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MODERN APPROACHES TO FORMATION OF THE MANAGEMENT SYSTEM FOR THE ECONOMIC SECURITY OF AGRICULTURAL ENTERPRISES IN UKRAINE

In a market transformation the attention to the economic security of a primary economy segment which is called an enterprise increases. Effective functioning of the enterprises in the market environment requires reliable system of economic security.

It is impossible to give a long range outlook at the prospects of the company's growth, to develop its tactics and strategies without the management system of the economic security.

An important contribution to the research of the economic security problems, its concept content and the mechanism of its arrangement, to the classification of economic threats and dangers was made by domestic scientists Arefieva O. (2004), Harry M., Schroeder R. (2000), Huzdyskyi O. (2014), Horovyy V. (2010), Boyko V. (2013), Liashenko A. (2012), Donets L. (2008), Pasternak-Taranushenko H. (2003), Kvasha S. (2010), Nesterenko S. (2015), Sudomyr S. (2014), Shlykov V. (1999), and others.

The aim is the research of the practical aspects of the formation of the management system for economic security of the enterprises.

Economic security of agricultural enterprises should be considered from the two main perspectives.

1. From the perspective of the inherent security to preserve the integrity of the enterprise as a system. It requires determining the optimal structure of the administration, functional separation at all levels, using the most appropriate management.

2. The enterprise has to consider the creation of danger to other entities: individuals, companies, state (Aref'eva, 2001).

Economic security management means, above all, to eliminate or mitigate organizational, social, legal, technical and other contradictions that arise in the course of business activities. Economic security management of the enterprise means to form such enterprise general performance that enables own management policy and operation (Pasternak-Taranushenko, 2003).

The main task of the management system of the enterprises economic security is to predict and be ahead of possible threats leading to crisis and to conduct anti-crisis management, which is aimed at the overcoming the crisis state of the enterprise.

In our opinion, the main condition for the formation of the system of the economic security management is to determine the areas in which the main factors of threats and dangers can be found. They are economic (impossibility of enterprise reproduction), social (unsatisfactory terms of employment and remuneration),

technical (use of obsolete equipment and technology), information (lack of external information), environmental (impact of harmful technologies, emissions and waste).

The impact of the environment on the economic activity of the enterprise should be objectively assessed to form a reliable security system. The effectiveness of the business security depends on the results of this work. Both microenvironment and macroenvironment can be favourable business or create danger and threat to it. It is necessary to take into account the social and economic situation in the region, country, and the state of the regulatory framework, availability of raw, energy, labor resources, study and availability of markets, etc. Marketing research requires special attention: identifying actual and potential competitors, unfair competition, a perfect study of business reputation and solvency of business partners.

Economic security of the enterprise, its independence, early detection of danger depends on the activities of the enterprise itself, its internal environment. It is necessary to evaluate the economic potential of the business and the effectiveness of its use, the state of financial, informational, technical, technological, personnel, political and legal, power, environmental and market components of economic security. It is important to pay attention to the reliability of human resources and, especially, those employees who have access to the information that is a trade secret and make responsible risky decisions. The concept of economic security is developed on the base of the analysis of environmental impacts on economic activity (Gerasimchuk, 2006).

The concept of economic security is a system of views on the issue of the entity security at different stages and levels of industrial and commercial activities, as well as the basic principles and ways of implementation of measures to achieve economic security (Reverchuk, 2003).

Principled leadership position on the role and the place of the economic security in the enterprise management system is showed in the concept. The concept of security is an officially approved document that includes the following sections: 1) information and analytical characteristics of the environment (identifying hazards, forecasting of the possible negative consequences); 2) identifying the main promising directions of security achievement (the development of security policy and strategy, setting goals and their achievement); 3) making internal mechanisms to achieve security (determination of security objects, the analysis of their safety state, creating the own security service in the enterprise); 4) development of methodology for assessing the level of economic security and guarding of the enterprise (identifying the indicators that allow you to assess the safety level, their standard values, the choice of methods for the assessment of economic security, data analysis); 5) calculation the means needed to guarantee the security of the enterprise (the calculation of the required number of material and technical resources, energy and human resources, means of protection and security of facilities, determination of the financial cost for the organization of security, correlation of required costs and potential losses from threats of the environment); 6) working out the measures to implement key provisions of the concept of enterprises security (identifying the sources of concept resource support, allocation of necessary financial funds for its

implementation, training security personnel); 7) the conclusions concerning the need of developing and implementation of safety concept and efficacy of its use (the goals and objectives of the concept, the efficiency of the realization of the economic security concept for enterprises).

Effective business management within the concept of a safe operation is impossible without the transformation of the existing management and creation of new communication links between departments and divisions (Pasternak-Taranushenko, 2003).

In most local enterprises the functions of protection and guarantee of the economic security are executed by different structural units. For example, business financial security is provided by a financial officer or chief accountant, legal protection is provided by the legal department, a personnel director is responsible for the personnel safety, etc. But there is an unsolved problem. It is the cooperation of all experts of the enterprise in the system to guarantee economic security.

Having analyzed the situation that currently prevailing in the agricultural enterprises of Chernihiv region, we came to the conclusion that the internal negative factors of the enterprises significantly affect the state of their economic security. Therefore, we believe that it is impossible to overcome the crisis and to stabilize the economic situation without the development and improvement of the economic security system.

Series of preliminary actions must be organized to create a reliable security system of agricultural enterprises. This work will influence the decisions that should be made, the process of the security service formation, the amount of allocated financial funds and material resources, and, finally, the effectiveness of the security management for proper operation of a business entity. Before making a decision and developing a programme it is necessary to make a cold evaluation of the social and economic state of the enterprise. The corresponding information data concerning social and economic, political situation, the state of the legal framework, the availability of raw material, energy and labor resources, and the state of the market environment should be collected in order to give such an estimate.

So, in conclusion, a modern system of economic security for agricultural enterprises requires the development of the scientific concept of economic security, key elements of which are determination of the areas of danger and threats, creation of security service, development of the government and private security services, recruitment, training and retraining of security professionals.

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Потопальська Наталія

викладач

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**РЕГІОНАЛЬНА ПРОГРАМА ФІНАНСУВАННЯ РОБІТ З
БУДІВНИЦТВА, РЕКОНСТРУКЦІЇ, РЕМОНТУ ТА УТРИМАННЯ
АВТОМОБІЛЬНИХ ДОРІГ В ЧЕРНІГІВСЬКІЙ ОБЛАСТІ В КОНТЕКСТІ
ВИРІШЕННЯ ПРОБЛЕМИ РЕСУРСОЗБЕРЕЖЕННЯ**

Для розвитку економіки України важливим є підвищення ролі транспорту, що забезпечує життєдіяльність населення, розвиток економіки держави та зовнішньоекономічних відносин. Вигідне географічне розташування України на шляху основних транзитних потоків між Європою та Азією, розгалужена мережа автомобільних доріг створюють усі необхідні передумови для збільшення обсягів транзиту країною вантажів.

В Україні наявний достатньо розвинутий ринок автотранспортних послуг, які надають підприємства різних форм власності. Проте якість дорожніх сполучень як була, так і лишається для України надзвичайно гострою проблемою. Вона за багатьма параметрами не відповідає потребам суспільства та європейським стандартам, тому підлягає терміновій модернізації.

Українські автошляхи у світовому рейтингу американських дослідників за якістю посідають 133 місце з 148-ми. Через погані дороги Україна щороку втрачає близько 30 млрд. грн., у той час як щомісяця до бюджету надходить понад 2 млрд. грн. з податків на пальне.[8] У 2016 році фінансування дорожньої галузі становило 19 млрд. грн., у 2017 році у бюджеті закладено понад 14 млрд. грн. [1]

На сьогодні в галузі існує велика кількість проблем, які потребують негайного вирішення. Високий рівень зношеності інфраструктурних об'єктів