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## НОВА ПАРАДИГМА УПРАВЛІННЯ ПОСТСОЦІАЛІСТИЧНИМИ ДЕРЖАВАМИ В РИНКОВІЙ ЕКОНОМІЦІ

**Сабріна Калінкова**

*Результати прикладної парадигми управління на всіх економічних рівнях показали її неадекватність і необхідність нової парадигми управління. У статті представлені причини, які виправдовують цю потребу, і відмінні риси нової парадигми управління, особливо в постсоціалістичних країнах. У статті також представлені проблеми і перспективи нової логіки управління.*

*Основним предметом дослідження в статті є необхідність нової парадигми управління економічними системами (на всіх рівнях). З цієї причини мета дослідження полягає в тому, щоб довести необхідність, а також конкретні показники так званої «нової парадигми».*

*Методологія дослідження базується на історичному аналізі економічних показників попередніх років. А також наукові досягнення в галузі планування, створені болгарськими економістами - академіком Євгеном Матеевим, членом-кореспондентом Іваном Ілієвим і професором Василем Мановим.*

*В результаті проведених досліджень, в статті представлені аспекти нової парадигми, яка може бути застосована в управлінні різних економічних рівнів.*

**Ключові слова:** парадигма, управління, економічні системи.

## НОВАЯ ПАРАДИГМА УПРАВЛЕНИЯ ПОСТСОЦИАЛИСТИЧЕСКИМИ СТРАНАМИ В РЫНОЧНОЙ ЭКОНОМИКЕ

**Сабрина Калинкова**

*Результаты прикладной парадигмы управления на всех экономических уровнях показали ее неадекватность и необходимость новой парадигмы управления. В статье представлены причины, которые оправдывают эту потребность, и отличительные черты новой парадигмы управления, особенно в постсоциалистических странах. В статье также представлены проблемы и перспективы новой логики управления.*

*Основным предметом исследования в статье является необходимость новой парадигмы управления экономическими системами (на всех уровнях). По этой причине цель исследования состоит в том, чтобы доказать необходимость, а также конкретные показатели так называемой «новой парадигмы».*

*Методология исследования основана на историческом анализе экономических показателей прошлых лет. А также научные достижения в области планирования, созданные болгарскими экономистами – академиком Евгением Матеевым, член-корреспондентом Иваном Илиевым и профессором Василием Мановым.*

*В результате проведенных исследований в статье представлены аспекты новой парадигмы, которые могут применяться в управлении различными экономическими уровнями.*

**Ключевые слова:** парадигма, управление, экономические системы.

## THE NEW PARADIGM FOR MANAGING THE POST-SOCIALIST COUNTRIES IN A MARKET ECONOMY

**Sabrina Kalinkova**

*The results of the applied management paradigm at all economic levels showed its inadequacy and the need of a new management paradigm. In the paper are presented the reasons that justify this need and the*

*distinguishing features of the new management paradigm, especially in the post-socialist countries. The challenges and prospects of the new management logic are also presented in the paper.*

*The main subject of research in the article is the need for a new paradigm of economic systems management (at all levels). From here comes the purpose of the study, which is to prove this need, as well as the specific dimensions of the so called «a new paradigm».*

*The methodology of the study is based on historical analysis of past economic performance. And also the scientific achievements in the field of planning, created by the Bulgarian economists - Academic Evgeni Mateev, Member of the correspondence for the Academy of Science Ivan Iliev and Full professor Vassil Manov.*

*As a result of the studies, in the article are presented aspects of the new paradigm that can be applied in the management of various economic levels.*

**Keywords:** *paradigm, management, economic systems*

**JEL:** P11;O21

### **Result of what is the need for a new paradigm for managing business systems?**

Evolution in the development of economic systems (at all levels) and the environment is characterized by the continuous acceleration of the instability of the environment in which the economic system operates. But, at the same time, by increasing the complexity of both the economic system itself and the environment in which this system works [4, pp. 70-72]. This evolution in the development of economic systems (at all levels) is accompanied by changes in their structure, functions and role. These changes (this evolution) naturally lead to changes in the revenue (paradigm) of the management of the respective economic systems.

The need of a new paradigm of governance occurs when the existing and applied paradigm fails to respond adequately to the requirements of the managed system and also fails to address the problems that the increasing instability of the environment poses to the managed system [3, p. 39].

Since, as has already been pointed out, complexity is an immanent characteristic inherent in any economic system, the evolution and systems, and the approach (logic) of their management, is from systems with a lower degree of complexity to systems with ever increasing levels of complexity. Correspondingly, the management paradigms of the respective economic systems are developed to meet the needs of these systems and their changes.

The historical reference to the development and functioning of economic systems in a categorical manner shows and proves that the application of inadequate management logic (paradigm) leads only to unsatisfactory and / or unwanted results. This conclusion can be made both with regard to national economic systems, as well as for companies (company-level systems) and for international economic systems.

### **What is the basis for the development and functioning of economic systems at all levels?**

The question of the direction of the future development of an economic system (be it international, national, regional or company) has its own competitiveness. Based on his research, Michael Porter not only deduces twelve definitions of competitiveness, but rejects each of them as the only valid one [5, pp. 372-418]. Again, he concludes that the competitiveness of an economic system is an expression of its potential, the effectiveness of the system.

Looking at the idea of competitiveness, the governance paradigm that needs to be transitioned must ensure the high and constantly rising level of competitiveness that governs the system to which the paradigm in question applies. In other words, the notion of competitiveness [1, pp. 39-59] must be put at the heart of the new logic of economic systems management, leading to the appropriate (economic, social and environmental viewpoints) functioning and development of economic systems at all levels.

### **The existing management paradigm at national economy level and the preconditions for emerging the need for a new paradigm**

Research on management practice at the level of a national economic system reveals that generally accepted for true logic (paradigm) is subordinated to the idea that the future results that can be achieved by the economic system are fully dependent on the results achieved by it in the past Economic periods (by way of extrapolation). With this logic of management, the results that will be achieved in the future are only possible as a consequence of the results achieved in past periods – i.e. they become their «hostage». **This canonization of inherited conditions** is the **first precondition** for the transition to a new governance paradigm to overcome the strong dependence of future developments on the results achieved in the past.

In line with what has been said about the role of inherited conditions, it is also an assessment of the past experience generated as a basis for achieving a competitive and appropriate development and functioning of the national system. **The experience gained in managing and developing the economy in the past**, no matter how good the results have been, **cannot be carried forward in the future**, as the «new realities» make it inappropriate (inadequate) and even harmful [3, pp. 230-265]. This is what becomes a **second prerequisite**, which necessitates a transition to a new governance paradigm.

The **third prerequisite** at the level of a national economic system, which is a factor driving the need to apply a new management paradigm, is **the low competitiveness of the economic system**. According to Michael Porter [5, pp. 832], a competitive advantage means the superiority that an economy (national, regional, company) holds over everyone else. And depending on the advantages that an economy relies on in order to be competitive, four stages are emerging, based on different competitive advantages - natural conditions, investment, innovation, wealth. **Fourth and perhaps the most serious prerequisite**, which necessitates the application of a new management paradigm, are **the results of the ongoing development and functioning of the economy at the national level**.

The findings of the inadequacy of the paradigm of governance used are of a universal nature and are equally true to any national economic system applying the same paradigm of governance. To support this, the conclusions set out in the World Bank [7] reports can be presented; in the reports of the UN [6] and the World Watch Institute [8]. The inadequacy of the governance paradigm used and all of the resulting challenges are an increasingly common topic discussed at summits where world leaders have found the illegality of development so far, its burden and unacceptability for implementation in the future.

A striking example is the statement by former French President Nicolas Sarkozy to the 40th edition of the English World Economic Forum in Davos held in 2010.

In his speech, he stated that «... *we will have to invent a new growth model, to invent new interactions between authorities and private initiative, to invest massively in tomorrow's technologies that will make the digital and environmental revolution. We will have to invent the state, the business and the city of the 21st century. But in tomorrow's world we will have to re-live with citizens, with moral norms, with the responsibility and dignity of the citizens.*»

#### **The existing management paradigm at company level and the preconditions for emerging the need for a new paradigm**

At both company and national economy level, there is a need for a transition to a new paradigm of governance and the emergence of the strategic future of the system. Research on corporate governance practices and, above all, existing practice highlight several key moments (prerequisites) that demonstrate the need for new logic in terms of management. These preconditions (these facts) are close to the prerequisites of the national economy. And this is not the case, because there is a connection between the different levels of government within the national economy, between which levels there is a particular kind of causal relationship. Nevertheless, the conditions (prerequisites) derived at the company level have their specific peculiarities due to the specific features of this type of economic system.

**The first precondition** for the transition to a new management logic (paradigm) is related to ***the highly changing environment in which the company cannot rely on the results it has achieved in past periods***. In an era of accelerated change in the business environment in which companies operate, adhering to a management practice that has led to good results in the previous period does not guarantee that the same good (and better) results will be obtained in the future.

Depending directly on the previous paragraph is also **the second prerequisite** at company level - ***past experience*** [2, pp. 194-223] Applying management practice over a long period of time leads to the generation of experience, relevant knowledge of system management and the results of this management. The highly variable environment, however, makes it impossible to rely on this past experience as the changes that are constantly taking place in the business environment make it useless and dangerous. Practice shows that successful past experience (strong) generated in past periods may become a threat to the future development of the system.

The development of economic systems and the environment in which they operate, they question the ones that have been valid for a long time and have become an economic law. The new realities of company systems question the argument of Smith that society is served in the most appropriate way when the pursuit of maximum profits is achieved with minimal constraints on the part of society. The new social requirements for companies are the third precondition for transition to a new management paradigm. They call for the application of such a management logic, in which the development of the company should be in line with the social requirements imposed by society. In other words, a paradigm whose implementation will lead to the transformation of the company from an economic into a socio-economic institution.

#### **What are the hallmarks of the new governance paradigm?**

To prove the inadequacy of the paradigms of governance practices and to outline the prerequisites for transition to a new paradigm are a necessary condition for this transition, but not enough conditions. Such a sufficient condition is the need to define the «image» of this new paradigm, by defining its characteristics [2, pp. 271-305]. It is generally accepted that the new management paradigm must meet the objective laws of functioning and development of the economy and society.

When it comes to science-based emergence of the future of the economic system (at all levels), it means to study the objective laws and norms in the development and functioning of this economic system, to obey the logic of bringing the future into the new paradigm. It is about these objective foundations, which, on the one hand, place the requirements for the process of designing the future development of the economic system, and on the other hand, compliance with these foundations is a guarantor of achieving the necessary for and desired by the future people.

At the heart of the new paradigm is the idea of «purpose (goals)-setting» as the most responsible task facing the governing economic system. It is about such a correct and scientifically based outreach of the objectives of economic development (at all levels), resulting in the achievement of an economic, socially and ecologically feasible competitive functioning of the economic system leading to the achievement of results, which are both necessary and desired by society as a whole and by each individual in the society.

Achieving these necessary and desirable goals raises the need to turn the (inherited) conditions into a dependent variable to the development goals. Of course, the design of the necessary and desirable economic development in the future is not isolated from the development so far and the results of this development. And with the new logic (paradigm), it will be necessary to carry out an analysis and evaluation of the development and functioning of the system in the past, i.e. to reveal the inherited prerequisites of the economic system. But the desired future results will provide information on how the inherited preconditions need to be transformed to bring about the desired and desirable future of an economic system.

The new paradigm for the management of economic systems is ultimately intended to lead to such development, which ultimately results in the expediency of competitiveness on the other hand. It is about implementing a paradigm, the results of which will satisfy simultaneously the economic aspect of development, its social aspect and its ecological aspect. Moreover, the new paradigm of governance should lead to an increase in the competitiveness of an economic system (whether international, national, regional or corporate).

In other words, it is about the need to use such a paradigm (logic) to evoke the future of the economic systems on the basis of which the man with all his qualities and needs stands, the man in his double role - a creator of goods and a consumer of goods.

#### **What challenges and prospects will face the new management paradigm?**

Demonstrating the inadequacy of governance practices, evoking and proving the need for a new governance paradigm, as well as outlining its main features and outcomes to which its implementation, albeit very important, is insufficient to transpose this paradigm. In addition to what has been said before, the economic systems (in particular their governing bodies) face the need to cope with the challenges and absorption of the opportunities (prospects) ahead of them.

A major challenge for the national economy is the transition from secondary to integrated. It is about evolving such integrated goals that reflect the laws of development, that is, The goals to become a generator of development opportunities. It is also about removing the existing practice in the rank of goals to raise the tools through which the integrated goal is achieved.

A second challenge to management practice is the need to shake off the belief in imitation strategy. There is no way for a national economic system to achieve high and, together, necessary and desirable results if the basis of its future strategy is the experience and example of another country. It is not possible for two countries to be absolutely identical, so that the implementation of imitation strategy is adequate. This thesis is particularly valid in terms of diversity within the single integration community. It is not possible and not necessary (on the contrary - it is harmful) that all countries be identical to one another. It is in the uniqueness of each of them the success of the integration community as a whole.

The need for a clear understanding of the competitive advantages is both a challenge and a prospect of managerial practice as, on the one hand, it is necessary for the business system to rely on the benefits that it really has. On the other hand, identifying these advantages enables the system to improve and upgrade them. This is a transition to the next challenge to management practice, namely: the management to shake off the notion of unchangeability of competitive advantages. In the age of the new realities, the issue is not so much to gain the existing competitive advantages as to create new competitive advantages.

Prospects and challenges are also present in corporate systems. And there is a need for them to escape from imitation strategy. The fact that a business activity has been successful in a past period or within another national economy does not automatically mean that this business idea will be successful in the future, that investing in it is appropriate. It is for this reason that corporate governance practices need to be driven by the absorption of «existing markets» to «creating new markets».

The business activity of the companies in the contemporary conditions, respectively its management, cannot proceed in isolation from the development and management of the higher levels: the regional economy; National economy. It is necessary to realize the great thought of General Motors President: *«Everything that is good for General Motors is good for America as well.»* It is precisely the idea of high economic results achieved by the company and their transformation into an engine for the development of the national economy, should be the basis of the new management paradigm.

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### ЕКОНОМІЧНА НЕСТАБІЛЬНІСТЬ ЯК ФАКТОР ВПЛИВУ НА РІВЕНЬ ЕКОНОМІЧНОГО РОЗВИТКУ КРАЇНИ

**Боронос В.Г.,  
Федченко К.А.**

**Актуальність теми дослідження.** Сучасний етап розвитку економіки, що супроводжується зростанням масштабів виробництва та навантаження на довкілля, значно актуалізує питання пошуку новітніх механізмів збереження навколишнього середовища та зниження навантаження на нього. Зважаючи на значну актуалізацію питань екологічного інвестування та зменшення навантаження на довкілля, «зелена економіка» як наука, що спрямована на глобальні зміни організації виробництва та освоєння інновацій, на сучасному етапі розвитку економіки, набуває масштабних вимірів як в рамках окремої країни, так і світу в цілому.

**Постановка проблеми.** В умовах обмеженості бюджетних ресурсів, суттєвого скорочення обсягу прямих інвестицій (7% за останні 5 років) та одночасного загострення екологічної ситуації, одними із найбільш ефективних джерел фінансування природоохоронних заходів виступають «зелені інвестиції». Саме вони сприяють зростанню економічного та екологічного потенціалу суб'єктів підприємницької діяльності, дозволяють створювати нові робочі місця, розширювати потенційні ринку збуту продукції, нарощувати обсяги виробництва, тощо.

**Аналіз останніх досліджень і публікацій.** Проблемам розвитку ринку зелених інновацій присвячені наукові праці А. Амоші, І. Булеєва, В. Дубницького, О. Прокопенко, І. Сотник, М. Чумакової. Б. Буркинський зробив внесок у теорію та практику екологізації економічного розвитку, обґрунтував необхідність запровадження принципів «зеленої» економіки в Україні. Особливості впливу екологічних інновацій на показники зеленого зростання країни висвітлені в працях С. Франчесчіні, М. Боруп.

**Виділення недосліджених частин загальної проблеми.** Незважаючи на значну кількість публікацій з даних питань, значний спектр проблем залишаються невирішеними, в тому числі питання взаємозв'язку економічної нестабільності та розвитку екологічного інвестування.

**Постановка завдання, мети дослідження.** Завданням дослідження є аналіз основних тенденцій екологічного розвитку України та інших країн світу; рівня інвестиційної активності України в галузі «зеленого інвестування». Метою дослідження є визначення найбільш релевантних факторів економічної нестабільності, що здійснюють вплив на розвиток «екологічних інвестицій» в країні.

**Метод або методологія проведення дослідження.** У статті застосовано сукупність методів наукового дослідження: системного підходу, статистичного аналізу, структурування, аналізу та синтезу та ін.