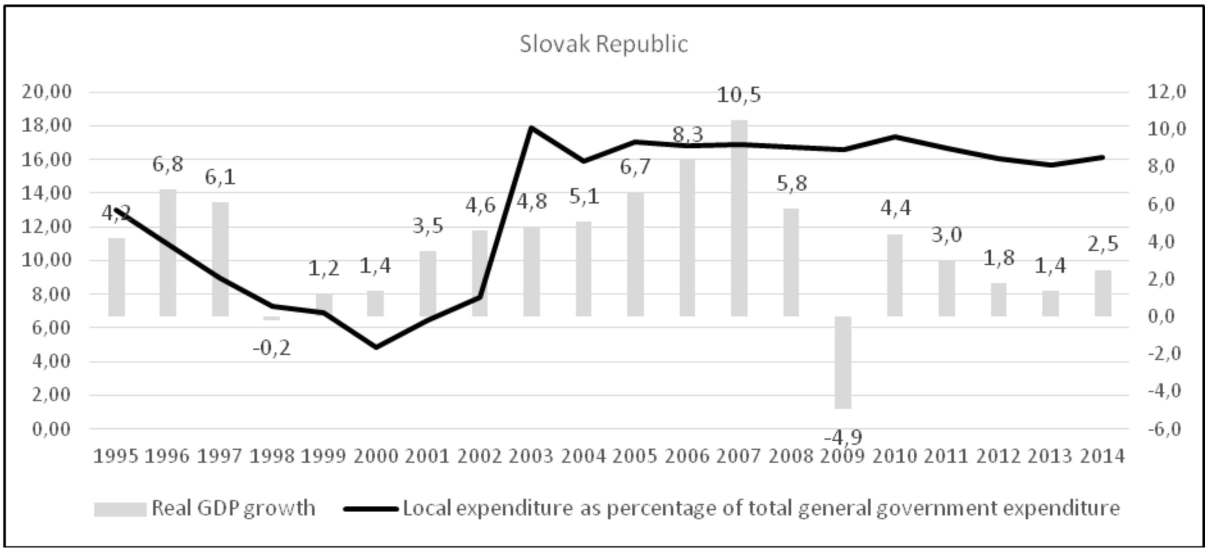
A key question in the literature on fiscal federalism is the influence on economic growth. That fiscal decentralization, the transfer of spending power to local government, may be conducive to economic growth because of efficiency gains in how government money is allocated in response to local needs, was already hypothesized by Oates W. [11].

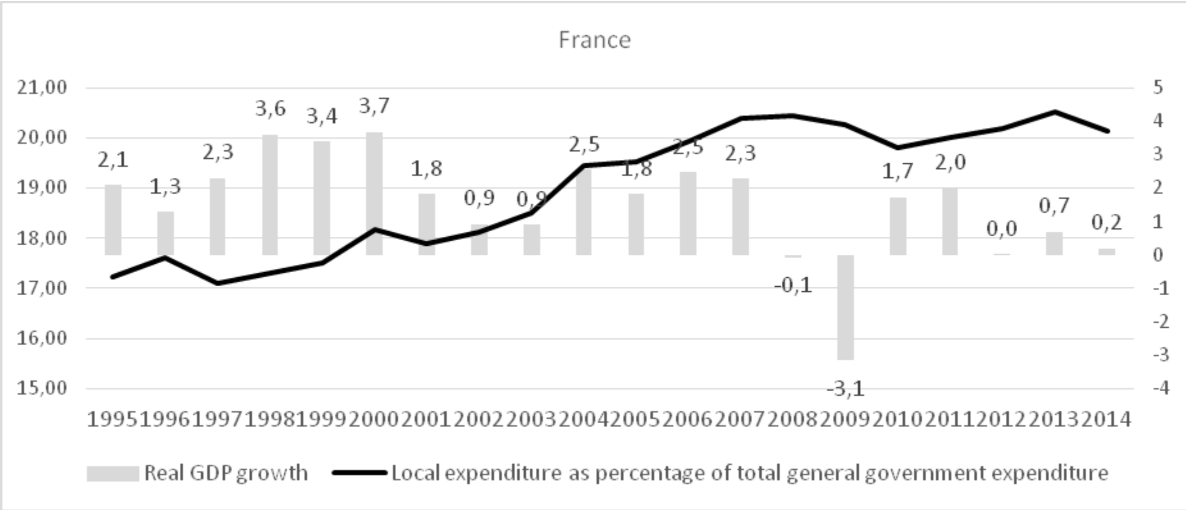
This positive correlation between fiscal decentralization and economic growth suggests that the nature of fiscal federalism and hence the level of fiscal autonomy is a potentially important factor for triggering economic growth and economic performance in general.

Figure 2 shows a relationship between fiscal decentralization, measured as the sub-national share of total government expenditure, and the average annual growth rate of real GDP between 1995 and 2014 for a sample of developed and less developed countries.

Figure 2: The sub-national share of total government expenditure and the average annual growth rate of real GDP







Source: OECD.

DISCUSSION

The theoretical research suggests that faster economic growth may be an additional benefit of fiscal decentralization. However, the current analytic study attempts to find the correlations between the decentralization and economic growth in different countries which implement the concept of decentralization, do not provide us with appropriate results. Thus, the model's link between decentralization and growth is quite indirect. The public administration has always been an important force for development and it has influenced the direction and pace of change.

The real decentralization is difficult in Ukraine because of the corruption. The Ukrainian government is not able to decentralize its public power system it is actually trying to resize it only. But decentralization may reduce the corruption and lower corruption may raise growth. There is little doubt that corruption is more visible at the local level than at the central level. However, that does not mean decentralization causes corruption.

CONCLUSION

In order to implement a sizeable reform in Ukraine, at least three basic elements are required as follows: political will, knowledge (expertise) and support of the elite and media. The transformation in Ukraine should begin with the reform of the central government and its administration. According to the foreign experience, the government in Ukraine should carry out reforms in the following areas:

the function of the central government, central administration and local government administration; the territorial system – which was related to the expected new territorial division of Ukraine as well as to the continuation of the process of administrative and financial decentralization through the creation of self-governments; effective use of public resources.

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ADDRESS

Alla KASYCH, Doctor of the Economics Sciences, Professor
Head of Acounting, Analysis and Audit Department
Faculty of Economics and Management
Kremenchuk Mykhaylo Ostrohradskyi National University
Pershotravneva Street 20, 39600 Kremenchuk
Ukraine

9. CORPORATE SOCIAL RESPONSIBILITY AS AN EFFECTIVE TOOL OF STRATEGIC MANAGEMENT

FIREMNÍ SPOLEČENSKÁ ZODPOVĚDNOST JAKO EFEKTIVNÍ NÁSTROJ STRATEGICKÉHO MANAGEMENTU

Inna KHOVRAK

ABSTRACT

The intensification of socially oriented economy development requires implementation and amplification of companies' socially responsible activities. In addition, the globalization of economic processes and increasing of information transparency allow multiplying the positive effects of the implementation of corporate social responsibility (CSR) for companies. Therefore, there is an urgent issue to develop a strategic approach to CSR management. Hence, this paper examines how CSR can be an effective tool of company strategy. This paper

- presents the advantages and stages in the formation strategy based on the principles of social responsibility;
- defines organizational and economic mechanism for managing CSR;
- describes the main risks which arise from the development strategy;
- analyzes the changes from the implementation of CSR in the company's strategy;
- proposes criteria for assessing social initiatives;
- introduces practical recommendations for further company development in the long-term perspective.

Key words: corporate social responsibility – corporate strategy – strategic management

ABSTRAKT

Intenzifikace procesů sociálně orientovaného rozvoje ekonomiky vyžaduje realizaci a posílení společensky odpovědných aktivit podniků. Kromě toho globalizace ekonomických procesů a zvýšení transparentnosti informací umožňují násobení pozitivních dopadů realizace společenské odpovědnosti podniků (CSR). Proto se jeví naléhavé vypracování strategického přístupu ke správě CSR. Z tohoto důvodu tento článek zkoumá, jak může CSR být účinným nástrojem firemní strategie. Tento článek

- představuje výhody a etapy strategie založené na principech sociální odpovědnosti;
- definuje organizační a ekonomický mechanizmus pro správu CSR;
- popisuje hlavní rizika, která vyplývají ze strategie rozvoje;
- analyzuje změny z realizace CSR ve strategii společnosti;
- navrhuje kritéria pro posuzování sociální iniciativy;
- uvádí praktická doporučení pro další rozvoj firmy v dlouhodobém horizontu.

Klíčová slova: společenská odpovědnost firem - firemní strategie - strategický management

INTRODUTION

The current stage of economic development is characterized by the globalization of business, the dynamic development of competition, the emergence of new methods of production, and the reduction product life cycle. Accordingly, the priority is making strategic decisions and developing effective corporate strategies with modern tools of strategic management. This provides companies development, their efficiency and stability. We consider that corporate social responsibility (CSR) allows to manage conflicts of interest efficiently in the external and internal environment of the company through social investment, social partnership, corporate communications and social reporting. Accordingly, CSR is not only stabilizing the current situation and provides indirect income, but also contributes to sustainable development of company performance indicators in the long term perspective. Therefore, CSR should be an integral strategic management tool by which the company will be able to increase competitiveness in specific sectors and in the modern economy as a whole.

In order to ensure sustainable development CSR is not less important than the developed economic infrastructure, political stability or the implementation of innovative development projects. The statement that the company is not just the economic integrity does not require special proof [6]. The external environment requires socially responsible business, as CSR improves the relationship between the state, business, employees, consumers, shareholders and other stakeholders.

The globalization of economic processes and increasing of information transparency multiply the positive effects of implementing companies’ CSR activities. Since the CSR is implemented both on the strategic and tactical levels, there is an urgent problem to develop a strategic approach to CSR management. But for most Ukrainian companies CSR is not an everyday practice, and is typically disposable insignificant actions that have little impact on the process of social economy establishment in the country.

MATERIAL AND METHODOLOGY

The analysis of scientific literature has shown that the attention is paid to general theoretical issues, approaches and models of CSR, and also to factors that affect the implementation of CSR. Bryan Hong, Zhichuan Li, Dylan Minor [5] suggest that CSR activities are more likely to be beneficial to shareholders, as opposed to an agency cost. Jessica Foote, Nolan Gaffney and James R. Evans explain CSR initiatives in terms of common theories of firm management: agency theory, stakeholder theory, and the resource-based view of the firm [3, p. 803-804]. Jeremy Galbreath sees the strategy as «issues that impact on a firm's ability to achieve its mission, so that products/services can be produced to meet the needs of the markets; it serves through effective resource configuration, in order to build and sustain a competitive advantage» [4, p. 110]. So, the author considers how CSR fits the strategy. However, CSR research in terms of the strategic management of the company is still less explored and difficult problem.

This article aims at discussing the features and development of practical recommendations for the formation of a strategy based on the CSR principles.

RESULTS

Forming a strategy based on the CSR principles is quite a complicated and lengthy process. However, the increase of CSR importance in society determines the necessity to take it into consideration during the formation of strategic corporate interests. The main advantages and motifs for including CSR in corporate strategy are as follows: Creating strong company's reputation; Increasing public confidence level: staff, customers and investors loyalty; Increasing financial results, investment attractiveness and capitalization; Increasing the competitiveness of both markets (domestic and foreign); Establishing and building business relationships with other companies, government agencies and non-governmental organizations; Operational processes optimization; Improving the quality of business management, decision-making and risk management; Expanding opportunities for engagement, retention, and motivation of employees; Increasing professionalism, productivity and quality of work; Forming a secure environment; Ensuring sustainable development (social, economic and environmental) in the long-term perspective; Compliance with directives and standards of the global economic community, integration into the international market.

Absence of co-responsibility of citizens, companies and countries is the result of estrangement, egocentrism, focus on their own benefit, which is the cause of the current crisis. Formation of co-responsibility is possible with the development and spread of CSR. In this case humanity can realize itself as the only subject of activity. Since social responsibility is able to provide benefits to all subjects of public relations.

For the country the implementation of social initiatives will contribute to the following: Formation of aware civil society; Effective, transparent and accountable public institutions' work; Increasing the level of trust in the government; Establishment of socio-economic and political stability; Development of partnership between the public and private sectors within the implementation of national and regional strategies for economic and social development.

For individual citizens the implementation of social initiatives provides: Improving the level and quality of life; Consideration of the interests of citizens in solving important social issues; The possibility of supporting community initiatives, innovative projects, development of social and creative activity of the population, preservation and use of «intellectual resources» for the needs of the country and the region; Improving social protection; Personal development and training. Therefore, the concept of social responsibility should be an integral part of the public awareness.

Accordingly, CSR is an effective strategic management tool in the current situation. Thus Gordon H. Fitch noted in the 70s of the twentieth century that CSR is an attempt to solve social problems, caused in whole or in part of the companies' activities [2, p. 38-46]. The essence and features of developing corporate strategies are detailed by famous scientists. For example, E. Dolan considers corporate strategy as invaluable mechanism for effective activities of corporations in the future [1, p. 25]. McConnell and Brue consider corporate strategy as one of the priorities of successful corporate activity [7, p. 48].

Strategic management provides methods of coordination and integration all kinds of company's activities, mechanisms for foresight and adaptation to changes occurring in the environment, and necessary link between the development and implementation of strategies. CSR, as part of corporate strategy, is a tool of effective management of social and business processes in order to ensure a positive company's impact on society. The implementation of CSR practices into corporate strategy is possible during realization of all the basic company's strategies (Table 1), but it has some differences. It is connected to the fact that the effectiveness of investments in various CSR programs can differ greatly in different stages of company's development.

Tab. No. 1: Implementation of CSR practices in different company strategy

Strategy	Essence	Possibilities of implementation
Growth	Harnessing the opportunities of the external environment and own strengths for development	- Transparency of mergers and acquisitions; - Qualitative organizational changes; - Taking into account needs of society; - Transparency and activity in the charity area; - Promoting the wide dissemination of CSR standards; - Systematic approach to CSR for sustainable development in the long term perspective.
Stabilization (limited growth)	Support the existing state of company development over a period as long as possible	- Providing high quality products and services; - Compliance with international norms and standards, including for Human Rights; - Strengthening the competitive advantage due to saving resources, improving productivity and image.
Survival (reduction)	Adaptation to changing market conditions	- Compliance the basic level of CSR at the levels of codes, laws and regulations.

Source: own research.

Thus if the activity associated with the implementation of CSR activities is included in the development strategy of the business; companies can significantly extend the range of potential investors, and can also increase the possibility of reducing the cost of attracted funds. CSR policy can be divided into three areas of implementation: Development and implementation of certain projects that are related to CSR; Development and implementation of comprehensive CSR programs that combine several projects and initiatives; Implementing CSR strategies into all business processes.

The socially responsible business strategy should be based on a comprehensive approach to considering and balancing the interests of all stakeholders and also meet business goals and business strategy. The formation of the strategy based on the principles of social responsibility is carried out in several stages (Fig. 1).

Figure No. 1: Steps to creating strategies based on the principles of the CSR

Stage 1 - Designing:
- Development of common CSR regulations (mission, vision, goals and objectives);
- Designing of changes in organizational structure and business processes;
- Conducting simulation and functional cost analysis during social projects realization;
- Development of information support.

Stage 2 - Implementation:
- Integration the CSR in the functions of the company's structural divisions;
- Training and increasing staff confidence to the CSR;
- Formation the regulatory documentation;
- Initiation the socially responsible projects.

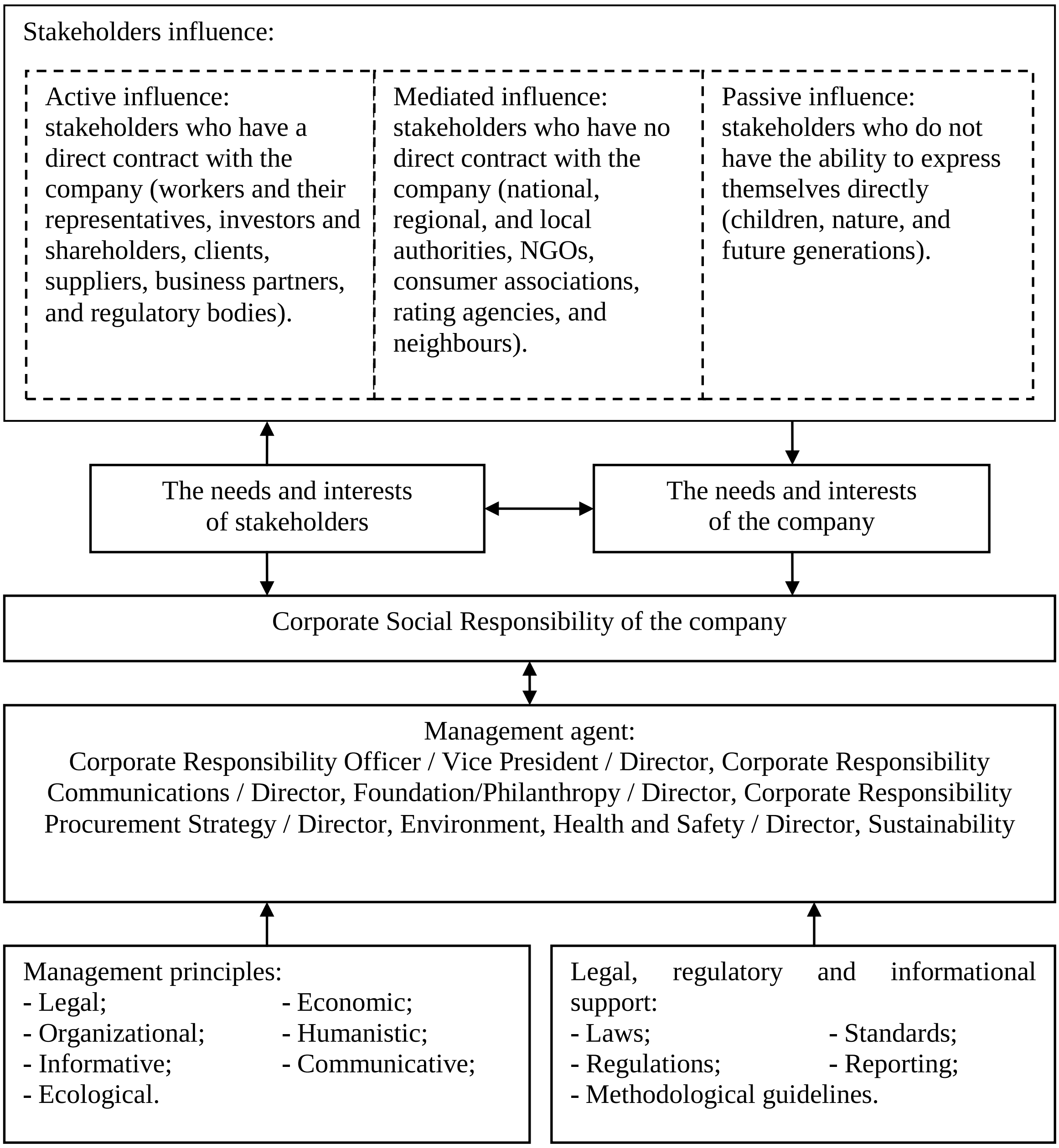
Stage 3 - Control:
- Control over social projects realization;
- Assessment of key CSR indicators and identifying the causes of deviations from their normative values;
- Analysis of stakeholders' proposals;

Stage 4 - Improvement:
- Optimization of corporate strategy and business processes;
- Overcoming resistance to change.

Source: own research.

The organizational and economic mechanism for managing CSR is the process of certain reforms, designed to the practical implementation of strategic corporate management and achievement of goals, which has a certain sequence, structure, methods and tools with relevant legal, regulatory and information support. The optimal combination of mechanism's elements contributes to effective communication with stakeholders and counteracts the influence of negative factors and leads to risk optimization. The structure of the organizational and economic mechanism for managing CSR is shown in Fig. 2.

Figure No. 2: Organizational and economic mechanism for managing CSR



Source: own research.

Thus, the conditions of strategy formation based on the principles of CSR are as follows:

- External (normalization of preferences system for companies that adopt CSR policies and implement socially important programs; sharing experience and good practice for the implementation of socially responsible initiatives; dissemination of standards and control systems that correspond to social responsibility of business; increasing the awareness of CSR; development of effective mechanisms of social dialogue);

- Internal (creating a permanent department which has jurisdiction: analyzing the current state of social responsibility and promoting its further development; writing non-financial reports; improving the quality of corporate management and distribution CSR strategies; promoting the training of specialists).

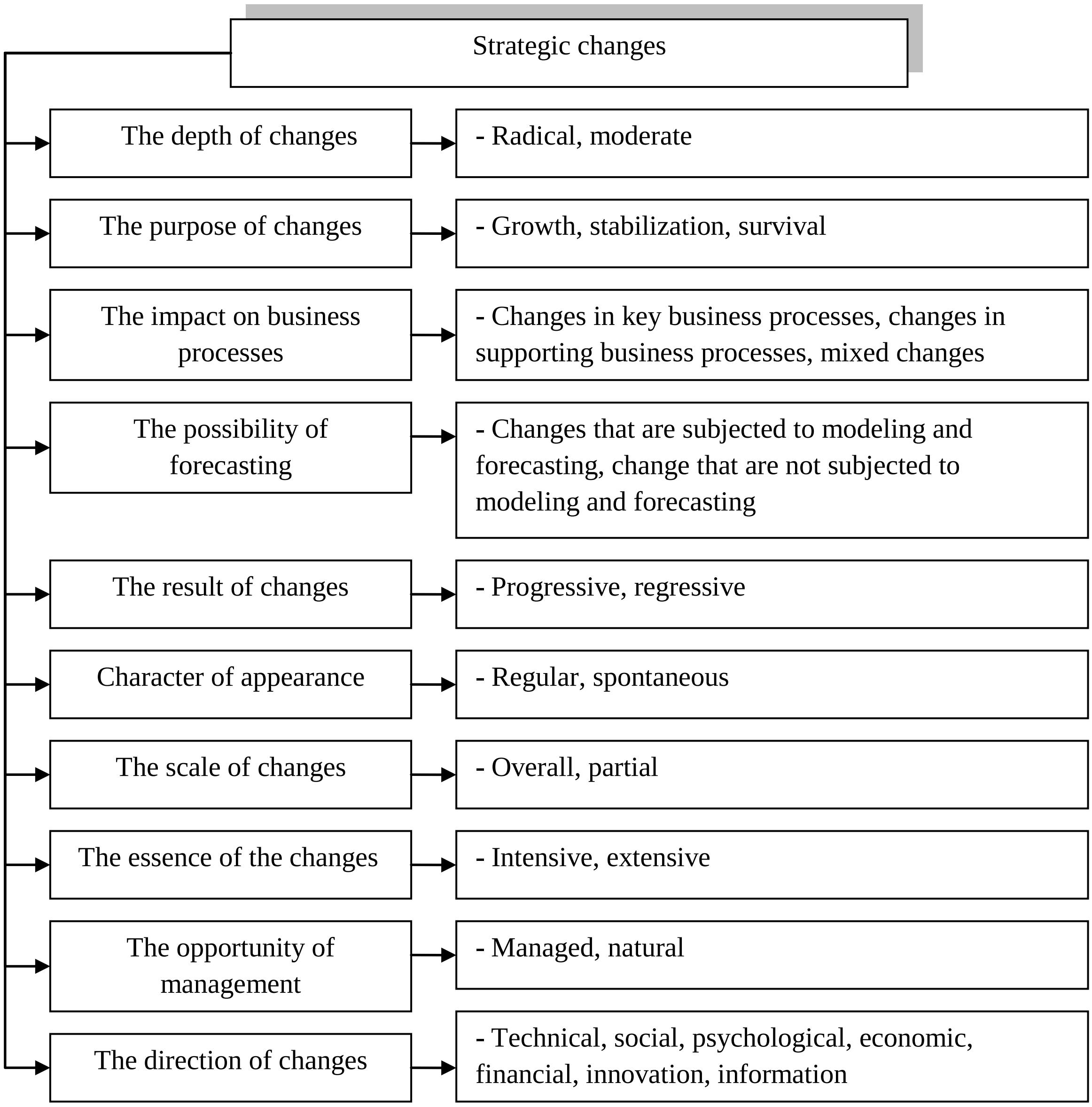
In this case the basic principles of CSR are [10, p. 91]:

- Legal (the legitimacy of the developed strategy; compliance with laws, international agreements and using recommendations of international standards);
- Economic (efficiency monitoring; cost optimization; production high quality products and services required for society);
- Organizational (structured, systematic, integrated, adaptive CSR strategy);
- Humanistic (respect for human rights; labour safety; mutual responsibility, influence and control; voluntary; support the comprehensive professional development and retraining of employees);
- Informative (transparency of information flows; ensure information comparability and standardization);
- Communicative (providing feedback from all stakeholders; using modern communication technologies);
- Ecological (compliance with environmental standards; energy efficiency and resource conservation).

Different risks can occur in developing CSR strategies: Replacing CSR concept into charity concept; Lack of strategic vision; Lack of established target parameters of efficiency projects in the area of CSR; Uncoordinated project implementation; Minimum consideration of alternative possibilities; Lack of top management interest and resistance to change; Unavailability to disclose information; Undeveloped practice of submitting detailed reports on CSR; Lack of structured communication in CSR. However, the implementation of CSR in corporate strategy always leads to change, their classification is shown in Fig. 3.

The characteristic features that shape successful corporate strategy are as follows: taking into account the size of the company and its industry sector; institutional (documentary) design of social initiatives; connectedness components and harmonization goals of business units and business processes among themselves; presence of criteria and indicators for the overall effectiveness of the company; implementation of international standards of evaluation and reporting; understanding the unique and competitive advantages of the company. Therefore it is important to formalize the criteria for assessing the social initiatives.

Figure No. 3: Changes from the implementation of CSR in the company's strategy



Source: developed by the author based on [8, p. 8; 9, p. 76-77].

Firstly, the assessment criteria of social initiatives should be considered for each level of their implementation:

- At the level of separate projects related to CSR;
- At the level of comprehensive CSR programs that combine several projects and initiatives;
- At the level of overall CSR strategy.

Secondly, the assessment criteria should allocate for functional areas and stakeholders, are aimed at social initiatives. So, owners and investors are interested in a high level of profitability, which is confirmed by CSR-reporting and internal control conducting. Employees are looking for health and safety working environment; adherence to the workers rights; co-operation with employee representatives. Clients/consumers expect to complete and accurate product information; marketing ethics; competition legislation. Partners hope to compliance agreements and payment terms; business ethics. Suppliers are interested in business ethics; control of health, safety, environment and working conditions; using natural resources. Government expects to tax payments; compliance with current legislation. Society anticipates for development of local community.

DISCUSSION

Thus, this research allows organizing practical recommendations for the further development of the company in the long term perspective. In the formation of corporate strategy it is necessary to identify and develop measures that would enhance the competitiveness of companies:

– Inclusion of CSR activities into strategy of corporate development, adaptation reporting standards to the companies' specific;

– Policy implementation of companies' responsible attitude for staff, training of social responsibility;

– Establishing a dialogue with stakeholders for information regarding of social programs optimization and minimization companies risks;

– Creation of specialized units in CSR;

- Optimization of the company's budget for CSR activities, strengthening control over the effectiveness of its use;

– Taking into account the positive examples of CSR implementation.

The implementation of the strategic approach to CSR will provide an opportunity to improve the process of forming objectives, to reduce the chaotic management decisions and increase the ability of managers to identify clearly companies' priorities, simplify the coordination of social and financial interests. The introduction of the concept of CSR gives the company additional CSR revenue, significantly expands the possibilities of attracting investment resources and reduces their costs. In turn, this will provide an opportunity to increase the companies' stability and competitiveness, and hence to improve the performance of the company in the long-term perspective.

CONCLUSION

Thus, it was found that for the intensification of socially oriented economy development it is necessary to carry out a policy of social responsibility. The formation of corporate strategy is a logical and analytical process that justifies the future position of the company that depends on external conditions, company's characteristics, and many variations of strategic behavior. The steps to creating strategies based on the principles of CSR are designing, implementation, control, and improvement. The basic principles of CSR are legal, economic, organizational, humanistic, informative, communicative and ecological. It is necessary to take into account the possible changes from the implementation of CSR in the company's strategy as well.

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ADDRESS

Inna KHOVRAK, PhD of the Economic Sciences
Finance and Credit Department
Faculty of Economics and Management
Kremenchuk Mykhailo Ostrohradskyi National University
Pershotravneva Street 20, 39600 Kremenchuk
Ukraine
Khovrak.inna@mail.ru

10. РАЗВИТИЕ МЕТОДИЧЕСКОГО ИНСТРУМЕНТАРИЯ УПРАВЛЕНИЯ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТЬЮ ВНЕШНЕЭКОНОМИЧЕСКОЙ ДЕЯТЕЛЬНОСТИ МАШИНОСТРОИТЕЛЬНЫХ ПРЕДПРИЯТИЙ

DEVELOPMENT OF MANAGEMENT'S METHODICAL TOOLKIT OF ECONOMIC SECURITY OF FOREIGN ECONOMIC ACTIVITY OF MACHINE-BUILDING ENTERPRISES

МАСЛАК О. И., ГРИШКО Н. Е., БЕЗРУЧКО О. А.

Характерной чертой современного этапа развития мирового хозяйства являются интеграционные процессы и взаимозависимость национальных экономик. Тенденции развития мирового хозяйства, положительные и отрицательные последствия иностранного инвестирования придают проблеме экономической безопасности в Украине особого звучания.

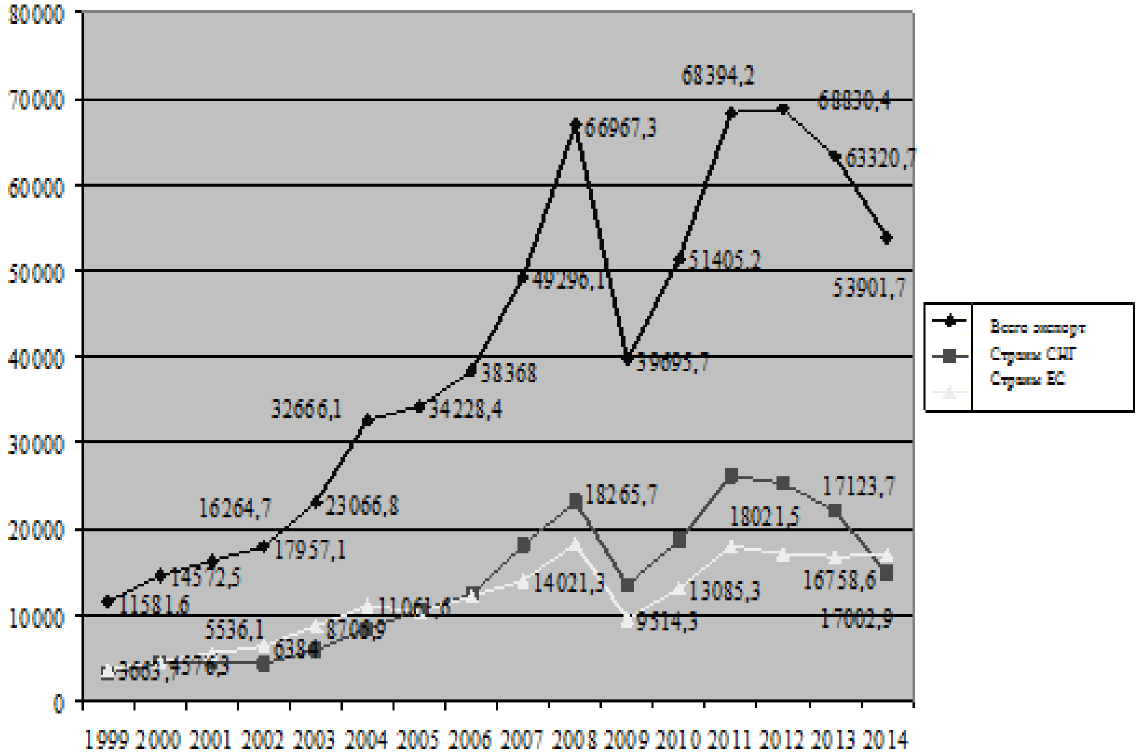
В современных условиях развития Украины необходима разработка новой модели экономического роста, отражающий возможности предприятий в направлении стимулирования внешнеэкономических связей. В Украине с 1999 г. положительным фактором роста ВВП было увеличение объемов экспортных операций. Кризисные явления, проявившиеся в падении спроса на мировом рынке во второй половине 2009 г. (рис. 1), поставили на грань выживания широкий круг украинских предприятий, актуализировали проблемы безопасности в сфере внешнеэкономической деятельности и с особой силой высветили необходимость формирования новых научно обоснованных методов управления, позволяющие избегать экономических угроз, присущих внешнеэкономическим отношениям.

По сравнению с 2013 г. экспорт сократился на 13,5 %, импорт – на 28,3 %. В 2014 г. отрицательное сальдо составило 468,3 млн дол., коэффициент покрытия экспортом импорта – 0,99 (2013г. – 0,82). Внешнеторговые операции проводились с партнерами из 217 стран мира, при этом объем экспорта товаров в страны Европейского Союза составил 17004,7 млн. дол. или 31,5 % от общего объема экспорта, что больше, чем в 2013 г., на 431, 2 млн дол. или на 2,6 % [2].

На формирование отрицательного сальдо повлияли отдельные товарные группы: минеральные топлива, нефть и продукты ее перегонки (13103,7 млн дол.), пластмассы, полимерные материалы (2462,9 млн дол.), фармацевтическая продукция

(2217,1 млн дол.), средства наземного транспорта, кроме железнодорожного (2157,8 млн дол.), механические машины (1936,4 млн дол.), электрические машины (1124,2 млн дол.) [2].

Рис. 1: Динамика экспорта товаров производства предприятий Украины (млн дол. США)



Источник: на основе [2].

На основе проведенных исследований предложен подход к управлению экономической безопасностью внешнеэкономической деятельности предприятий (рис. 2), что позволяет организовать превентивное регулирования и текущий контроль за индикативными показателями ее уровня, своевременно реагировать на изменения внешних и внутренних условий, способствует выбору обоснованного решения при формировании стратегии предприятия. Механизм управления экономической безопасностью внешнеэкономической деятельности предприятий в этом контексте представляет собой выполнение последовательных, взаимосвязанных, концептуальных блоков с использованием приспособленных к задачам управления методик и моделей: блок 1 (аналитический), блок 2 (оптимизационный), блок 3 (оценка и стимулирование).

Оценка экономической безопасности предприятия при осуществлении внешнеэкономической деятельности характеризует экономическую безопасность в периоде и для периода, следующего с момента оценки, отражает перспективы изменений интересов носителей угроз, влияющих на возможности реализации экономических интересов предприятия.

С одной стороны, экономическая безопасность предприятия зависит от результатов его деятельности в предыдущем периоде, а с другой – этот результат зависит от имеющихся возможностей осуществления финансово-хозяйственной деятельности, которые отражаются оценкой экономической безопасности деятельности предприятия, а также подвергаются воздействию факторов внешней и внутренней среды, которые не были учтены такой оценкой [3].

Рис. 2: Концептуальная схема механизма управления экономической безопасностью внешнеэкономической деятельности предприятий (авторская разработка)

Источник: разработка автора.

Несмотря на изменчивость внешней среды в рыночных условиях хозяйствования, руководящая подсистема управления предприятием должна не только своевременно реагировать на изменения среды, но и строить достоверные прогнозы таких изменений и принимать на их основе управленческие решения по воплощению опережающих мер. Формирование такой способности основывается на создании эффективного механизма управления экономической безопасностью предприятия. Анализ современных исследований свидетельствует о том, что комплексная оценка экономической безопасности предприятия осуществляется по показателям, систематизированы по группам: 1. эффективность системы управления экспортной деятельностью; 2. содержание и организация экспортной деятельности, 3. состояние технико-экономического уровня экспортной деятельности.

В современных условиях экономическая безопасность предприятий является важной составляющей обеспечения их устойчивого положения на конкурентном рынке, достижения производственно-коммерческого, финансового успеха. Ее обеспечение и улучшение нуждаются не только финансовых, организационных, технических, кадровых ресурсов, но и разработки и применения соответствующего научно-методического обеспечения, в частности, средств оценки, моделей и методик мониторинга уровня экономической безопасности как в целом, так и отдельных ее составляющих. В процессе оценки безопасности внешнеэкономической деятельности исчисляются и анализируются следующие показатели: равновесный объем операционной деятельности (точка безубыточности); уровень безопасности внешнеэкономической деятельности; валовая прибыль (убыток) от реализации продукции на экспорт; валовая и операционная прибыльность чистого дохода.

Данная модель базируется на расчете безубыточности объема реализации, определяет уровень безопасности внешнеэкономической деятельности предприятия при реализации продукции на экспорт. Одна из самых сложных проблем управления соотношением между затратами и чистым доходом это: оценить фактический их уровень, предсказать будущее, найти эффективные решения в условиях неопределенности. Инструментом минимизации неопределенности служит прогнозирование, а прогнозом называют попытку определить (предсказать) состояние какого-либо явления или процесса в будущем, то есть возможные последствия управленческих решений. Критерием такой безопасности является превышение безубыточного объема реализации над фактическим объемом реализованной продукции. Коэффициент безопасности операционной деятельности (Кб) по показателям отчетности исчисляется так:

$$К_б = (ЧД – ЧД_б) / ЧД, \qquad (1)$$

где ЧД – чистый доход, тыс. грн; $ЧД_б$ – чистый доход в точке безубыточности, тыс. грн.

Коэффициент безопасности операционной деятельности можно считать мерой операционного риска. Чем он больше, тем безопаснее ситуация учитывая возможность прибыльной деятельности. С его ростом уменьшается риск снижения объема реализации к точке равновесия, и наоборот – при его снижении такой риск возрастает. Прибыль предприятий зависит от их операционной активности, которая выражается, прежде всего, объемом продаж продукции. Если речь идет о динамике активности, то есть темп ее изменения, то на величину прибыли существенно влияет еще структура расходов, а именно их разделение на переменные и постоянные. Для обоснования уровня экономической безопасности предприятия определяют расчетные показатели:

1. Валовая прибыль предприятия (ВПП), грн.:

$$ВП_П = ЧД_П – ЗВ_П;\ ВП_П = АР + РЗ + ЧП_П;\ ВП_П=ПР_П+ЧП_П, \quad (2)$$

где ЧПП – чистая прибыль предприятия; ОПР – переменные затраты; АР – административные расходы; РЗ – расходы на сбыт; $ПР_П$ – постоянные расходы.

2. Валовая прибыльность (рентабельность) чистого дохода ($ПВ_{ЧД}$) свидетельствует о том, сколько приносит предприятию валовой прибыли (ВПП) 1 грн полученного чистого дохода (ВДП):

$$ПВ_{ЧД} = ВП_П / ЧД_П, \quad (3)$$

3. Расходоемкость чистого дохода по переменным затратам ($РД_{ЧД}$) выражает величину переменных издержек ($ПР_п$), которые осуществляет предприятие для получения 1 грн. чистого дохода ($ЧД_П$):

$$РД_{ЧД}= ПВ_П / ЧД_П., \quad (4)$$

4. Уровень (коэффициент) экономической безопасности (финансовой устойчивости) хозяйственной деятельности предприятия (Кб), %:

$$К_б = (ЧД_п – ЧД_б) / ЧД_п \cdot 100 \quad (5)$$

Показывает на сколько процентов (раз) чистый доход (фактический, плановый) от хозяйственной деятельности предприятия больше (меньше) чистого дохода, который обеспечивает его безубыточную деятельность.

В рамках предложенной концепции обеспечение экономической безопасности экспортной деятельности рассматривается как процесс выявления угроз, определения показателей, типов стратегий, разработки соответствующих организационно-экономических мероприятий на каждом из этапов экспортной деятельности предприятия.

Предложенную методику определения уровня экономической безопасности хозяйствующего субъекта рассмотрим более детально на примере одного из ведущих машиностроительных предприятий Украины – ПАО «Кременчугский завод дорожных машин» (ПАО «Кредмаш»). Предприятие специализируется на производстве дорожно-строительной технике, основными потребителями продукции завода являются Россия, Белоруссия, Латвия, Казахстан, где находятся региональные представительства ПАО «Кредмаш» [1]. Несмотря на изменчивость внешней среды в рыночных условиях хозяйствования, руководящая подсистема управления предприятия должна не только своевременно реагировать на изменения среды, но и строить достоверные прогнозы таких изменений и принимать на их основе управленческие решения по воплощению опережающих мер. Формирование такой способности основывается на создании эффективного механизма управления экономической безопасностью предприятия. Анализ внешнеэкономической деятельности предприятия позволил выявить группы субъектов во внутренней и внешней среде, которые являются носителями угроз экономической безопасности производственно-сбытовой подсистемы ПАО «Кредмаш». Для внешнеэкономической деятельности особое значение имеют политические, правовые, культурные, природно-географические факторы, присущие внешним рынкам, учитывая то, что их влияние является косвенным и осуществляется через отдельных носителей угроз, их учет системой управления экономической безопасностью ПАО «Кредмаш» осуществляется по соответствующим носителям угроз, которые по национальной принадлежности соответствуют нескольким странам. Критерием разделения субъектов внешней среды на группы являются различия интересов потенциальных и реальных контрагентов (потребителей, поставщиков, конкурентов). Для существующих причиной нежелательного состояния является несоответствие интересов носителя угроз и предприятия, для потенциальных – отсутствие экономического интереса. Наличие существенных различий в интересах в дальнейшем обусловливает необходимость применения в отношении таких носителей угроз принципиально различных методов управления. Итак, совокупность носителей угроз, являющихся субъектами внешней среды, разделяется на группы существующих и потенциальных: потребителей, поставщиков, конкурентов, а также группу государственных и региональных органов управления и органов местного самоуправления.

Подготовка и обоснование управленческого решения по выбору принимающей страны требует учета не только взаимосвязанности угроз, но и их чрезвычайно высокой изменчивости и неопределенности. При этом обоснованным управленческим решением является выбор страны, которой характерен наименьший степень агрессивности среды, рассчитывается по формулам:

$$SA = \sum_{j=1}^{n} S_j \cdot \omega_j \,, \tag{6}$$

$$S_j = \frac{\int_0^{b_j} \varphi_j(x_{i_j}) dx_{i_j}}{\int_0^{1} \varphi_j(x_{i_j}) dx_{i_j}}, \tag{7}$$

где SA – степень агрессивности среды потенциальной принимающей страны, %; S_j, ω_j – степень агрессивности и весовой коэффициент значимости j-й группы носителей угроз, $j = [1, n]$; $\varphi_j(x_{i_j})$ – вероятность реализации угроз в j-й группе, %; x_{i_j} – отношение интересов i_j-го носителя угроз, которые не отвечают интересам предприятия, в их общего количества, $i_j = [1, m_j]$; b_j – максимальное отношение интересов носителя угроз, которые не отвечают интересам предприятия, в их общего количества, в j-й группе; n – количество групп носителей угроз; m_j – количество носителей угроз в j-й группе, во взаимодействие с которыми предприятию необходимо вступить для получения определенного, равного для всех альтернатив эффекта (дохода от реализации продукции, прибыли и т.п.).

Рассчитанный таким образом показатель отражает средний удельный вес иностранных субъектов среди тех, с которыми ПАО «Кредмаш» необходимо вступить во взаимодействие для получения определенного результата, интересы которых полностью не соответствуют экономическим интересам предприятия – субъекта ВЭД (таблица 1).

Таблица 1: Результаты оценки агрессивности среды для определения состояния безопасности производственно-сбытовой подсистемы ПАО «Кредмаш» в разрезе стран-потребителей

Принимающая страна	Степень агрессивности за группами носителей угроз, %				Степень агрессивности среды страны, %
	Потенциальные поставщики	Потенциальные потребители	Потенциальные конкуренты	Государственные и региональные органы управления, органы местного самоуправления	
1	2	3	4	5	**6**
2012					
Россия	12,20	25,65	18,50	28,73	21,43
Беларусь	12,36	22,42	48,20	28,45	29,97
Казахстан	15,25	19,65	19,58	20,37	18,89
Афганистан	17,1	18,9	47,2	34,5	34,1
Румыния	11,35	21,02	49,80	30,45	29,61
Грузия	18,75	20,17	20,12	30,34	21,91
Молдова	12,1	22,2	31,1	34,1	25,6
Латвия	14,9	27,4	34,5	32,1	27,1
Эстония	15,1	28,6	37,1	42,1	28,6
Литва	16,7	27,0	38,7	41,2	27,2
Сирия	17,7	29,5	42,7	43,2	25,7
2013					
Россия	15,31	21,81	13,52	19,98	19,65
Беларусь	11,36	19,42	54,20	35,45	31,34
Казахстан	11,21	8,63	19,58	21,4	11,23
Афганистан	12,8	15,8	35,6	21,4	21,4
Румыния	10,35	20,02	50,80	27,45	28,61
Грузия	22,75	24,17	21,12	33,34	27,91
Молдова	16,1	24,2	36,1	38,1	34,6
Латвия	11,9	25,4	33,5	31,1	25,1
Эстония	13,1	26,6	36,1	41,1	26,6
Литва	14,7	25,0	37,7	40,2	25,2
Сирия	15,7	27,5	41,7	41,2	23,7
Россия	16,1	21,6	46,9	40,2	23,1
Беларусь	13,2	22,8	31,6	35,4	24,8
2014					
Россия	28,45	29,34	43,50	39,93	42,98
Беларусь	17,36	22,42	58,20	43,45	39,51
Казахстан	9,76	9,12	16,57	19,5	10,93
Афганистан	16,8	19,8	58,6	27,4	31,4
Румыния	235	22,02	49,99	32,45	31,61
Грузия	15,75	18,17	19,12	28,34	18,91
Молдова	11,99	26,4	32,65	31,1	26,1
Латвия	13,98	26,67	36,1	45,1	26,69
Эстония	15,78	25,78	37,7	40,2	26,2
Литва	16,88	27,87	41,7	44,2	23,89
Сирия	15,26	24,12	31,6	36,4	26,14

Использование такого показателя позволяет учитывать значительную изменчивость и неопределенность экономических интересов потенциальных партнеров в сфере внешнеэкономической деятельности ПАО «Кредмаш». Результаты расчетов, характеризующих уровень экономической безопасности внешнеэкономической деятельности ПАО «Кредмаш», приведены в табл. 2 и наглядно отражены на рисунке 3.

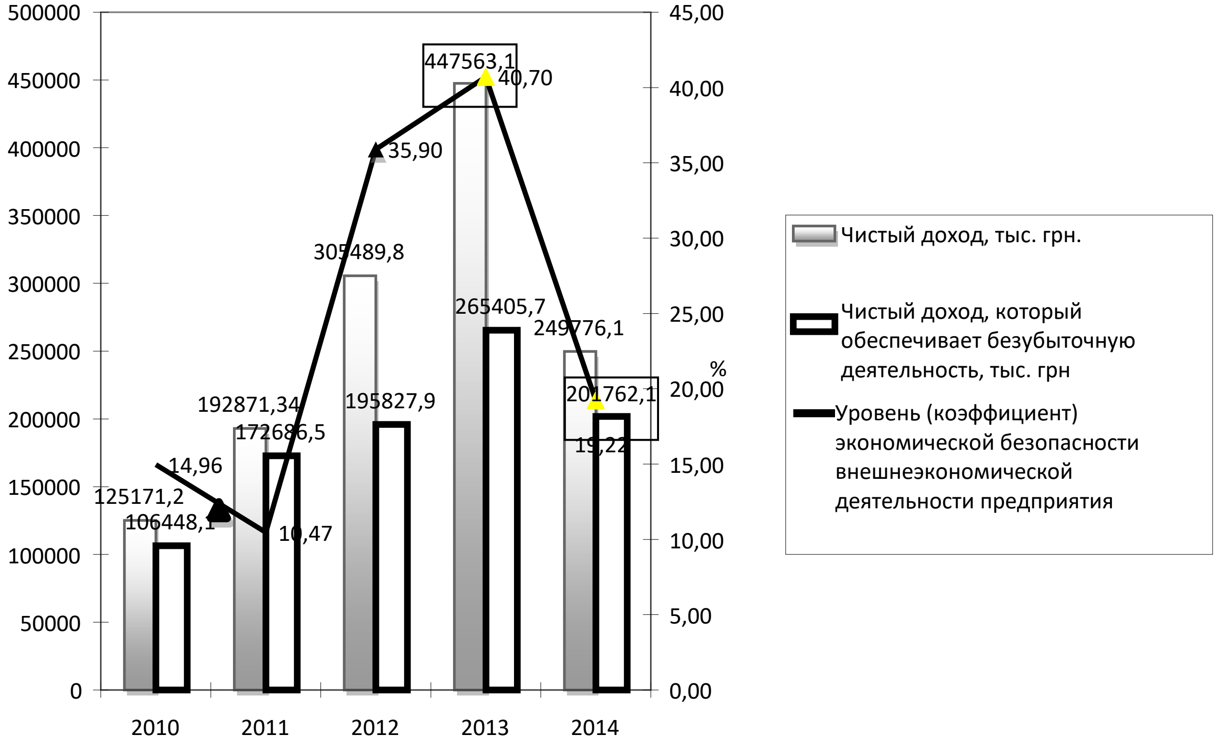
Основой методического обеспечения механизма управления экономической безопасностью внешнеэкономической деятельности предприятия является разработанная методика формирования комплекса воздействий по управлению развитием предприятия, определяет и обосновывает выбор тех сфер жизнедеятельности, изменения в которых приводят к максимально эффективным изменениям в будущей тенденции развития внешнеэкономической деятельности предприятия. Исходя из того, что предприятие рассматривается как многомерный объект, целесообразным является использование для определения уровня его безопасности интегрального показателя, который по природе своего формирования отражает синергетический эффект проявления различных показателей деятельности предприятия.

Таблица 2: Результаты оценки уровня экономической безопасности внешнеэкономической деятельности по данным ПАО «Кредмаш»

Чистый доход, тыс. грн						**Расходы, тыс. грн**					
Показатели деятельности предприятия по отчету											
Показатели	**2010**	**2011**	**2012**	**2013**	**2014**	**Показатели**	**2010**	**2011**	**2012**	**2013**	**2014**
Доход от реализации продукции на экспорт	75150,2	115825	187710,6	270861,1	118413,1	Себестоимость реализованной на экспорт продукции	58548,44	97549,98	153759,5	212597,4	96005,34
Прочие операционные доходы	50020,97	77046,34	117779,2	176702	131363	Прочие операционные расходы	52586,61	76672,61	117858,1	177480,8	127957
						Административные расходы	6316,24	8594,241	10626,59	18244,93	12638,83
						Расходы на сбыт	4096,246	6040,662	6880,316	10964,36	7488,299
						Налог на прибыль от обычной деятельности	1792,164	2303,222	6561,6	8228,249	896,883
Всего ($ЧД_п$)	**125171,2**	**192871,3**	**305489,8**	**447563,1**	**249776,1**	**Всего**	**123339,7**	**191160,7**	**295686,1**	**427515,7**	**244986,4**
Чистый доход от реализации продукции на экспорт, тыс. грн	**1831,45**	**1710,63**	**9803,72**	**20057,37**	**4789,72**						

Расчетные показатели													
Показатели	**2010**	**2011**	**2012**	**2013**	**2014**	**2011 от 2010**		**2012 от 2011**		**2013 от 2012**		**2014 от 2013**	
						абс.,+/-	**относ.,%**	**абс.,+/-**	**относ.,%**	**абс.,+/-**	**относ.,%**	**абс.,+/-**	**относ.,%**
Постоянные расходы, тыс. грн	10412,49	14634,9	17506,91	29209,29	20127,13	4222,42	40,55	2872,00	19,62	11702,38	66,84	-9082,2	-31,09
Переменные расходы, тыс. грн	133752,2	205795,6	313193	456725	265113,5	72043,43	53,86	107397,37	52,19	143532,03	45,83	-191611,5	-41,95
Валовая прибыль, тыс. грн	12243,94	16345,53	27310,63	49256,66	24916,85	4101,60	33,50	10965,09	67,08	21946,03	80,36	-24339,8	-49,41
Валовая прибыльность читого дохода, тыс. грн	0,097818	0,084748	0,089399	0,110055	0,099757	-0,01	-13,36	0,00	5,49	0,02	23,11	-0,01	-9,36
Расходоемкость чистого дохода по переменным затратам, тыс. грн	1,068554	1,06701	1,025216	1,020471	1,061405	0,00	-0,14	-0,04	-3,92	0,00	-0,46	0,04	4,01
Чистый доход, который обеспечивает безубыточную деятельность, тыс. грн	106448,1	172686,5	195827,9	265405,7	201762,1	66238,46	62,23	23141,32	13,40	69577,89	35,53	-63643,6	-23,98
Переменные расходы, которые обеспечивают безубыточную деятельность, тыс. грн	133752,2	205795,6	313193	456725	265113,5	72043,43	53,86	107397,37	52,19	143532,03	45,83	-191611,5	-41,95
Уровень (коэффициент) экономической безопасности внешнеэкономической деятельности предприятия (Кб),%	**14,96**	**10,47**	**35,90**	**40,70**	**19,22**	**-4,49**	**-30**	**25,43**	**243,01**	**4,80**	**13,38**	**-21,48**	**-52,77**

Рис. 3: Динамика уровня экономической безопасности внешнеэкономической деятельности ПАО «Кредмаш»



Использование данного показателя позволяет рассматривать экономическую безопасность внешнеэкономической деятельности предприятия с точки зрения экономической динамики и выявлять присущие ей нелинейные, циклические закономерности.

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ADDRESS

1. МАСЛАК Ольга Ивановна, доктор экономических наук, профессор, заведующая кафедрой экономики
Факультет: Экономики и управления
Университет: Кременчугский национальный университет имени Михаила Остроградского
бульвар Пушкина 3
39600, г. Кременчуг, Украина

2. ГРИШКО Наталья Евгеньевна, кандидат экономических наук, доцент кафедры экономики
Факультет: Экономики и управления
Университет: Кременчугский национальный университет имени Михаила Остроградского
бульвар Пушкина 3
39600, г. Кременчуг, Украина

3. БЕЗРУЧКО Ольга Александровна, ассистент кафедрой экономики
Факультет: Экономики и управления
Университет: Кременчугский национальный университет имени Михаила Остроградского
бульвар Пушкина 3
39600, г. Кременчуг, Украина

11. ФОРМИРОВАНИЕ МИРОВОЗРЕНИЯ СТУДЕНТОВ КОЛЛЕДЖЕЙ УКРАИНЫ: ЭКОНОМИЧЕСКИЙ АСПЕКТ

WORLD VIEW FORMATION OF UKRAINIAN COLLEGES: ECONOMIC ASPECT

Alexandr BILYK

Summary

This article deals with the factors, influencing the process of world view formation in student's age; it unravels 6 regularities of education/bringing-up process at colleges, influencing future specialists' formation with technical profile economic world outlook.

Keywords: economic world outlook - education/bringing-up process - colleges

Резюме

В статье рассмотрены факторы, которые влияют на процесс формирования мировоззрения в студенческом возрасте; раскрыты шесть закономерностей учебно-воспитательного процесса в колледжах, влияющие на формирование экономического мировоззрения будущих специалистов технического профиля.

Ключевые слова: экономическое мировоззрение - учебно-воспитательный процесс - колледжи

ВВЕДЕНИЕ

Современная подготовка будущего специалиста, одной из важнейших задач которой является формирование мировоззрения должна строиться с учетом: современной экономической ситуации; социально-экономических факторов, связанных с необходимостью переориентации общественного сознания и появлением новых ценностей в экономическом образовании, то есть создание условий для гармонизации отношений человека с обществом и природой. Многогранность ценностей в структуре личности позволяет исследовать их в контексте таких категорий как мышление, сознание, мировоззрение. Личностные ценности в структуре экономического мировоззрения студента обеспечивают взаимосвязь эмоционального и рационального, переход от познавательных действий к практическим.

До недавнего времени главной функцией высших учебных заведений была передача будущим специалистам основных достижений в той или иной области, то есть традиционно-информационная. Ее истоки – классическая педагогика, получившая в отечественной системе образования глобальное распространение. В условиях реформирования образования Украины такая подготовка будущих специалистов не может удовлетворить наше общество. В современных условиях в высших учебных заведениях разрабатывают и реализуют новые педагогические технологии обучения (М. Жалдак, Е. Полат, М. Кларин, А. Матвиенко, М. Левина, Н. Побирченко, А. Остапчук, Л. Онищук, Д. Чернилевский и др.). В условиях реализации личностно-гуманистического принципа образования в высших учебных заведениях Украины определяющими являются такие психолого-дидактические категории, как: процессуальная ориентация, учебное исследование, сбор данных, перенос знаний, решение проблемы, выдвижение и проверка гипотез, эксперимент, рефлексивное, критическое, творческое мышление, аргументация, моделирование, развитие восприятия, ролевые игры, поиск личностных смыслов, принятия решений, соотнесение модели и реальности [1].

МЕТОДИКА И ЦЕЛЬ

В процессе исследования применялись следующие методы:

– общенаучные: аналіз, синтез, моделирование;

– теоретического уровня: анализ научной, учебной и методической литературы по вопросам психологии и педагогики высшей школы, дидактических технологий в высшей школе;

– эмпирического уровня: педагогическое наблюдение, беседы, анкетирование, тестирование студентов, обощение собственного педагогического опыта и опыта преподавателей.

Целью работы является выявление закономерностей учебно-воспитательного процесса в колледжах, которые влияют на формирование экономического мировоззрения студентов.

РЕЗУЛЬТАТЫ И ДИСКУССИЯ

В научных исследованиях А. Биды, Н. Лысенко, Л. Сидорова, В. Ткач, А. Федоренко неоднократно подчеркивается, что теоретическая подготовка будущих специалистов технического профиля имеет чрезвычайно низкий уровень системного мышления. Причины этого достаточно понятны:

1) в высших учебных заведениях осуществляется сложный процесс научного и жизненного созревания будущих специалистов. Физиологическая и психологическая зрелость приходит к человеку еще в старших классах, однако это не означает мировоззренческой зрелости, поскольку у ученика для этого еще нет ни достаточных знаний, ни жизненного опыта [2];

2) на момент поступления в высшее учебное заведение ученики слабо или совсем неподготовленные по данному вопросу. По нашему мнению, сама система обучения должна отвечать идеям системного подхода: формировать у учеников целостную «модель предметной области», а не только давать им множество не связанных между собой фактов.

Эффективное освоение экономическими знаниями – это то, к чему рано или поздно стремится каждый человек, вне зависимости от своей профессиональной деятельности, своего служебного положения и жизненных принципов. Без базовых знаний по экономике сегодня невозможно правильно распорядится своими финансами, выбрать адекватную сферу деятельности или разумно инвестировать временно свободные ресурсы. Нам представляется, что решение указанных проблем заключается в сочетании нескольких плоскостей:

– определение требований к будущему специалисту со стороны отдельных субъектов, государства, общества;

– формирование у них мировоззренческих установок;

– выбор образовательных методик и технологий, соответствующих этим требованиям.

Итак, важным фактором, который влияет на процесс формирования мировоззрения в студенческом возрасте, является учебная деятельность.

В процессе нашего исследования выделено шесть закономерностей учебно-воспитательного процесса в колледжах, которые влияют на формирование экономического мировоззрения студентов технического профиля. Первая заключается в том, что оно должно быть направленно на реализацию главной цели – формирование специалиста, способного творчески решать поставленные проблемы.

Вторая зависит от материально-технической базы и уровня квалификации преподавательского состава (эффективные и активные методики обучения, использование компьютерной техники, информационных технологий, учебнометодических комплектов). В своих трудах Г. Балл, В. Гершунский, М. Кларин, Л. Султанова, Н. Талызина рассматривают вопросы психолого-педагогического обеспечения компьютеризации обучения и пути повышения эффективности его применения в учебном процессе; предлагают подходы к построению интегративной концепции компьютерного обучения, а также некоторые способы классификации программно-педагогических средств; формулируют общие психолого-педагогические требования, принципы по разработке и проектированию компьютерных учебных средств и систем и тому подобное.

Третьей закономерностью учебно-воспитательного процесса в колледжах, которая способствует формированию экономического мировоззрения, является его целостность, проявляющаяся в единстве обучения, воспитания и развития, индивидуализации личности будущего специалиста на основе комплексной организации его деятельности, которая заключается в формировании системы умений.

Усвоение любого учебного предмета означает последовательное освоение умений. В данной системе системообразующим фактором является последовательность формирования умений. Сначала умения являются целью обучения, а после того, как они трансформируются в навыки, то есть соответствующее действие перейдет в умственную форму, они перестают быть целью и превращаются в средство достижения новой цели, а именно – овладение умениями следующей сложности. Н. Кузьмина, Н. Скаткин, И. Лернер, В. Краевский выделяют основные умения деятельности специалиста: конструктивные, организаторские, коммуникативные, гностические [3].

Опираясь на классификацию данных авторов, к основным экономическим умениям специалистов технического профиля, которые влияют на продуктивность учебной деятельности в колледже, мы относим:

– гностические – умения анализировать литературные источники, различные концепции, исследовать объект, процесс и результат собственного труда, анализировать экономическую ситуацию и ее влияние на развитие личности, правильно воспринимать и анализировать события и свое поведение в данной ситуации, причины и мотивы поведения;

– проектировочные – умения формировать цели, систему задач логической работы, прогнозировать программу действий, предвидеть трудности;

– конструктивные – умения реализовать поставленные задачи, определять цели и планировать средства совершенствования собственной деятельности;

– коммуникативные – умения использовать различные механизмы формирования межличностных отношений, управлять своими эмоциями;

– организаторские – умения организовывать мероприятия, принимать самостоятельные, оптимальные решения, планировать самостоятельную работу;

– оценочные – умение критически оценивать результаты собственной работы;

– прикладные – умения использовать новые информационные технологии для решения различных профессионально-ориентированных задач.

Четвертая закономерность учебно-воспитательного процесса, которая влияет на формирование экономического мировоззрения, обеспечивает взаимосвязь учебных и реальных познавательных возможностей студентов.

Основной особенностью деятельности специалиста на современном этапе являются прогностические тенденции, усиление комплексности и целостности, усиление его творческого и гуманистического характера, сочетание коллективной деятельности и индивидуального творчества [4].

Пятой закономерностью процесса формирования экономического мировоззрения являются отношения между участниками педагогического процесса, как основного компонента педагогической деятельности. Важно осознать, что в центре любой педагогической системы всегда должен быть студент, который выступает не только объектом целенаправленных педагогических воздействий, но и субъектом своего становления как гармоничного развития личности. Это задача сложная и решается комплексно: учебно-воспитательный процесс, разнообразная внеучебная деятельность студента, межличностные отношения. Формирование мировоззрения личности по настоящему может быть осуществлена только на основе сочетания учебной и научно-поисковой работы с применением инновационных и активных технологий обучения.

Для определения содержания обучения необходимо иметь четко заданные цели обучения. Цели обучения определяются всеми структурными компонентами научных знаний и умений, необходимых специалисту будущего. Но и само содержание образования является производным от требований, предъявляемым обществом и экономической ситуацией. Иными словами, содержание образования является вторичным по отношению к содержанию будущей деятельности студента. Такое толкование обучения позволяет рассматривать его как двуединую деятельность педагога и студента, которая носит системный характер и предметом анализа которой является взаимодействие между тем, кто учит, и тем, кто учится. Сложная совокупность взаимодействий и связей преподавателя и студентов опосредуется через систему средств, методов и организационных форм обучения и деятельности. Таким образом, процесс обучения охватывает не только дидактический компонент, связанный с усвоением знаний, но и социально-психологический, воспроизводящий характер взаимоотношений в студенческой группе, психологическую атмосферу, уровень понимания в системе «педагог-студент» и др. Итак, динамику развития личности студента, его профессионального непрерывного саморазвития обеспечивает поддержка со стороны преподавателя колледжа и создание им развивающего пространства, куда органично входят различные отношения: межличностные (студент-преподаватель, студент-студент), кооперативные (совместная деятельность), технологические (учебная, исследовательская деятельность студентов, проектная), аксиологические (ценностные ориентации, рефлексия, самоопределение).

Еще одна, шестая закономерность формирования экономического мировоззрения обуславливает взаимозависимость задач, содержания, методов и форм организации обучения. Как показывает практика преподавания, при существующих методах и формах обучения количество и качество информации, которая идет по прямой связи, в десятки раз превышает количество и качество информации, которая идет от студента к преподавателю. Это потому, что во время учебного процесса студенты слушают лекции, участвуют в семинарских и практических занятиях, а внеаудиторная работа меньше регламентируется. Таким образом, суть проблемы в том, что в учебно-воспитательном процессе скрыто специфическое педагогическое противоречие, которое является движущей силой его развития.

Специфика обучения с помощью активных методов состоит в том, что мышление и поведение студентов принудительно активизируются, общение студентов с преподавателем и друг с другом происходит на высоком уровне мотивации, эмоциональности и творчества, формирование у студентов умений происходит в ограниченные сроки. Изучение экономики становится эффективным тогда, когда сопровождается практическим применением получаемых знаний и метод конкретных ситуаций позволяет соединить теорию экономики с практикой хозяйственной деятельности предприятий и особенностями государственного регулирования. Разбор практических ситуаций полезен не только в качестве готового инструмента анализа событий реального мира экономики, но и как методическое средство развития экономической интуиции и творческих способностей студентов. Проходя последовательно вопросы кейс-анализа, студенты постепенно убеждаясь в наличии определенных экономических закономерностей, формируют в себе определенное мировоззрение, которые в дальнейшем и позволяет им профессионально оценивать выступления политиков и экономистов, журналистов и публичных деятелей.

ВЫВОДЫ

Таким образом, анализ закономерностей формирования экономического мировоззрения студентов в учебно-воспитательном процессе колледжей Украины показал, что каждая из них направлена на формирование специалиста, способного творчески решать экономические проблемы и задачи, что становится возможным на основе единстве обучения, воспитания и развития, индивидуализации личности будущего специалиста как комплексной организации его деятельности, которая заключается в формировании системы умений; отношения между участниками педагогического процесса, как основного компонента педагогической деятельности; взаимозависимости задач, содержания, методов и форм организации обучения.

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ADDRESS

Mgr. Oleksandr BILYK
Kremenchuk Mykhaylo Ostrohradskyi National University
Poltava oblast
Ukraine

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