

Viktoriya P. Stadnyk¹

MANAGEMENT SYSTEM FORMATION FOR ECONOMIC SECURITY OF AGRICULTURAL ENTERPRISES

The article reveals the practical aspects of the management system formation for economic security of agricultural enterprises. The areas of the main factors of threats and dangers are defined. Stages in the formation of management system for economic security of agricultural enterprises are analyzed. The priority directions in the development and improvement of economic security institutional environment at agricultural enterprises are proposed.

Keywords: economic security; financial security; environmental security; information security; management system; agricultural enterprises.

Вікторія П. Стадник

ФОРМУВАННЯ СИСТЕМИ УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

У статті розкрито практичні аспекти формування системи управління економічною безпекою підприємств. Визначено сфери, в яких перебувають головні чинники загроз та небезпек. Проаналізовано ряд етапів формування системи управління економічною безпекою сільськогосподарських підприємств. Запропоновано пріоритетні напрями формування та вдосконалення інституційного середовища економічної безпеки сільськогосподарських підприємств.

Ключові слова: економічна безпека; фінансова безпека; екологічна безпека; інформаційна безпека; система управління; сільськогосподарські підприємства.

Рис. 1. Літ. 10.

Виктория П. Стадник

ФОРМИРОВАНИЕ СИСТЕМЫ УПРАВЛЕНИЯ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТЬЮ СЕЛЬСКОХОЗЯЙСТВЕННЫХ ПРЕДПРИЯТИЙ

В статье раскрыты практические аспекты формирования системы управления экономической безопасностью предприятий. Определены сферы, в которых пребывают основные факторы угроз и опасностей. Проанализированы этапы формирования системы управления экономической безопасностью сельскохозяйственных предприятий. Предложены приоритетные направления формирования и совершенствования институциональной среды экономической безопасности сельскохозяйственных предприятий.

Ключевые слова: экономическая безопасность; финансовая безопасность; экологическая безопасность; информационная безопасность; система управления; сельскохозяйственные предприятия.

Introduction. Under market transformation the attention to economic security of a primary economy segment (enterprise) increases. Effective functioning of enterprises within the market environment requires a reliable system of economic security.

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

¹ National University of Life and Environmental Sciences of Ukraine.

Recent research and publications analysis. An important contribution to the research of economic security problems, its concept contents and the mechanism of its arrangement, to the classification of economic threats and dangers was made by domestic scientists V. Shlykov (1999), O. Arefieva (2001), A. Liashenko et al. (2009), L. Donets and N. Nashenko (2008), H. Pasternak-Taranushenko (2003) and others.

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

Key research findings. Economic security of agricultural enterprises should be considered from 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 administration, functional separation at all levels, using the most appropriate management.

2. Enterprise has to consider the creation of danger as to other entities: individuals, companies, state (Arefieva, 2001).

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

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

In our opinion, the main condition for the formation of the system for 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 wastes).

An important condition for the formation of economic security management at agricultural enterprises is to create the necessary legal, institutional, economic and informational support to strengthen the economic base of the enterprise. It means to organize the economic regulation mechanism of safe business parameters for the limit values; to diagnose and assess the existing economic relations; to form optimal organizational structure; to reorganize the enterprise on the basis of economic security; to form the system of alternative financial resources to ensure its viability.

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

Economic security of the enterprise, early detection of danger depends on the activities of the enterprise itself, its internal environment. It is necessary to evaluate

the economic potential of 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 basis of the analysis of environmental impacts on economic activity (Gerasimchuk and Vavdiyk, 2006).

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

A leadership position on the role and place of economic security within enterprise management system is shown in the concept. The concept of security is an officially approved document that includes the following sections: 1) information and analytical characteristics of environment (identifying hazards, forecasting possible negative consequences); 2) identification of the main promising directions of security achievement (the development of security policy and strategy, setting goals and their achievement); 3) development of internal mechanisms to achieve security (determination of security objects, the analysis of their safety state, creating own security service at an enterprise); 4) methodology development for assessing the level of economic security of the enterprise (identifying the indicators to assess the security level, their standard values, the choice of methods for the assessment of economic security, data analysis); 5) calculation of the means needed to guarantee enterprise security (the required number of material and technical resources, energy and human resources, means of protection and security of facilities, determination of financial costs for security organization, correlation of required costs and potential losses from threats to the environment); 6) working out measures to implement key provisions of the concept of enterprises security (identifying the sources of resource support, allocation of necessary financial funds for its implementation, training security personnel); 7) the conclusions as to the need for developing and implementating the security concept and efficacy of its use (the goals and objectives of the concept, the efficiency of the realization of the economic security concept at enterprises).

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

At most local enterprises the functions of protection and guarantee of 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, HR director is responsible for personnel safety etc. But there is an unsolved problem. It is the cooperation of all experts of the enterprise within the system to guarantee economic security.

Having analyzed the situation that is currently prevailing at agricultural enterprises of the Chernihiv region, we came to the conclusion that the internal negative factors of 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.

The economic security system of an agricultural enterprise is a set of measures to ensure its sustainable development through the creation of favourable conditions, as well as neutralization and elimination of external and internal threats.

The feature of the economic security system is that protection of an agricultural enterprise should be provided through all its activities. The system of economic security includes the following subsystems (Figure 1).

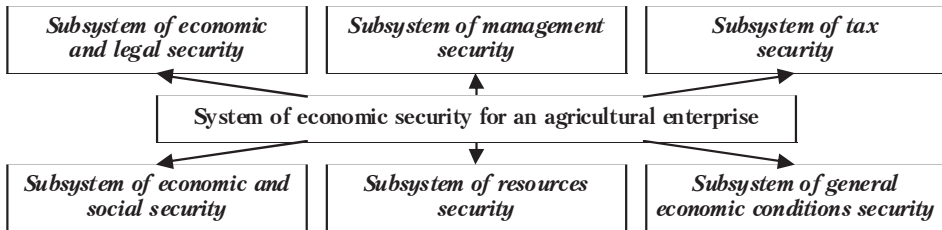


Figure 1. Components of the economic security system for an agricultural enterprise, compiled by the author

In general, the formation of the economic security system for an agricultural enterprise involves several stages. The first stage is the formation of an information base on certain indicators. The second stage is the estimation of economic security of business and establishing the area of its operation. The third stage is the development of a set of measures to ensure economic security of an enterprise. The fourth stage is the analysis of effectiveness of the developed measures on economic security.

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 an objective evaluation of the social and economic state of an enterprise. The corresponding information on socioeconomic and political situation, the legal framework, the availability of raw materials, energy and labor resources, and the state of market environment should be collected in order to give such an estimate.

Conclusions. A contemporary system of economic security for agricultural enterprises requires the development of a scientific concept of economic security, key elements of which are the determination of the areas of danger and threats, creation of security service, development of state and private security services, recruitment, training and retraining of security professionals.

References:

Ареф'єва О.В. Наукові основи формування економічної безпеки підприємств // Недержавна система безпеки підприємства як суб'єкт національної безпеки України: Збірник матеріалів наук.-практ. конф. (Київ, 16–17 травня 2001 р.). – К.: Європейський ун-т фінансів, інформаційних систем, менеджменту і бізнесу, 2003. – С. 49–53.

Герасимчук З.В., Вавдіюк Н.С. Економічна безпека регіону: Монографія. – Луцьк: Настир'я, 2006. – 244 с.

Донець Л.І., Ващенко Н.В. Економічна безпека підприємства: Навч. посібник. – К.: Центр навчальної літератури, 2008. – 240 с.

Ляшенко О.М., Плескач Б.В., Бантуш В.К. Економічна безпека та національна конкурентоспроможність в умовах глобалізації // Культура народів Причорномор'я. – 2009. – №161. – С. 113–118.

Пастернак-Таранушенко Г.А. Економічна безпека держави. Методологія забезпечення: Монографія. – К.: Київський економічний інститут менеджменту, 2003. – 320 с.

Реверчук Н.Й. Умови формування системи управління економічною безпекою малого підприємства в Україні // Соціально-економічна ефективність державного управління : теорія, методологія та практика: Матеріали щорічн. наук-практ. конф. – Львів: ЛРІДУ УАДУ, 2003. – Ч. 2. – С. 337–338.

Шлемко В.Т., Бінко І.Ф. Економічна безпека України: сутність і напрямки забезпечення: Монографія. – К.: НІСД, 1997. – 144 с.

Шльков В.В. Комплексное обеспечение экономической безопасности предприятия. – СПб, 1999. – 120 с.

Harry, M., Schroeder, R. (2000). The breakthrough management strategy revolutionizing the Worlds top corporations. New York: Currency. 301 p.

The Art and Science of Business Intelligence Analysis. Advances in Applied Business Strategy Series, Supplements, 1996. JAJ Press, Greenwich, Conn, USA. P. 10–14.

Стаття надійшла до редакції 9.01.2014.

КНИЖКОВИЙ СВІТ



СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА
ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД

НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ

Україна, 01011, м. Київ, вул. Панаса Мирного, 26

E-mail: book@nam.kiev.ua

тел./факс 288-94-98, 280-80-56



Сучасні проблеми розвитку національної економіки і шляхи їх розв'язання: Колективна наукова монографія / За наук. ред. д.е.н., проф. М.М. Єрмошенка. – К.: Національна академія управління, 2008. – 452 с. Ціна без доставки – 50 грн.

У монографії розглядаються теоретичні і практичні проблеми розвитку економіки України, пропонуються шляхи їх розв'язання з метою зростання її конкурентоспроможності та ефективності.

Буде корисною для аспірантів, викладачів вищих навчальних закладів, практичних працівників.