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**MANAGEMENT FEATURES OF ECONOMIC SECURITY
IN FOREIGN ECONOMIC ACTIVITY OF UKRAINIAN
MACHINE-BUILDING ENTERPRISES**

The paper presents the specific features of management system formation for economic security of foreign activity of Ukrainian machine-building enterprises, including the stages and the mechanism of management of economic security of foreign economic activity of machine-building enterprises. A developed approach to economic security management of foreign economic activity of machine-building enterprises will allow providing integrated economic security which includes the assessment of FEA economic security level, development strategy and instruments of machine-building enterprise security.

Keywords: management; economic security; foreign economic activity; machine-building enterprises.

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**ОСОБЛИВОСТІ УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ
ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ
МАШИНОБУДІВНИХ ПІДПРИЄМСТВ УКРАЇНИ**

У статті представлено особливості формування системи управління економічною безпекою зовнішньоекономічної діяльності українських машинобудівних підприємств, які включають етапи та механізм управління. Розробка підходу до управління економічною безпекою зовнішньоекономічної діяльності машинобудівних підприємств дозволила комплексно підійти до забезпечення економічної безпеки ЗЕД, який включає оцінювання рівня економічної безпеки ЗЕД, розробку стратегій та інструментів забезпечення безпеки машинобудівного підприємства.

Ключові слова: управління; економічна безпека; зовнішньоекономічна діяльність; машинобудівні підприємства.

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**ОСОБЕННОСТИ УПРАВЛЕНИЯ ЭКОНОМИЧЕСКОЙ
БЕЗОПАСНОСТЬЮ ВНЕШНЕЭКОНОМИЧЕСКОЙ
ДЕЯТЕЛЬНОСТИ МАШИНОСТРОИТЕЛЬНЫХ
ПРЕДПРИЯТИЙ УКРАИНЫ**

В статье представлены особенности формирования системы управления экономической безопасностью внешнеэкономической деятельности украинских машиностроительных предприятий, которые включают этапы и механизм управления. Разработка подхода к управлению экономической безопасностью внешнеэкономической деятельности машиностроительных предприятий позволила комплексно подойти к вопросу обеспечения экономической безопасности ВЭД, который включает оценку уровня экономической безопасности ВЭД, разработку стратегий и инструментов обеспечения безопасности машиностроительного предприятия.

Ключевые слова: управление; экономическая безопасность; внешнеэкономическая деятельность; машиностроительные предприятия.

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Problem statement. At this stage of Ukrainian economy development, the issue of expanding business ties between the economic activity participants, especially in machine-building, is becoming increasingly important, as the capacity of the national market is low and enterprises are forced to enter international markets, accompanied by much danger and risks. In consequence to increased competition at the market of engineering products and the need to implement a complex approach to protect interests, the question of forming a system of economic security management of foreign economic activity (FEA) for engineering enterprises in Ukraine becomes paramount.

Recent research and publications analysis. A large number of scientific studies of Ukrainian and foreign scientists, including: I. Ansof (1989), A.F. Balatskii (2010), I.Z. Dolzhanskii and S.V. Tkach (2007), S.M. Illiashenko and O.M. Olefirenko (2008), V.E. Lapin (2002), M.H. Meskon et al. (1992), O.Y. Popova (2012), L.I. Fedulova (2007) and other are dedicated to the issues of enterprise management. Nevertheless, the problem of economic security management of FEA of machine-building enterprises is still insufficiently considered.

The purpose of the article is to identify the specific features of economic security management of FEA at machine-building enterprises. In order to achieve it, the following objectives were set: forming a step-by-step process of economic security management of FEA at machine-building enterprises, the development of organizational and economic mechanism of economic security management of foreign economic activity of machine-building enterprises.

Key research findings. Managing economic security for foreign economic activity (FEA) of machine-building enterprises includes the structure of an organizational and economic mechanism of management, functions, management decisions, which all together lead to the fulfillment of the main task – efficient and sustainable operations at the enterprise.

Under the mechanism, that ensures economic security of FEA of machine-building enterprises it is proposed to consider a component of enterprise management system. It is based on the purpose, selected by management in order to support and enhance the level of economic security of FEA by using the existing capacity of an enterprise. The component of enterprise management system ensures the implementation of the purpose and results in stable and efficient operation of the enterprise.

The scheme of formation of this organizational and economic mechanism of economic security of FEA for machine-building enterprise is shown in Figure 1.

Starting its activity, the enterprise's determines the basic principles of management, which are the priority rules for its activity. These principles make it possible to identify the main objectives of the activity and the tasks of their achievements, requesting enterprise perform one of its administrative functions, such as planning. The primary task of planning is to determine the current situation of the enterprise, to establish the potential and the desired results and to identify the ways to achieve them.

Based on the notion of economic security of FEA of machine-building enterprise as an aspect of the most effective use of its resources for sustainable operation and development at international markets and the ability to withstand the influence of hazardous factors of external and internal environments to ensure effective rela-

tionship economic security management of FEA must be based on the most efficient use of enterprise resources. That is why, setting its objectives and tasks, the enterprise's guidance analyzes available the resources and distributes them to achieve objectives.

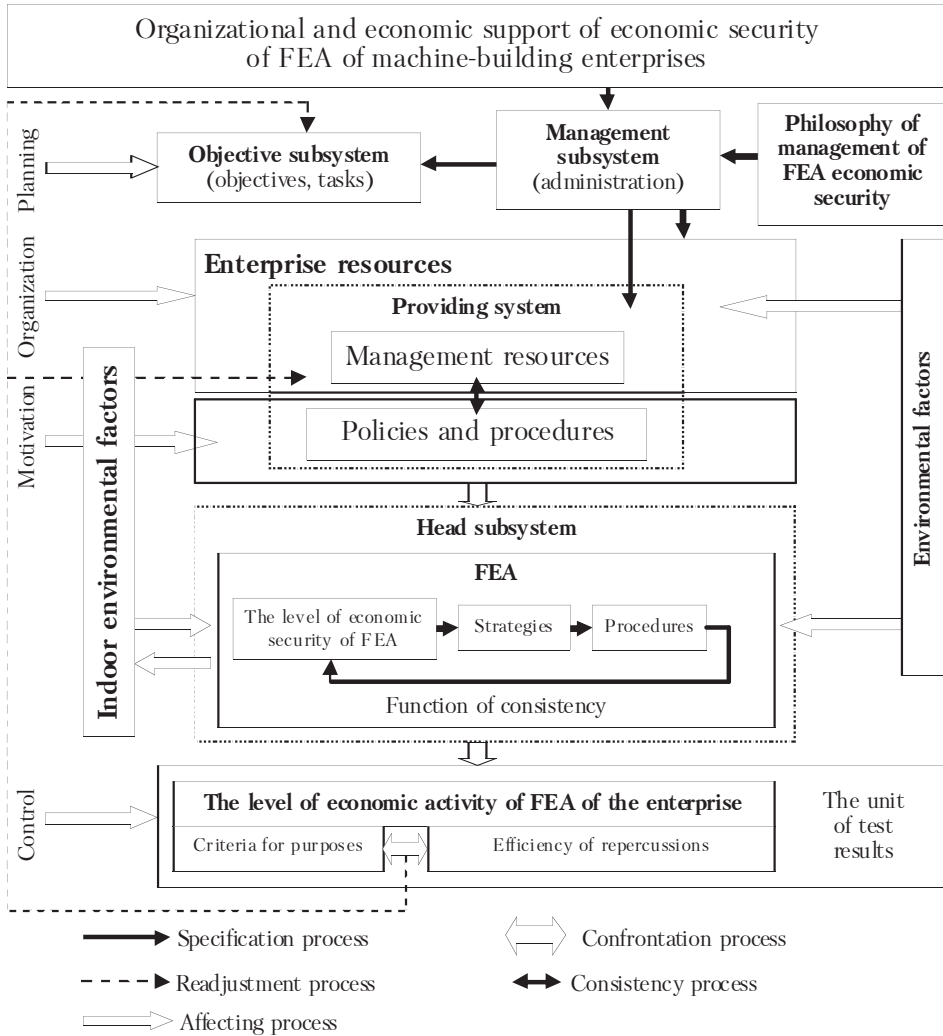


Figure 1. The structure of the organizational economic mechanism of economic security of FEA for machine-building enterprises, authors' construction

Based on the resources analysis, enterprise's management distributes them in such a way as to disclose its potential at best. As a result of these actions, another management function, namely the organizational one, are implemented. This is why, its effectiveness depends on proper organization of economic activity. Due to the availability of enterprise's resources, its management selects the most appropriate methods to be implemented by using management resources.

It is well known that a certain effect might be the result of economic activity, and the best situation is when the result of enterprise's activity coincides with its previously intended objectives. In practice, however, this situation is not always possible, because machine-building enterprise must constantly control its activity, carry out qualitative and quantitative assessment of the economic security level for its FEA. Its goal is to identify enterprise's problem areas and on the basis of this data to take measures to eliminate or prevent them. Efficiency of the qualitative analysis results and quantitative assessment are compared with standard values. Thus, machine-building enterprise management make regular adjustments to their operations, because an enterprise engaged in FEA is influenced by the factors of both internal and external environments, and it is not always possible to predict and prevent them. Therefore, enterprise's business activity constantly changes. It influences the entire outcome. That is why, control is an important management function for economic security of FEA of machine-building enterprise, which allows timely prevention of negative consequences of internal and external environment.

The organizational economic mechanism of economic security management of FEA of machine-building enterprise should be considered as an activity aimed at achieving management objectives and the level of economic security of FEA determined by the criteria of such mechanism. However, determining the achievement degree for management objectives is a rather difficult task that requires a careful approach to the selection of parameters that influence the overall level of economic security of FEA of an enterprise. These indicators are supposed to comprehensively determine the level of economic security of enterprise's FEA, describing an activity in its short- and long-term results both inside and beyond the enterprise.

The sequence of the process of ensuring economic security of FEA of machine-building enterprise is shown in Figure 2.

Stages in the management process of FEA economic security, represented in the diagram, are divided into two main components – analysis of the economic security of enterprise's FEA and measures for its enhancement and support.

The analysis of economic security of FEA involves collection and processing of data on the major aspects of economic security, its quantitative and qualitative analysis.

Measures, aimed at enhancement and maintenance of economic security of FEA provide choice and justification of the maximum allowable level of economic security of FEA, selection of tools for improving and maintaining the level of economic security, forming management decisions.

Stage 1. The first stage in the management process of economic security of FEA at machine-building enterprise is collection and processing of data on all the aspects of FEA economic security as it involves acquisition, processing, transmission and practical use of various kinds of information.

Obtained at this stage, information should be accurate, complete and well-timed. The list of such information may include the data on financial stability and solvency of partners, customers, competitors, data on political and economic situation in a country, in which the enterprise is planning to work in the direction of FEA; probability of various risks, market conditions, where the enterprise operates or plans to operate, marketing conditions etc.

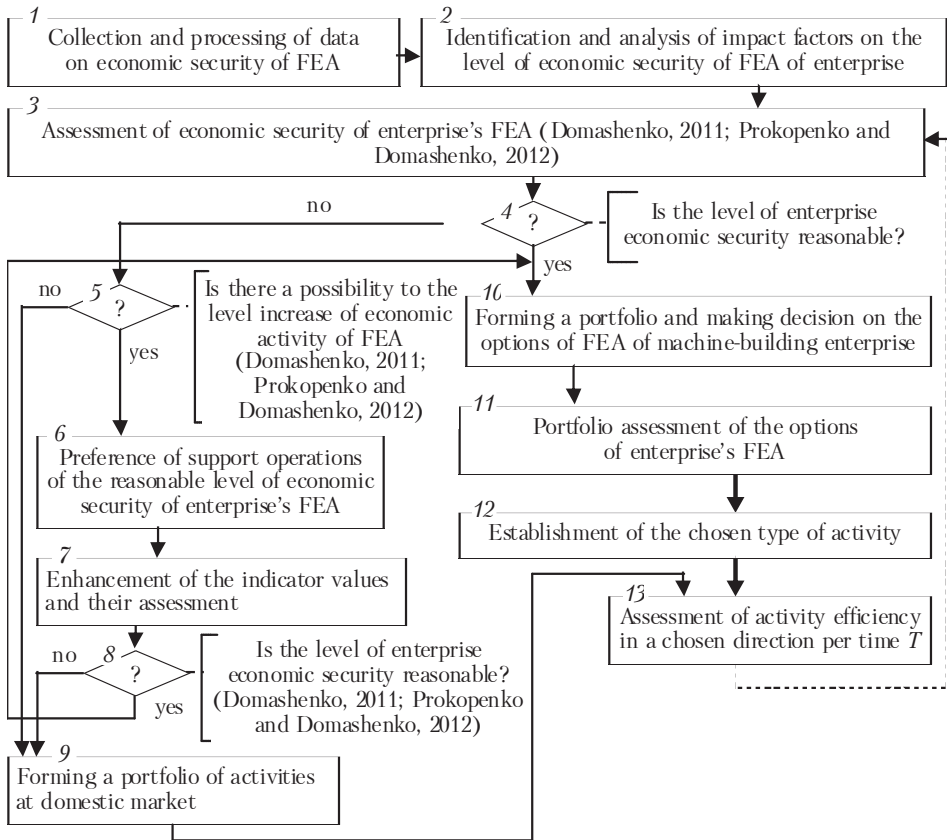


Figure 2. The management process of economic security of machine-building enterprise FEA, authors' construction

Data on previous experience, various analytical reviews, expert opinion, and data of specialized companies (such as Berry Company or other rating agencies) may be the sources of such information.

Stage 2. Information in the process of qualitative analysis of impact factors on the level of economic security of FEA of machine-building enterprise is especially important. Qualitative analysis involves identifying the sources of economic security violation within enterprise's FEA. In the process of qualitative analysis, it is important not only to establish the source of this violation, but also to identify possible resources loss due to hazardous events. During the qualitative analysis a large group of factors that have negative impact on economic security of FEA of machine-building enterprise can be determined. These may be organizational and economic factors, political ones and factors of force majeure, which are not always possible to predict and prevent. The results of qualitative analysis are needed for further quantitative assessment.

Stage 3. Quantitative assessment of the economic security level of enterprise's FEA provides numerous definitions of current and future conditions of economic security of FEA of machine-building enterprise. At this stage quantitative assessment

of economic security of enterprise's FEA is estimated; its adequate level is estimated as depending on the situation. The methods for assessing the economic security level of FEA of machine-building enterprise is considered by the authors in (Domashenko, 2011; Prokopenko and Domashenko, 2012).

Stage 4. Development of foreign economic activity for machine-building enterprises in Ukraine is vital, however, is pursued by a large number of hazards and risks that may impair their overall level of economic security, that is already is very low in Ukraine. That is why enterprise management must carefully determine the feasibility of FEA by making sound management decisions that would facilitate effective operations of machine-building enterprises. That is why there is a need to form a portfolio of FEA options, which involves determining the structure of business portfolio and assessing these options.

Stage 5. As indicated in Figure 2, initially a company analyzes its activities by data. The last 12 months are proposed to be considered as the period for a report, because during this period the enterprise has its full cycle of activity, and that enables making well-founded conclusions. It is reasonable to choose 12 months as an examination period of activity effectiveness in a chosen direction.

Given that the main purpose of business is to maximize profits, the analysis of activities should be based on the determination of actual values of net income and comparing the obtained values with those of previous years. It is necessary to take appropriate management decisions to regulate the methods of achieving this goal on the basis of the obtained values.

However, before making a decision to change the direction in machine-building enterprise's activity we offer to consider the opportunity to enhance the assessed values by using the tools ensuring an adequate level of economic security of FEA, the selection of which is considered by the authors in work (Prokopenko and Domashenko, 2012). The new direction of machine-building enterprise's activity would be possible after elimination of negative factors.

Conclusion. Summarizing, it should be noted that the organizational economic mechanism of economic security of FEA for the machine-building enterprises must be based on the evaluation of economic security level of FEA. And management decisions on the choice of activities are to be made upon this evaluation. The stages of management economic security of FEA for machine-building enterprises enable more efficient management for the processes of analyzing and selecting the most appropriate direction for enterprise's activity, as well as investigation of possibilities to switch the enterprise activity in the direction of FEA. It aims at market leadership and maximization of profits.

The results of this research can be used in further **scientific researches** related to the assessment of the economic security level of FEA of machine-building enterprises, forming strategies and tools to ensure economic security of FEA at these enterprises.

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КНИЖКОВИЙ СВІТ



СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ

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Дипломатичний і міжнародний діловий протокол та етикет: Навчальний посібник. – К.: Національна академія управління, 2011. – 164 с. Ціна без доставки – 25 грн.

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У навчальному посібнику викладено основи дипломатичного і міжнародного ділового протоколу і етикету, з історією становлення української протокольної практики і протокольної служби.

Призначений для студентів, що вивчають спецкурс "Дипломатичний і міжнародний діловий протокол та етикет", а також для широкого кола осіб, яким за родом діяльності доводиться контактувати з іноземними установами, організаціями та громадянами.