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Section 1. Accounting

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Ways to improve the accounting for liabilities in the travel agency

Abstract: This paper examines the ways to improve the accounting for liabilities in the travel agency, and also the role of wages in the current conditions. The problems of organization and stimulation of labor in the workplace. The theoretical and methodological issues for the organization keeping wages developed ways of improving their suggestions leading national scholars and the use of foreign experience.

Keywords: labor, wages, organization of remuneration, incentives, tariff system, motivation.

Accounting for labor and wages — one of the most pressing and time-consuming job sites that require accurate and real-time data. As part of the production costs of wages to 40% of all costs and has a great influence on the formation of financial results of the company.

Quality, validity, completeness and timeliness of payments to workers of wages depends on the organization of the account of wages in the enterprise. Realizing the improvement of the organization of accounting of wages, the company needs to approach the issue reasonably, to consider the feasibility of use of research and best practices.

In Uzbekistan acquired a wealth of experience of introduction of progressive forms and systems of compensation and benefits. Although the majority of companies that experience was lost unnecessarily, resulting in inefficient use forms of work motivation. In the past, when the government tightly regulated questions concerning wages in enterprises is maintained at the average national economic level of state aid funds. Now that the company has to rely on its own resources, it has become a source of acutely felt: the lag wage — low productivity.

I believe that for all the importance of state regulation of wages wage policy should be formed mainly at the microeconomic level, depending on the needs of each company, its industry-specific, size, geographical location, the degree of international integration, social development level of the team.

Uzbekistan has established legislative – normative base regulating remuneration in accordance with international labor standards in force in a market economy.

At the same time the mechanisms of the state and collectively – contractual regulation of remuneration has not yet been triggered in full. Today in this area there are countless unanswered questions.

For many people, the wages lost its reproductive function and stimulating and practically turned into a kind of social benefits, not related to the number, quality and end-result of labor. Given that the level in our country, is significantly lower than in developed countries [1].

At the same time, many companies do not observed informal accounting calculation and payment of wages to workers without paying taxes established by law and payments, the so-called salary "in envelopes". This issue should be put on state control, and in particular the need to improve existing accounting approaches in this area.

Improving the organization of wages in enterprises should be based on optimization of the tariff adjustment of wages to the way include:

– Improvement of the tariff system by establishing a proportion of tariff rates based on the level of qualification of workers;

– Introduction of flexible forms and payment systems;

– Research intra industrial tariff criteria for wage increase as a cause of motivating and stimulating factors of tariff systems;

– Improvement of the motivational tools adjustment of salaries and wages qualifying levels;

– Improved standardization as a way of adjusting the measure of labor and its payment;

– Explanation of the choice of more effective forms and payroll systems;

– Collective adjustment of wages [2].

The main aspect in the organization and stimulation of work at the firm considered the motivational treatments, among which the most popular for domestic firms are considered bonuses, bonuses and allowances. It should be noted that on the one hand, the level of premium as a form of motivation of employees of industrial activity is totally dependent on the results of the company, and on the other hand, the result of management depends on the practical organization of the system of awarding certain categories of personnel.

Because it is extremely important in our day to enter conditions in the enterprises, such systems for material and moral compensation, so to build relationships in the team, to improve the psychological climate contributed to disability, increased productivity.

Creating provisions for pay and bonuses will need to expand the practice of personification of wages and salaries the most qualified employees, aimed at increasing productivity. The list of factors and criteria for awarding conditions assessment should include the skill level, the degree of responsibility of the work, the level of professionalism, initiative, work experience and qualification of the staff appraisal.

With the introduction of a system of rewards, you must not forget that their very small dimensions have all chances to disappoint the employee, rather than motivate him to work. I believe it is not necessary to encourage all employees equally. In order to motivate behavior was successful, the promotion should be based on the results of their labor. Identical to encourage all employees will motivate medium or neglect and bad staff performance best employees. The lack of promotion in relation to a better employee, can lead to the fact that the next time he will make less effort to achieve a good result [3].

Staff motivation increases when they see how the achievement of the purposes of subdivision or organizations to help them achieve their own goals, and if they have previously informed that they are required to do in order to gain promotion. Effective influence on labor motivation of personnel is impossible without a permanent relationship in the form of performance evaluation of these impacts.

With the encouragement of employees who perform management functions, it is necessary to take into account creativity, organizational skills, efficiency, objectivity, ability to think prospectively, see untapped reserves, the ability to compile, analyze and implement the achievements of science and technology.

I also consider it appropriate to adopt the experience of non-wage countries with advanced economies, namely:

– The salary of each employee personally installed;

– Every year, employees salary increase;

– The salary must reflect objectively the merits and achievements of the employee;

– Salaries of new employees should be slightly less since independence from ignorance of the situation qualification reduces returns.

To increase the material interest of directors, officers and specialists expedient to transfer their payment on the contract form. Contractual arrangements will make it possible to attract and retain the most highly qualified, flexibly adjust the amount and composition of the managerial staff, to increase the responsibility and creative approach to the work of a hired expert on conditions specified in the contract. Payments under the contract is established taking into account the complexity and responsibility of work, level of qualification and professional qualities of the employee [4].

Thus, studies have shown that in modern conditions of development of Uzbekistan the key determining factors that define a new approach to the analysis and control of the use of funds for salaries of employees and enhance the company's incentive to work effectively are:

– Financial encouragement for the work performed;

– Individual responsibility for the results of work;

– The relationship between the results of labor and its payment;

– Increasing training and staff development;

– Ability and confidence in growth.

Identify problem areas of material labor motivation organization at the enterprises of Uzbekistan says the imperfection of modern politics motivation and the need to reform it in certain areas, the main of which is the integration of the interests and goals of employees with the interests and goals of the company. Care should be taken to ensure that all of the above methods of motivation were applied simultaneously and efficiently. Only then they will provide the desired result.

The effective factor that also influences the efficiency of work is the introduction of a social package. Social package — is the provision by the employer of certain goods in the form of benefits, compensation for personal expenses related to work (for example, mobile communications, transport, rent or purchase housing in another city), privileges and social guarantees that exceed the size of the basic salary. I believe that the social package plays a motivating role and is very important tool for influencing the state and self-employee, the duration and success of

his employment relationship. The use of employer social package contributes to the formation in Uzbekistan advanced, competitive labor market [5].

Analysis of the calculation, the dynamics of wages, as well as the causes that affect real change it is an essential component in the system kazhdo1 company's economic performance. On the basis of this information, monitor the implementation of the working time, the introduction of progressive methods of work, respect for rational balance between the growth of labor productivity and wages.

Savvy accounting wage, its distribution in the spheres of production, and timely analysis allow to find new reserves to increase the pay of each employee.

Actual direction of improving accounting calculations on a payment is to automate accounting, analytical and process control, which helps to minimize the number of errors in the processing of information, reducing the time for the implementation of accounting, analysis and control procedures, reduce the number of manual operations. An effective means of perfection of the account can be considered a holding in the company internal audit settlement of employee benefits.

A segment is a part of the organization's activities in a specific section (by product, by geographic region, etc.). As already mentioned, in the tourist activity operating segments can serve areas with different levels of risk for profit:

– Tour operator activities;

– Travel agency activities;

– Efforts to provide additional tourist services (sale of air and railway tickets, tourist goods, etc.).

Gains and losses resulting from the implementation of the above activities refer to income from core activities, and the rest — to operating independently of the materiality level of revenues.

Given the seasonal nature of activity, tourism organizations can independently determine the level of importance for each reporting period, securing the provision in accounting policies.

In organizations of tourism due to the seasonal nature of the activity, as well as the ambiguity of the division of revenues (revenues from core activities and operations (other) income) does not provide comparable figures for the reporting period. A similar situation occurs with respect to costs.

One of the main tasks of the organization of tourism management is the identification of patterns and trends by assessing, diagnosing and forecasting models and a number of indicators that show the process of its functioning. it is advisable to use the relative indicators to solve a number of problems. For example, the margins allow the result commensurate with the costs and resources involved for profit. When calculating the profitability of different models can be used, assessing the quantitative and qualitative aspects of the activity of tourism organizations.

Many tourism organizations starting out with a travel agent, then try to operate in the market as a tour operator. Despite the fact, that the management decision-making management of the organization has investigated a one-time, conducted an assessment of the results of the transaction, it should be noted that this type of activity is a promising future to conduct factor analysis using the following additive models:

$$B = Bn + TPL + BK + W + In,$$

where B – the total sales of the total;

Bn – Proceeds from sale of passes into the "A" boarding house;

TAL – revenue derived from the provision of additional services in the boarding house "A";

Bk – proceeds from the sale of passes under a commission agreement;

W – proceeds from the sale of permits for the sale and purchase agreement;

In – the proceeds from the tour operator activities.

where P – profit, D – income, P – costs

Table 1. – The cumulative effect of factors on the total sales revenue

Factor	The size of the absolute influence, thous. UZS			The share of influence,%		
	p/p + 1	p/p + 2	p/p + 3	p/p + 1	p/p + 2	p/p + 3
Bn	151,93	133,50	−6,19	82,78	86,30	− 1,01
W	3,80		55,20	2,07		9,01
VC	4	− 6,10	10,50	2,18	− 3,94	1,71
W	23,80	27,30	16,80	12,97	17,65	2,74
In			536,20			87,54
in total	183,53	154,7	612,51	100	100	100

The negative impact of the change in revenue, rather small, is observed in the sales periods in connection with the restriction of the organization's activities related to the sale of vouchers on agency contracts. If you do not do

the division by types of contracts, the effect of this factor overlaps positive change in revenue in the implementation of vouchers for the purchase and sale agreement. Based on the results of the analysis of the dynamics of sales revenue, you can predict the organization of tourism revenue in the short term, since amount of data is not sufficient (optimum size – 5.3 years). These models show a trend that the tourism organization is in its infancy, and in subsequent periods of activity is expected to gradually increase in sales revenue.

Basic income revenue accounted for summer and winter recreation. The lowest earnings performance is expected in the «low season» – September-October and March – April. In order to ensure a stable position on the market of tourism organization should gradually move away from travel agencies and work in the tourist market as a tour operator.

Estimation and forecasting of sales revenue in the embodiment of tourism services Tourism Organization showed that within a practice.

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Comparative study of fixed assets accounting according to Russian accounting standards and International Financial Reporting Standards

Abstract: The main object of this paper is differences between approaches to recognition, valuation and depreciation of fixed assets according to International Financial Reporting Standards and to Russian accounting standards. In conclusion the estimation of the influence of these differences on an accuracy of information in financial statement is presented.

This paper is written under the supervision of T. V. Morozova.

Keywords: International Financial Reporting Standards; Russian accounting standards; fixed assets.

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Сравнительный анализ учета основных средств по РСБУ и МСФО

Аннотация: В статье рассмотрены основные различия признания, оценки и амортизации основных средств по международным стандартам финансовой отчетности и российским стандартам

бухгалтерского учета. Делаются выводы о влиянии этих различий на точность в представлении информации об основных средствах отчетности.

Статья выполнена под научным руководством доцента кафедры бухгалтерского учета и налогообложения РЭУ им. Г. В. Плеханова к. э.н. Морозовой Татьяны Викторовны.

Ключевые слова: международные стандарты финансовой отчетности; российские стандарты бухгалтерского учета; основные средства.

При принятии экономических решений внутренние и внешние пользователи финансовой отчетности уделяют особое внимание объектам основных средств, так как те зачастую занимают существенную долю в активах организации. Поэтому особенно важен отражающий реальное положение учет основных средств, что приведет к наиболее точному представлению и раскрытию информации о них в финансовой отчетности.

Несмотря на тенденцию приближения российских стандартов бухгалтерского учета (далее РСБУ) к международным стандартам (далее – МСФО), между основным нормативным актом, регулирующим учет основных средств по РСБУ – Положением по бухгалтерскому учету «Учет основных средств» (ПБУ 6/01), — и МСФО (IAS 16) «Основные средства» всё же существуют значительные различия.

Согласно международным стандартам финансовой отчетности объект, принимаемый к учету в качестве основного средства, должен соответствовать критериям признания актива (организация контролирует объект, может надежно оценить его первоначальную стоимость и планирует получить экономические выгоды от его использования) и определению основного средства. В российских стандартах бухгалтерского учета, в отличие от международных стандартов финансовой отчетности, отсутствует определение актива и не приводятся критерии признания объекта в качестве актива [1, С. 3]. В ПБУ 6/01 «Учет основных средств» перечисляются четыре требования, одновременное соблюдение которых позволяет принять к учету объект в качестве основного средства. А. Ф. Мялкина подчеркивает, что, в то же время, в РСБУ не указывается, что актив должен контролироваться организацией и отсутствует критерий, согласно которому может быть надежно определена первоначальная стоимость [2, С. 73].

Таким образом, при признании объекта в качестве основного средства по МСФО, он проходит два этапа проверки — сначала на соответствие критериям актива, а затем — критериям основного средства, в то время как по РСБУ проверяется лишь его соответствие четырем условиям. Эти условия во многом (но не во всём) повторяют критерии по МСФО.

Следует обратить также особое внимание на возможность и различия классификации и реклассификации долгосрочных объектов по МСФО и РСБУ в зависимости от намерения руководства по их дальнейшему использованию.

Так, объекты, предназначенные для сдачи в аренду, которые не используются организацией в процессе производства, для продажи товаров, в административных целях и не предназначены для продажи, и по РСБУ, и по МСФО не отражаются в составе основных средств. В российской практике такие объекты отражаются в составе доходных вложений в материальные ценности. По МСФО объекты основных средств, относящиеся к недвижимости, предназначенные исключительно для сдачи в аренду и/или получения выгоды от прироста стоимости, реклассифицируются в соответствии с IAS 40 «Инвестиционная недвижимость». Долгосрочные объекты, которые было решено продать, по МСФО при соблюдении ряда условий будут учитываться согласно IFRS 5 «Внеоборотные активы, предназначенные для продажи, и прекращенная деятельность». В РСБУ отсутствует возможность отражать такие объекты отдельно от использующихся в производственной и административной деятельности организации. Таким образом, информация, раскрываемая в отчетности РСБУ, будет менее содержательной и полной по сравнению с МСФО-отчетностью.

При признании основные средства и по российским, и по международным стандартам оцениваются по первоначальной стоимости. В неё включаются все затраты, необходимые для приобретения, создания, установки и доведения объекта до состояния, пригодного к использованию. В. Мокрушин отмечает, что в целом перечень затрат по IAS 16 аналогичен требованиям ПБУ 6/01 за исключением некоторых пунктов [3, С. 2]. Например, в ПБУ 6/01 не приводится требования о включении в первоначальную стоимость основного средства затрат на демонтаж объекта и восстановление занимаемого им участка. Однако, если затраты на демонтаж удовлетворяют условиям оценочного обязательства, то такие затраты учитываются согласно ПБУ 8/2010 «Оценочные

обязательства, условные обязательства и условные активы».

В целом, в МСФО более строго, чем в РСБУ, очерчиваются сроки окончания включения затрат в себестоимость основного средства. Затраты прекращают включать в себестоимость, как только объект доведен до состояния, пригодного к использованию в соответствии с намерениями руководства. Затраты, понесенные в процессе использования или перемещения объекта, не включаются в себестоимость.

Исследуя схожие черты и различия включения последующих затрат в балансовую стоимость основных средств, стоит отметить, что и российские, и международные стандарты допускают возможность увеличения стоимости основных средств за счет капитализации последующих затрат при условии, что эти затраты приведут к увеличению ожидаемых будущих экономических выгод от использования объекта. Кроме того, по МСФО в балансовую стоимость основного средства включаются расходы по замене его частей при одновременном списании стоимости заменяемых частей, что по РСБУ не предусмотрено.

ПБУ 6/01 единицей измерения основных средств устанавливает инвентарный объект. В МСФО не установлена единица измерения основных средств, и требуется профессиональное суждение применительно к конкретной ситуации, что позволяет организации эффективнее группировать или учитывать раздельно отдельные объекты.

После признания объекта в качестве основного средства, и международные, и российские стандарты предписывают организациям выбрать одну из моделей учета: по первоначальной стоимости или по справедливой по МСФО (восстановительной по РСБУ) стоимости. В российских стандартах, так же, как и в МСФО, подчеркивается необходимость проведения переоценки стоимости основных средств так, чтобы балансовая стоимость не отличалась существенно от их справедливой (восстановительной) стоимости. Для многих основных средств нормальной частотой проведения переоценки является 3–5 лет [4, С. 10]. По РСБУ увеличение стоимости основного средства в результате переоценки относится в добавочный капитал организации, по МСФО такое увеличение зачисляется в собственный капитал в «прирост от переоценки», который впоследствии может быть отнесен на прибыль либо в конце каждого финансового года, либо при прекращении признания объекта в качестве основного средства. Уменьшение стоимости основного средства в результате переоценки относится

в состав убытка по МСФО и на финансовый результат в качестве прочих расходов по РСБУ.

На основании проведенного сравнения особенностей амортизации основных средств по МСФО и РСБУ можно сделать вывод, что особенностью по МСФО является то, что амортизации подлежит амортизируемая величина основных средств, которая представляет собой первоначальную стоимость за вычетом его ликвидационной (остаточной) стоимости.

По МСФО, если компоненты основного средства обладают существенной первоначальной стоимостью по отношению к общей стоимости, то они амортизируются отдельно. РСБУ же позволяет амортизировать отдельно части объекта основного средства, только если их срок полезного использования существенно отличается. И по МСФО, и по РСБУ срок полезного использования может пересматриваться. Однако согласно РСБУ это возможно, только если улучшаются или ухудшаются первоначально принятые показатели функционирования основного средства. По МСФО, напротив, срок полезного использования подлежит обязательному пересмотру по окончании каждого финансового года.

Кроме того, для российской системы бухгалтерского учета характерна привязка начисления амортизации к моменту ввода объекта в эксплуатацию, в то время как в МСФО определяющим является фактическая готовность к эксплуатации, и начисление амортизации начинается, когда объект готов к использованию в соответствии с планами руководства. Окончание амортизации прекращается, если стоимость основного средства полностью самортизирована или в случае выбытия объекта.

В МСФО и РСБУ приводятся методы амортизации, три из которых — линейный метод, метод уменьшаемого остатка и метод списания стоимости пропорционально объему продукции, — аналогичны. Однако по РСБУ начисление амортизации возможно с использованием способа списания стоимости по сумме чисел лет срока полезного использования. Этот способ является уникальным для российских стандартов и не применяется в МСФО.

Однако, МСФО, в отличие от российских стандартов, предоставляет возможность пересмотра метода амортизации.

По РСБУ и по МСФО признание объекта в качестве основного средства прекращается в случае его выбытия (в ПБУ 6/01 приведен перечень случаев, в которых имеет место выбытие основного средства), или если организация больше не ожидает получить

будущие экономические выгоды от использования объекта.

Таким образом, на основании проведенного исследования общих черт и различий учета основных средств по российским и международным стандартам, можно сформулировать следующие выводы. Российские стандарты во многом аналогичны МСФО. Однако для международных стандартов характерны исчерпывающие и точные определения порядка признания, оценки и амортизации основных средств, не ограничивающие организации, а позволяющие им с помощью профессионального суждения наиболее правильно применительно к конкретной ситуации отразить и раскрыть информацию в финансовой отчетности, полезной для принятия решения внутренним и внешним пользователям.

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Section 2. Logistics

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Description of control mechanisms for business games in logistics

Abstract: This article discusses the methodology for designing business games. An analogy between the theory of games and the theory of organizational management is made. The classification of control mechanisms of the theory of organizational management for application to logistical systems is described.

Keywords: theory of games, business games, theory of organizational management, management mechanisms, logistics system.

Business game – business game (also called business simulation game) refers to simulation games that are used at an educational tool for teaching business. Business games may be carried out for various business. At the heart of any business of the game is that the conflict divergent interests and goals leading to a clash of opinions and sometimes forces.

Existing approaches to the study of conflict situations:

1) Business game shows the performance of an existing prototype system.

2) The method of imitation of the joint activity of people employed in education, decision-making, planning, research.

Conflicts studied by various scientific disciplines such as psychology, sociology, biology, mathematics, etc. Each considers the conflict from their positions and applies his research methods, respectively. There are two approaches to the study conflicts: normative and psychological as shown in Fig 1.

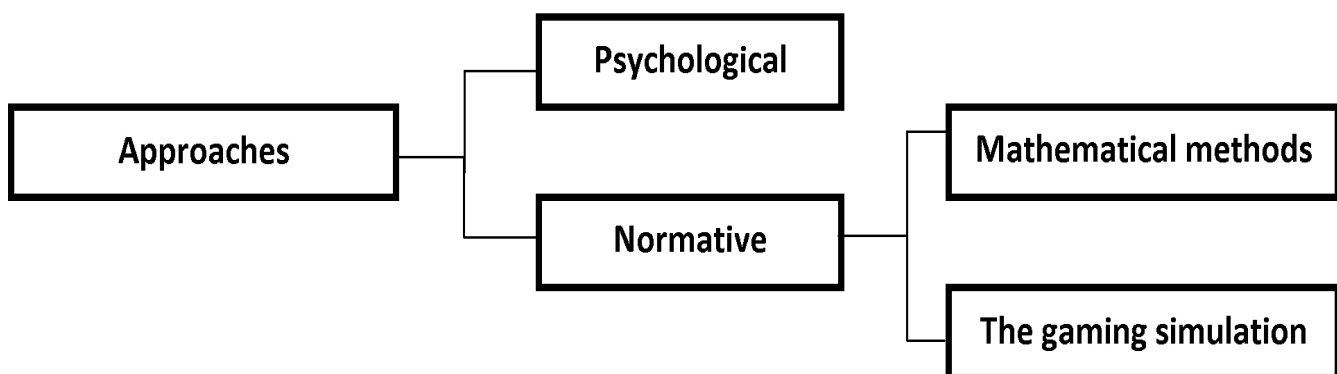Figure 1. Existing approaches to the study of conflict situations

For the design of business games, our science school uses a normative approach in the study of the following types of games in administrative, industrial, economic, research training. In general, we consider the following types of games, in particular, training and research. They are based on the existing concepts of development of busi-

ness game, the methodology for the construction of business game and their implementation on the computer.

We used the following concepts:

1) *Efimov V. M., Komarov V. F. and Rybalsky V. I.* where simulation games are considered as organizational and technical system [3; 5; 8];

2) *Burkov V. N. and Shchepkin A. V.,* where simulation games are considered from the perspective of the theory of organizational control [1];

3) *Gidrovich S. R., Syroezhin I. M. Zhukov R. F. Lifshitz* A. A. [2; 4; 7; 9], where simulation games are considered as components of the active learning method.

They are mainly works by Efimov V. M. etc, where simulation games are considered as organizational and technical system, in particular, and the automated control system.

Works by Burkova V. N. and A. V. Schepkin, where Gidrovich S. R. considers simulation games from the perspective of the theory of organizational control, as well as works. etc.

Having examined the existing concept in 1979, today professor Kulzhabay N. M. [6] proposed methodology of construction of business games, where simulation games are considered as components of the active learning method. He proposes to consider a set of training topics for the study of which it is advisable to use simulation games.

Create a basic business game, which cover several training topics. Then, create a game complex that covers basic simulation games. Basic business simulation game will be called a game, having a minimum set of simple blocks components of the game, allowing achieving the goal of the game. By complicating and connecting, the available additional blocks it is possible to complicate the game.

Thus, the development of the basic simulation games for teaching, research or administrative purposes is based on the construction of these components and provides part of the game, which consist of different blocks that meet the requirements stated goal of the game. We draw up an algorithm and software for games.

The algorithm of the game on a computer – implementation (provides part):

1. Entry in the computer data source.

2. Selection game options: "Automatic", "Man-Machine".

3."The players – people": selecting the "machine" of his computer strategy for the next period of the game; posted players their assessments for the next period of the game; solution of the game and display.

4. Results for the current game period. Two conditional block (check): stopping and games; the end of the game period.

5. Solution of the problem leading to real data.

6. Conclusion results.

The main task of game theory is to describe the interaction of several agents whose interests do not coincide, and the results of activities (winnings, utility, etc.) of each depends, in general, on the action of all. The result of such a description is the forecast of a reasonable outcome of the game-the so-called decision of the game (equilibrium).

The description of the game consists in setting the following parameters:

– set of agents;

– Preferences of agents (dependencies of winnings from actions): it is assumed (and this reflects the purposefulness of the behavior) that each agent is interested in maximizing his winnings;

– Sets of permissible actions of agents;

– Information of agents (the information they possess at the time of making decisions about the selected actions);

– Order of functioning (order of moves-sequence of choice of actions).

Relatively speaking, many agents determine who participates in the game. Preferences reflect what agents want, sets of permissible actions — what they can, awareness-what they know, and the order of functioning-when they choose actions.

The analogy between the description of the game and organizational control theory has the following form (table 1).

Thus as shown in table 1, the composition, structure, objective functions, admissible sets, the number of periods of operation, the order of functioning and the awareness of participants determine the mechanism of functioning of the organizational system in a broad sense – a set of laws, rules and procedures for interaction of participants in the system. In a narrow sense, the management mechanism is a set of rules for decision-making by participants in the organizational system, given its composition, structure, order of functioning, hypotheses about behavior, etc. [10].

Considering the logistics system from the perspective of organizational control theory and applying the methodology described above, we have a complex of organizational mechanisms for the design of business games in logistics as shown in Fig 2 [10].

Table 1 – The analogy between the description of the game and organizational control

Game Description	Description of organizational control theory
1. The "who" is included in the system	
a lot of players	*Human Resources* (participants) of organizational system
2. "Who is interested in what"	
Preferences agents (players)	objective functions of HR that reflect their preferences and interests
3. "Who is allowed"	
the set of feasible strategies of players	the set of admissible strategies HR, reflecting the institutional, technological and other restrictions on their joint activities
4. "Who knows what"	
awareness of the players	awareness – the information that HR have at the time of the selected decision-making
5. "Who communicates with whom"	
the order of the functioning	structure of organizational system
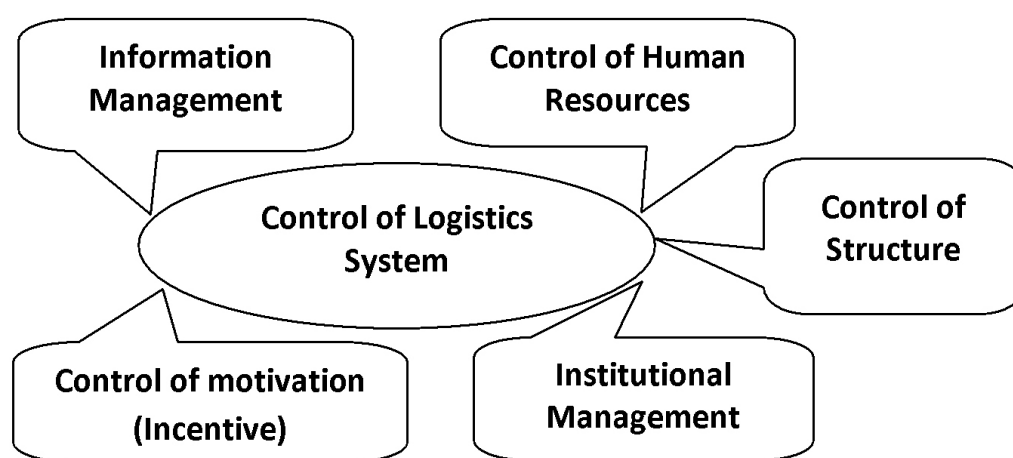
Figure 2. Control types of Logistic system

A suitable tool for modeling the organizational ccontrol processes are games features game-theoretic approach to the analysis of socio-economic phenomena, takes its rightful place in the arsenal of research. In turn, the construction of the game theoretic model is the actual description of the organizational system in formal terms. It is desirable to have a method of experimental study of organizational systems – the method of simulated business games. Thus after the establishment of the components of the game such as organizational structures and the model of the game and the rules of the game are starting to create providing part of the game.

Considering the logistics system from the perspective of organizational control theory and applying the methodology described above, we have a ccomplex of organisational mechanismus for the design of business games in logistics as shown in table 2. There are exist the mainly functions of control such as Planning, Organization, Incentive, Control.

For each function of control is offered the complex mechanisms that define the rules of the game for business process logistics. In fact, the description of any simulation games can be regarded as a description of the organizational system.

Table 2. – The complex organizational mechanisms to control the logistic system

Control functions	Complex control mechanisms
1	*2*
Planning	The mechanism consistent allocation of resources. The mechanism of active expertise. The mechanism of internal prices. Competitive mechanism.

1	2
Organization	Mechanisms mixed financing. Mechanism for cost-conscious. The mechanism of "Cost-effect". The mechanism of the supply chain optimization. Range selection mechanism.
Incentive	The mechanism incentive for individual results. The mechanism of stimulating counter plans. Incentive mechanism for collective results. Unified mechanism to stimulate.
Control	Integrated Control Mechanisms. Assessment and Control Mechanisms. Dual mechanism.

On the other hand, the description of any organization can be represented as a description of the simulation game.

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Section 3. Marketing

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Price Transmission and Market Integration of Yellow Maize in Southwest, Nigeria: Co-integration and Vector Error Correction Model Approach

Abstract: Yellow maize constitutes the bulk of world production and international maize trade while Nigeria is the largest maize producer in Africa but the knowledge about the mechanism of its price transmission is limited thereby denying the economy the advantages derivable from such. This study examined price transmission and integration in yellow maize markets in Southwest Nigeria within the framework of cointegration and Vector Error Correction Model (VECM) using monthly rural and urban retail market price data between January 2004 and December 2015 obtained from Agricultural Development Programmes in Lagos, Oyo and Ogun States. The study found that the price series were generally integrated of order one i.e I (1) series, with one cointegrating equation existing among their linear combinations and results based on normalization of the restricted VAR system (VECM) in respect of urban market price of yellow maize in Lagos State and its determinants revealed that rural price of maize in Lagos State at p<0.01 and urban price of maize in Oyo State at p < 0.05 exerted significant and positive influence on Urban Price of Maize in Lagos State in both the long run and the short run. The equilibrium relationship was found to be stable, with exogenous shocks being corrected within 54 days. The speed of adjustment from the short run to the long run equilibrium was low. This suggested that there was weak integration and price transmission relating to the reference Lagos urban market and this could be attributed to bad communication among the various yellow maize markets in Southwest Nigeria. It was recommended that government should come up with efficient pricing policy and improvement of infrastructure which may aid price transmission and integration in maize markets, and help industry players understand price behaviour. This could enhance agricultural development and food security while ensuring good returns to actors along the market channel.

Keywords: Market, yellow maize, cointegration, speed of adjustment, Vector Error Correction model.

Introduction

Maize is one of the staple crops widely grown in Nigeria. It is produced in abundance in the Northern part of the country compared with other regions. Maize grown in the southern part of the country is rain fed. Meanwhile, due to the scanty rainfall in the northern part of the country, maize growers support their production with fertilizer and irrigation. Maize as a cereal crop is

high yielding, easy to process and readily digested. It is a versatile crop that grows across a range of agro ecological zones. That explains why almost all farmers in Nigeria grow maize. Maize is one of the most important cereals in the world alongside rice, wheat and millet but the most important in Africa [1].

Maize has grown to be a local "cash crop" especially in the southwest part of Nigeria where at least 30 percent of the cropland has been put to maize production under various cropping systems [2]. Growing maize in farms of 1–2 hectares can overcome hunger in the household and the aggregate effect could double food production in Nigeria [3].

Nigeria is the 10th largest producer of maize in the world, and the largest producer in Africa [3]. While maize (both yellow and white varieties) are grown across the country the North Central region is the main producing area. In Nigeria, Lagos and Kano represent the two main centers where goods are marketed due to their proximity to the two most active borders for informal trade between Nigeria and Benin and between Nigeria and Niger, as well as due to the proximity between Lagos and the ports of Lomé and Cotonou [4].

Maize is traded at both local and international levels with a considerable percentage filtering from Nigeria into Niger, Chad, Mali, Benin Republic and some other countries in the West African sub-region and sometimes vice versa. White and yellow maize are sold almost in all markets in Nigeria with the main markets for the commodity being Dawanau market in Kano, Dandume and Jibia markets in Katshina, Giwa market in Kaduna, Shinkafi and Talata Mafara in Zamfara, Bodija market in Ibadan, Osi market in Onitsha and Mile12 market in Lagos.

North Central Region produces one third of maize in the country. Although, most of processing facilities are in the South West (Lagos and Ibadan) and in the North (Kaduna and Kano) [5]. Furthermore [6], identified Lagos and Ibadan as the main wholesale and retail maize markets where imported and locally produced yellow maize compete, particularly for the feed (poultry) industry [7]. confirmed the North-Central Region (and the Central Belt in general) as the main surplus area in Nigeria, with flows directly from the North to the deficit areas, mainly towards the South of the country, as well as to neighboring countries.

A market system in which there is synchronous movement of prices in different market locations over time is said to be integrated [1]. Market integration is a concept with application in spatial, temporal and product market inter-

relatedness. Without market integration, price signals will not be transmitted from food deficit (i. e. import) to food surplus (export) markets. Producers will fail to specialize according to comparative advantage and gains from trade will not be achieved [8]. This is due to the fact that, if traders do not have up to date information about prices in other markets, they will not respond quickly to profitable opportunities. This therefore impedes the process of spatial arbitrage that transmit price from one market to another.

Meanwhile, there is little knowledge about the pattern of price transmission and market integration for yellow maize in southwest region of Nigeria. This paper is therefore conceptualized to bridge this knowledge gap by determining the order of integration of the retail prices; determine the extent of cointegration between rural and urban prices, and, determining the speed of price transmission between the markets. Findings from this paper is expected to be useful for agricultural and food policy makers, farmers, agricultural product marketers and operators of agro-based industries as regards policy formulation and planning among others uses. The rest of the paper is organized as follows: methodology, results and discussion and conclusion.

Methodology

Study Data

Monthly data on rural and urban market prices of yellow maize in Naira per Kilogram (₦/kg) from January 2004 to December 2015 were obtained from the Lagos State Agricultural Development Programme (LASADA), Oyo State Agricultural Development Programme (OYSADEP) and the Ogun State Agricultural Development Programme (OGADEP). However, Lagos State urban maize market was selected as the reference market because it is the most urban terminal market in Southwest Nigeria.

Model Specification

It is assumed for this study that urban prices of maize in Lagos State is determined principally by their rural prices and the urban and rural prices in the neighbouring states (Ogun and Oyo). The model for estimation in this study is specified in double logarithmic form as follows:

$$InP_{it}^{u} = \alpha + \beta_{1} InP_{it}^{r} + \lambda InP_{it}^{yu} +$$
$$+ \pi InP_{it}^{yr} + \varphi InP_{it}^{gu} + InP_{it}^{gr} \tag{1}$$

InP_{it}^{u} = log of urban price of yellow maize in Lagos State (₦/kg)

InP_{it}^{r} = log of rural price of yellow maize in Lagos State (₦/kg)

InP_{it}^{yu} = log of urban price of yellow maize in Oyo State (₦/kg)

InP_{it}^{yr} = log of rural price of yellow maize in Oyo State (₦/kg)

InP_{it}^{gu} = log of urban price of yellow maize in Ogun State (₦/kg)

InP_{it}^{gr} = log of rural price of yellow maize in Ogun State (₦/kg)

Analytical Techniques
Stationarity Test

A stationary time series is a type of series whose statistical properties such as mean and variance are constant over time and non-stationary time series are those having time dependent statistical properties [9]. In effect, a stationary series has a finite variance, transitory innovations from the mean and a tendency for the series to return to its mean value. Stationarity test involves the use of procedures such as Dickey-Fuller (DF) test and the Augmented Dickey-Fuller (ADF) test [10]. If one identifies the series to be non-stationary, the first difference of the series is tested for stationarity to determine the order of integration. The number of times (d) a series is differenced to make it stationary is termed as the order of integration, I (d). In this study, the ADF test was used to determine the data properties due to the advantages it possesses and its common application in the time series literature. The ADF test as mentioned considers the null hypothesis that a given series is non stationary. The test is applied by running a regression of the following form:

$$\Delta P_{it} = \partial_1 + \partial_2 P_{t-1} + \sum \beta_i \Delta P_{t-1} + e_{it} \qquad (2)$$

Where Δ is the difference operator and P_i denote price series of the yellow maize markets and i = 1, 2 …, 3 (1-Lagos; 2-Ogun; 3-Oyo) at different time *t*.

If the coefficient is not statistically different from zero, then the series has a unit root and therefore is non-stationary.

Johansen's Cointegration Test

If a linear combination of two non-stationary series is stationary, then the two series are considered to be cointegrated [9]. The ADF test which is a test for stationarity is supplemented by Johansen and Juselius maximum likelihood method. This method is preferred to the others because it addresses endogeneity and simultaneity problems associated with other bivariate models as well as its ability to test more than two variables at a time. Here, a hypothesis of the presence of cointegrating vector is imposed on a group of stationary series, as the hypothesis of reduced rank of the long run impact matrix. Maximum likelihood tests are applied to derive test statistic for the hypothesis of a given number of co integrating vectors and their weights. The specific linear combinations to be tested are the residuals from a static cointegrating regression as:

$$\Delta P_{it} = \alpha + \sum \Gamma_k \Delta P_{t-k} + \Pi P_{t-1} + \varepsilon_t \qquad (3)$$

Vector Error correction Model

An Error Correction Model (ECM) is an efficient way of combining the long run cointegrating relationship between the levels variables and the short run relationship between the first differences of the variables. It has the merit that all the variables in the estimated equation are stationary; thus there is no problem of spurious regression. The procedure of differencing results in the loss of valuable long run information in the data and so an error correction term is introduced in the theory of cointegration to link the short run dynamics of the series with its long run value. The residuals obtained from the equation are introduced as explanatory variables into the system of variables in the short-run model. The error correction term thus captures the adjustment towards long run equilibrium.

[11] demonstrated that once a number of variables are found to be cointegrated, then, there existed a corresponding error correction representation which implied that changes in the dependent variables are a function of the level of disequilibrium in the cointegrating relationship as well as changes in other variables. An error correction model is specified to relate the changes in the dependent variable to the independent variable as well as the error correction term where the error correction term measures the deviation from the long run equilibrium. VECM that captures the interactions between Lagos urban yellow maize prices and determinant variables takes the following form following [12]:

$$\Delta InP_t^u = \alpha + \theta \left(InP_{(t-1)}^u - \beta InP_{(t-1)}^{u,r} \right) +$$
$$+ \delta \Delta InP_{(t-1)}^u + \rho \Delta InP_{(t-1)}^r + e_t \qquad (4)$$

Where:

InP_t^u = log of urban price in Lagos State

$InP_t^{u,r}$ = log of rural prices in Lagos, urban and rural prices in Oyo, and, urban and rural prices in

Ogun states (the hypothesized determinants)

Δ = difference operator, so $\Delta P_t = P_t - P_{t-1}$

α is the constant term, β is the vector of coefficients of the long run model, θ is the error correction term while ρ and δ are estimated short-run parameters, and ε_t = error term

Results and Discussions
Summary Statistics and Trend of the price series

The trend graphs (Figures 1–6) show the trend of both rural and urban price series in the three selected states of Lagos, Ogun and Oyo all located in the south-western part of Nigeria. A careful look at the graphs revealed that prices in each of the states (rural

and urban) seemed to have specific pattern peculiar to each of them. For instance, prices in Lagos state (both rural and urban prices) had sudden upward surge between 2007 and 2009. Ogun price series (rural and urban) had similar pattern of gentle upward trend with

some fluctuations visible in years 2010 and 2013. Oyo state price series showed trending and upward fluctuations from 2008 to 2015. However, the obvious is that the series generally showed upward movement over time.
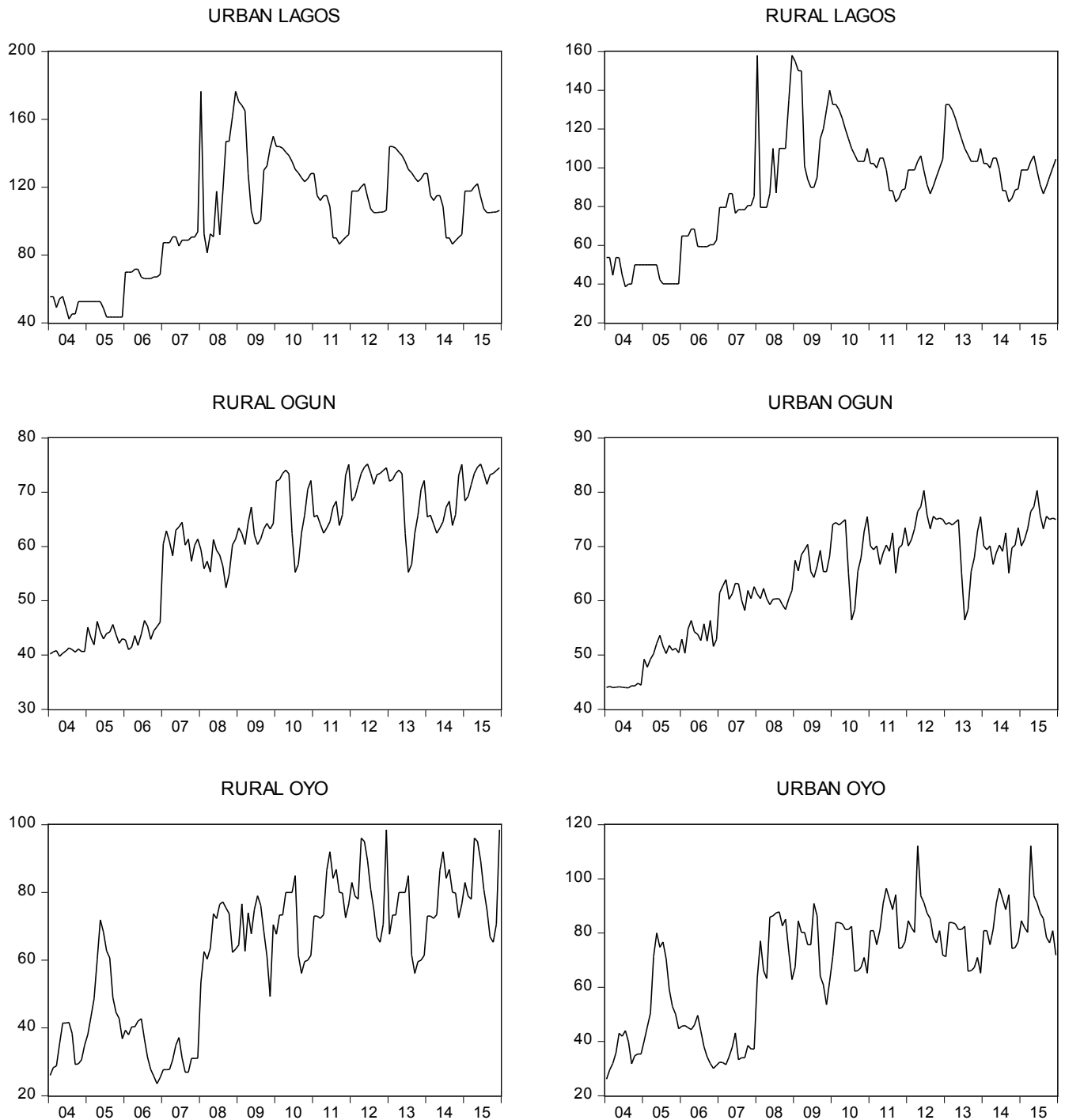
Figure 1. Trends of price series of yellow maize in rural and urban south-west Nigeria

The descriptive statistics of the price series shown in table 1 revealed the mean, median, maximum, minimum, standard deviation, skewness and kurtosis of the series. The Jaque-Berra test revealed that out of the six series, Lagos urban, Lagos rural and Ogun urban price series were normally distributed while Ogun rural, Oyo rural

and Oyo urban were not normally distributed as indicated by the probability level.

Stationarity of the price series

The unit roots tests of price series were undertaken to ascertain the order of integration or test for the stationarity of the prices. The Augmented Dickey Fuller

(ADF) unit root test procedure was adopted in this case. The result (Table 2) indicated that the price series were stationary at first difference i.e 1 (1). This result implied that inclusion of first differences as variables in the model, instead of normal price series, will eliminate the stochastic trend to which the nominal series are exposed.

Table 1. – Descriptive statistics of the price series

	P^u	P^r	P^{gu}	P^{gr}	P^{yu}	P^{yr}
Mean	95.70512	85.75130	61.29417	57.44759	62.92435	57.53213
Median	91.35000	86.76000	61.68000	60.43500	66.75500	61.91000
Maximum	176.4706	158.0000	80.35000	75.21000	112.1600	98.46000
Minimum	42.25000	38.58000	43.95000	39.78000	26.10000	23.54000
Std. Dev.	35.55234	30.20679	9.955939	11.60053	21.48134	20.86865
Skewness	0.270795	0.306614	– 0.197003	– 0.189859	– 0.132232	– 0.093677
Kurtosis	2.242880	2.542823	1.983064	1.661747	1.687566	1.704551
Jarque-Bera	3.899479	2.632764	5.352297	8.707976	8.065910	7.709807
Probability	0.142311	0.268104	0.068828	0.012855	0.017722	0.021176
Sum	10336.15	9261.140	6619.770	6204.340	6795.830	6213.470
Sum Sq. Dev.	135244.6	97632.19	10605.92	14399.25	49374.95	46598.56
Observations	108	108	108	108	108	108

Source: Authors' computation, 2016

Table 2. – Augumented Dickey-Fuller Unit Root Tests

	Level I (0)			First Difference I (1)			
	No Intercept no trend	With Intercept No Trend	With intercept and Trend	No Intercept no trend	With Intercept No Trend	With intercept and Trend	I (d)
InP^u	0.3127	– 1.8926	– 2.5415	– 11.9586***	– 11.9322***	– 11.8948***	I (1)
InP^r	0.3092	– 1.9601	– 2.8833	– 12.4094***	– 12.3824***	– 12.3278***	I (1)
InP^{gu}	1.0331	– 1.7842	– 2.1224	– 10.8897***	– 10.9713***	– 10.9341***	I (1)
InP^{gr}	1.0160	– 1.4831	– 2.3240	– 8.7191***	– 8.8321***	– 8.7924***	I (1)
InP^{yu}	0.5487	– 2.4026	– 2.6617	– 9.0403***	– 9.0279***	– 9.0217***	I (1)
InP^{yr}	0.8365	– 1.7654	– 2.4839	– 8.3398***	– 8.3670***	– 8.3101***	I (1)

***, ** and * denote rejection of the null hypothesis at the 1%, 5% and 10% significance levels.
The respective critical values at the 1%, 5% and 10% significance levels are – 3.49, – 2.89 and – 2.57 for the ADF test.
Source: Data analysis 2016

Cointegration of the price series

The Johansen cointegration test indicated one cointegrating vector at 5% levels of significance (Table 3). This result implied that rural and urban market prices of yellow maize in Southwest Nigeria were integrated. Though, the price changes may vary in the short run between the different levels they were expected to move together as a system in the long run. This necessitated the estimation of the movement of prices in the long and short run, using Vector Error Correction Mechanism (VECM).

The Johansen test indicated that there was significant long-run relationship. i. e. examination of the results in Table 3 shows that the null hypothesis of no cointegra-

tion in the model was rejected by both the trace and maximum eigen value tests. This shows that price of yellow maize in Lagos State Urban Markets (InP^u) and the hypotheized determinants rejected the null hypothesis of no cointegration at p < 0.05. This implies that although the urban market price of yellow maize in Lagos State and their hypothesized determinants are generally I (1) series, some stable long run equilibrium relationship existed among the series, which could be given some error correction representations [11]. It also showed that the finding of no causality in the relationship between them in the [13] sense was ruled out [14; 15]; just as the possibility of the estimated relationship being spurious was also ruled out as asserted by [16].

Table 3. – Results of Cointegration Tests

Hypothesis	Eigenvalue	Trace statistic	0.05 Critical Value	Prob	Hypothesis	Max-Eigen Staitstic	0.05 critical value	Prob
r = 0*	0.288927	95.25892	94.75366	0.0431*	r = 0*	40.12099	35.07757	0.0491
r = 1	0.249160	59.13793	69.81889	0.2628	r = 1	29.51602	33.87687	0.1519
r = 2	0.137194	29.62191	47.85613	0.7380	r = 2	15.19926	27.58434	0.7323
r = 3	0.096680	14.42264	29.79707	0.8161	r = 3	10.47288	21.13162	0.6994
r = 4	0.032280	3.949758	15.49471	0.9075	r = 4	3.379661	14.26460	0.9183
r = 5	0.005520	0.570098	3.841466	0.4502	r = 5	0.570098	3.841466	0.4502

Source: Data analysis, 2016

Direction of Causality between Rural and Urban Market Prices in the Selected States

In time series analysis, the most frequently asked question is whether or not one economic variable can help in the prediction of another. When two series are stationary and cointegrated, one can also test for granger causality. This is due to the fact that at least one Granger causal relationship exist in a group of cointegrated series. Table 4 shows the pairwise Granger causality of yellow maize prices in the various markets considered. The result shows that out of the fifteen (15) maize market links investigated for evidence of granger causality, nine (9) market links rejected their respective null hypothesis of no Granger causality out of which 2 were bi-directional while seven showed unidirectional causality. For bi-directional granger causality, it was found that Urban Price of Maize in Oyo State (InP^{yu}) granger caused Rural Price of Maize in Lagos State (InP^r) and vice versa. In the same vein, Urban Price of Maize in Oyo State (InP^{yu}) granger caused Urban Price of Maize in Lagos State (InP^u) and vice versa. This is an evidence of existence of transmission mechanism between Oyo State Urban yellow maize markets and Lagos state maize markets. It implied that there existed a strong and instantaneous feedback mechanism from Lagos to Oyo and vice versa.

However, InP^{yu} and InP^u i.e Oyo and Lagos urban had strong exogeneity over rural and urban markets of other States. Few of the market series were spatially linked by trade. Therefore, there was only moderate market integration between rural and urban yellow maize markets. The implication of this is that price changes in one market are not manifested to an identical price response in some of the other markets. There was also inadequate free flow of maize prices between markets and the markets were only moderately linked by efficient arbitrage. However, the results obtained here means that maize market participants in southwest Nigeria, namely producers, retailers and consumers, have not effectively use information in the urban maize market prices in determining the rural prices. The result of the Granger causality test confirmed that InP^u and InP^{yu} occupied the leadership position in price formation and transmission. This is because prices formed therein were somehow transmitted to the other (follower) markets (Ogun State rural yellow maize market, Ogun State urban yellow maize market, Oyo State rural yellow maize market and Lagos State rural yellow maize market) with minor distortions during the transmission process thereby corroborating [5] and [6].

Long run price integration in the selected markets

The existence of cointegration between the dependent variables and their hypothesized determinants including the establishment of granger causalities among the various series necessitated the specification of Vector Error Correction Model for this study. The estimated long run relationship based on normalization in respect of the Urban prices of yellow maize in Lagos State (InP^u) and their hypothesized determinants is presented in Table 5.

The results showed that Rural Lagos State- InP^r (at 1 percent), Oyo State urban prices- InP^{yu} (at 5 percent) and Oyo State rural prices – InP^{yr} (at 5 percent level) were the significant variables affecting the prices of yellow maize in Lagos State urban maize markets in the long run. This might be due to the traditional flow channel of the products from Oyo and other neighboring states to Lagos state in general. Similar relationship was suggested between Oyo prices and urban Lagos in the granger causality tests (Table 4). This was in line with the assertions of [5] and that of [6] that Lagos and Ibadan (Oyo state) were the main maize processing points in Nigeria where local and imported maize compete in the markets. Ogun state prices were not significant in the long run possibly because Ogun state is located between Oyo and Lagos state, therefore, it might be considered as only a transit point as the prices were not emanating from it. The results showed that

a 1 percent increase in Lagos State Rural prices increases prices in the Lagos state urban markets prices by 1.07 percent. A complete (107%) of proportional change in Lagos Rural Market was transmitted to Lagos Urban Market in the long run. This can be classified as an efficient price transmission system. However, Oyo urban and Oyo rural prices caused 0.33 percent and 0.34 percent increase in Lagos urban prices respectively as a result of 1 percent increases. This could be considered as a weak transmission link between Oyo State and Urban Lagos maize market.

Table 4. – Pairwise Granger Causality Result of Maize Markets

Null Hypothesis:	Obs	F-Statistic	Prob.
InP^r does not Granger Cause InP^u	144	2.02542	0.1373
InP^u does not Granger Cause InP^r		3.28313*	0.0416
InP^{gu} does not Granger Cause InP^u	144	0.77827	0.4619
InP^u does not Granger Cause InP^{gu}		3.19902*	0.0450
InP^{gr} does not Granger Cause InP^u	144	2.25133	0.1105
InP^u does not Granger Cause InP^{gr}		3.01791	0.0533
InP^{yu} does not Granger Cause InP^u	144	3.49365*	0.0341
InP^u does not Granger Cause InP^{yu}		3.10016*	0.0494
InP^{yr} does not Granger Cause InP^u	144	4.30500*	0.0161
InP^u does not Granger Cause InP^{yr}		1.85571	0.1616
InP^{gu} does not Granger Cause InP^u	144	0.88014	0.4179
InP^u does not Granger Cause InP^{gu}		2.84965	0.0625
InP^{gr} does not Granger Cause InP^r	144	2.83371	0.0635
InP^r does not Granger Cause InP^{gr}		3.07737	0.0504
InP^{yu} does not Granger Cause InP^r	144	3.72595*	0.0275
InP^r does not Granger Cause InP^{yu}		3.59741*	0.0310
InP^{yr} does not Granger Cause InP^r	144	4.75937	0.0106
InP^r does not Granger Cause InP^{yr}		2.99365	0.0546
InP^{gr} does not Granger Cause InP^{gu}	144	4.58954*	0.0124
InP^{gu} does not Granger Cause InP^{gr}		0.66733	0.5153
InP^{yu} does not Granger Cause InP^{gu}	144	0.44246	0.6437
InP^{gu} does not Granger Cause InP^{yu}		2.87967	0.0608
InP^{yr} does not Granger Cause InP^{gu}	144	0.16557	0.8476
InP^{gu} does not Granger Cause InP^{yr}		2.79461	0.0659
nP^{yu} does not Granger Cause InP^{gr}	144	0.02307	0.9772
InP^{gr} does not Granger Cause InP^{yu}		2.30593	0.1049
InP^{yr} does not Granger Cause InP^{gr}	144	0.10868	0.8971
InP^{gr} does not Granger Cause InP^{yr}		3.07943*	0.0503
InP^{yr} does not Granger Cause InP^{yu}	144	6.60389**	0.0020
InP^{yu} does not Granger Cause InP^{yr}		0.81335	0.4463

*sig at 5 percent level, **significant at 1 percent level*
Source: Authors' Computation, 2016

Table 5. – Long run Relationship of the price series with reference to Lagos urban

Variables	Coefficient	t-value
LUPMLS (– 1)	1.000000	
LRPMLS (– 1)	– 1.079115***	– 32.3241
LUPMOGS (– 1)	0.129953	0.75311
LRPMOGS (– 1)	– 0.075721	– 0.58602
LUPMOYS (– 1)	0.330362**	2.41035
LRPMOYS (– 1)	0.304137**	2.44699
Constant	0.154010	

***, ** and * imply significant at 1%, 5% and 10% respectively
Source: Authors' computation, 2016

The Short-run model (VECM estimation)

Examination of the F-statistics and the adjusted R^2 in Table 6 suggested that some variables in the VECM significantly explained short run changes in Lagos Urban market (InP^u) at the acceptable significance level accounting for about 49.7 percent of the short run variation in the series.

According to [17], the Error Correction Model (ECM) helps to determine if the Law of One Price (LOP) of a particular good in markets in different locations holds in addition to revealing the speed with which prices adjust to changes in other locations.

Table 6. – The Short-Run Vector Error Correction Model Estimates
Dependent Variable: Log of Lagos Urban Market Prices

Variables	D (InP^u)	D (InP^r)	D (InP^{gu})	D (InP^{gr})	D (InP^{yu})	D (InP^{yr})
ECM (−1)	− 0.5530** (− 2.5725)	0.0051 (0.0143)	0.0443 (0.3626)	0.0838 (0.5573)	0.1588 (0.4540)	− 0.3105 (− 0.8996)
D (InP^u (−1))	− 0.0694 (− 0.1920)	− 0.2803 (− 0.7730)	− 0.1184 (− 0.9424)	0.0624 (0.4036)	− 0.2673 (− 0.7436)	− 0.4705 (− 1.3257)
D (InP^u (−2))	0.4901** (2.5404)	0.3427 (1.0742)	− 0.0617 (− 0.5585)	− 0.0290 (− 0.2131)	− 0.5030 (− 1.5902)	− 0.4412 (− 1.4129)
D (InP^r (−1))	0.1250** (2.3361)	0.0108 (0.0289)	0.1252 (0.9685)	− 0.0920 (− 0.5783)	0.3629 (0.9811)	0.5227 (1.4315)
D (InP^r (−2))	0.4949** (2.5590)	− 0.2489 (− 0.7819)	0.1655 (1.5007)	0.0973 (0.7170)	0.5034 (1.595)	0.4862 (1.5605)
D (InP^{gu} (−1))	− 0.0879 (− 0.2249)	− 0.2667 (− 0.6805)	− 0.357 (− 2.6296)	0.0290 (0.1737)	0.4679 (1.2041)	0.4758 (1.2404)
D (InP^{gu} (−2))	− 0.4337 (− 1.1097)	− 0.4667 (− 1.1906)	− 0.0825 (− 0.6078)	− 0.2339 (− 1.3995)	0.2195 (0.5649)	0.1985 (0.5172)
D (InP^{gr} (−1))	0.2873 (0.8704)	0.4909 (1.4833)	0.3706 (3.2321)	0.1482 (1.0499)	− 0.1805 (− 0.5499)	− 0.2491 (− 0.7690)
D (InP^{gr} (−2))	0.2453 (0.7344)	0.2400 (0.7162)	− 0.0902 (− 0.7773)	− 0.1377 (− 0.9639)	− 0.0505 (− 0.1521)	0.0223 (0.0680)
D (InP^{yu} (−1))	0.2560** (2.2790)	− 0.1773 (− 0.8831)	0.0759 (1.0912)	− 0.0270 (− 0.3157)	− 0.1474 (− 0.7406)	0.2031 (1.0336)
D (InP^{yu} (−2))	0.2413** (2.3006)	− 0.2496 (− 1.3410)	0.1825 (2.8308)	0.0171 (0.2167)	− 0.2891 (− 1.5669)	− 0.0631 (− 0.3463)
D (InP^{yr} (−1))	− 0.0038 (− 0.0193)	− 0.0400 (− 0.2008)	− 0.0515 (− 0.7453)	0.0623 (0.7330)	0.3306 (1.6723)	− 0.0796 (− 0.4079)
D (InP^{yr} (−2))	− 0.0252 (− 0.1329)	− 0.0531 (− 0.2796)	− 0.1783 (− 2.7124)	− 0.0806 (− 0.9959)	0.2337 (1.2422)	0.0874 (0.4703)
Constant	0.0130 (1.0433)	0.0137 (1.0887)	0.0046 (1.0530)	0.0068 (1.2651)	0.0048 (0.3872)	0.0080 (0.6533)
R-squared	0.5206	0.2420	0.2483	0.1679	0.1645	0.1829
Adj. R-squared	0.4967	0.1337	0.1409	0.1406	0.1354	0.1166
F-statistic	18.5601	2.2348	7.8756	2.4129	2.3787	1.5664
Log LF	76.5539	46.2514	187.55	165.72	77.15	78.49
Akaike AIC	− 14.9592	− 1.1857	− 3.3058	− 2.8901	− 1.2029	− 1.2286
Schwarz SC	− 12.6843	− 2.9623	− 2.9519	− 2.5361	− 0.8490	− 0.8747

Source: Author's computation, 2016

The error correction coefficient in the Lagos urban market equation was significant at $p < 0.01$, less than one and it was associated with the desirable negative sign. This shows that prices in Lagos State urban yellow maize market adjusted significantly to shocks to its equilibrium relationship with its hypothesized determinants which were caused by exogenous changes in in the explanatory variables included in the model. Past values of Lagos Urban prices (InP^u (−1)), Lagos Rural prices (InP^r) and prices in Oyo state urban markets (InP^{uy}) were found to

be significant within acceptable risk level (Table 6). The error correction coefficient value of – 0.553 implied that about 55.3 percent of the effects on Lagos Stae urban yellow maize price of shocks that destabilize the equilibrium relationship between it and the hypothesized determinants in the previous year were corrected in the current year. This suggest that since monthly data were utilized for the study it may take about 54 days (close to two months) for the system to restore back to the long run equilibrium after an exogenous shock. The speed of adjustment of 55.3 percent from the short run to the long run equilibrium is moderate compared with a perfect adjustment of 100% threshold. This indicated that there was moderate integration and price transmission relating to the reference urban market and this could be attributed to improved communication among the various maize markets in southwest Nigeria both in the short and long run. This was considered moderate given that monthly data were utilized for the study. Higher frequency (e.g weekly or daily) data might have being more informative in this regard. Focusing on the short term coefficients (elasticities) results on Table 6, Oyo Urban had elasticities of about 0.24 while two month lag of Lagos Urban, one month lag of Lagos Rural and two month lag of Lagos Rural had elasticities values of 0.49, 0.125 and 0.495 respectively.

Conclusion and Recommendation

Based on recent development in time series modeling that points to a need to review previous research efforts aimed at explaining price behaviour in southwest Nigeria, this study adopted Vector error correction modeling framework in analysing price transmission and market integration of yellow maize markets in southwest Nigeria. Using monthly retail rural and urban markets prices of maize in Naira per Kilogramme (₦/kg) from January 2004 to December 2015 obtained from States Agricultural Development Programmes (ADPs) in Lagos, Ogun and Oyo.

It was found that the price series were stationary at first difference with one (1) cointegrating equation existing among their linear combinations i. e. one cointegration vector in all variants of the system specified. It was also found from the VECM estimations that positive relationship and complete price transmission existed between urban prices in the reference State and its rural price in the long run (i.e between Lagos state urban and Lagos state rural markets) possibly due to the metropolitan nature of Lagos state which may facilitate quick price transmission. On the other hand, there was weak but significant transmission between prices in Oyo state and the reference market (Lagos urban maize market). Meanwhile, Ogun state prices (both rural and urban) did not significantly affect prices in the reference market. There was a weak relationship between the pairs of market prices of yellow maize as this commodity is mainly supplied by the nearby local farmers. Pairwise granger causality results confirmed that Lagos urban market and Oyo urban market have strong exogeneity over other rural and urban market price series and could be classified as the lead markets.

It is therefore recommended that when it is desired that a national pricing policy for increased consumption or production of yellow maize be implemented, the identified leader markets (Lagos State Urban Market and Oyo State Urban Market) should be targeted. This is because prices formed in these two markets are efficiently transmitted to the other markets with very minor distortions during the transmission process. A price-based incentive policy can only have a long term positive impact on local yellow maize production if it is embedded in a strategy that enhance the provision of infrastructures such as good road networks, market structures and efficient market information network systems.

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Section 4. Management

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Integrated management of project-oriented organizations: methodological basis

Abstract: The article is devoted to the determination of management in project-oriented organizations. It has been proofed the presence of gaps in management of project-oriented organization that determines the feasibility of using methodological tools of project management for their removal.

Keywords: project, project management, project-oriented organization.

Searching of effective methods and management tools of organizations is based on determining of the inner nature of their processes, identification of problem situations that arise during their implementation. In general, methods of control can be divided into two main groups: operating and design. In case, when organization is dominated by the same type of processes that occur repeatedly, then it should be prevailed by operational management principles. Otherwise, if organization has various processes that meet the principles of urgency and uniqueness, project approaches and methods in management can be used for it. Such organizations may be of project-oriented focus, their constant development can be based on an evolutionary approach [1]. Taking into account the fact that the medical institutions, that provides medical care to the population, are carrying out a range of measures that has unique features and urgency [2], they have the basic project properties. According to them, using of project management, including portfolio management will be effective [3].

Searching of effective management in medical institutions should be based on analysis of their work. It should be noted that in this research we are taking into account all medical facilities that provide primary or secondary medical care to all forms of ownership. In Ukraine, these institutions include: traumatology centers, municipal outpatient departments of different specializations (dental, children, women consultations, etc), district and regional hospitals of various specialization, research and other medical centers [4].

Up to the present moment the activation of implementing of various project management tools to work of project-oriented organizations, including medical industry, continues. It was proposed to use the function of necessity for determination of every project value, which is considered to be an applicant for the inclusion into portfolio [4]. At the same time this value is determined for project interested parties, including patients, which are medical projects consumers. However, this approach does not allow evaluating of significance project as to the meeting of strategic goal of project-oriented organizations.

One of criteria for a projects portfolio formation is an indicator of studies feasibility. Technology

of indicators evaluation can be borrowed from neighboring areas [5], but with mandatory correction that takes into account the peculiarities of the healthcare industry [6].

The management of medical project-oriented organization can be based on different approaches, elaborated in project management. One of them can be a control as to deviations from the strategic plan of organization [7], "best practices" of gender mainstreaming as to stages of project cycle: initiation, planning, implementation, monitoring and evaluation, completion, which influences the additional value for both "internal customers" (project team) and "external customers" (project beneficiaries) [8], evolutionary mechanisms of control [9] taking into account functional and cost analyze of the projects [10].

However, paying tribute to scholarly achievements of scientists and specialists, problems of effective management of project-oriented organizations in the context of particular strategic management with the need to identify and to specify the features of management problem situations that occur in the organization with an aim to resolve them should be taken into account.

The article aim is to identify and to specify characteristics and problematic issues arising in project-oriented organizations in management and to implement rationale methodological tools of project management in order to neutralize them.

The essence of modern medical facilities significantly limits the use of known effective means of control due to the nature of these project-oriented organizations (POO). Unlike most POO, for example, the building one, or POO in information technology (IT), in health facilities there are gaps in vertical sustainability management organization. Although at present there is no any generally agreed definition of constant development of project-oriented organization, in this study under the constant business development, we will mean the continued existence of a competitive environment that is provided by a unique development strategy of an enterprise [11].

Stability of organization in frames of significant time interval should be viewed as to the different corners of management and activity. In this case, amount of these corners is defined by organization activity sphere. In any case, they form a multidimensional space of variables [12], taking into account of which at the strategy development is a complex managerial task. These significant and meaningful indicators such as customer satisfaction of project product, their safety, social and environmental responsibility, define basis for sustainable development

of design-oriented medical institution initially from the middle of organization, and then, in the second place from outside — interaction with stakeholders [11].

Normally, as a tool for portfolio management-strategy implementing is used [13, 14], but here the features of POO medical institution (POMI) define certain problems.

The study found that the purpose of each POMI project can be aggregated into overall strategic goal of institution. Let's explain it.

Strategic development of POO MI will be determined by its improvement, betterment and increase. For example, in a plane of therapeutic projects (TP) it is represented by a constant increase, in the amount of saved lives, stabilization and life improvement. But in this case there is upper limit, which is average statistical value, predominated by development of medical science and technology at present. In addition, strategic aggregate index (ASI 1) POO MI MR TP will take into account cost constraints: costs for and revenues or income, which is planned to be achieved by institution.

It means that we can't return aggregate index of TP strategic objectives to medical projects, for example, such as reducing project costs and elimination of deaths treatment results (if urgent department).

Everything mentioned above conditions of gap presence in the POO MI management.

Implementation of strategic aggregate indicator of SAI (ASI 1) should be done in a different way, which is incidentally also determined by specific POO MI.

Improving the quantity and quality of TP objectives will be determined by support and research of projects in frames of which qualification of medical staff in different ways will be raised. In addition, to comply with international standards in the field of treatment POMI there should be periodically organized the program projects, for example in proceedings of new techniques and technologies of medical services.

Also, it has been found a number of gaps in management of project-oriented medical facilities that defines an important scientific and practical problem, that is necessary to create an integrated project of management methodology that will fill these gaps by relevant models and methods.

Further work in this direction is seen in formation of particular methodological tools, including approaches, methods and models, which is used in project management of medical institutions that will provide an opportunity to neutralize the gaps and to improve an efficiency of organizations.

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Modernization of public administration of the social development of regions in the context of the reform of decentralization in Ukraine

Abstract: The key vectors of modernization of public administration of the social development of regions are examined in the article. The specific proposals for improving the institutional, functional, organizational and financial bases of state-management influence on social processes in the regions are substantiated.

Keywords: decentralization, social development of regions, public administration, local self-governance.

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Модернизация государственного управления социальным развитием регионов в контексте реформы децентрализации в Украине

Аннотация: В статье рассматриваются ключевые векторы модернизации государственного управления социальным развитием регионов. Обоснованы конкретные предложения по усовершенствованию институционально-функциональных, организационных и финансовых основ государственно-управленческого влияния на социальные процессы в регионах.

Ключевые слова: децентрализация, социальное развитие регионов, государственное управление, местное самоуправление.

Постановка проблемы. Децентрализация выступает одним из приоритетных принципов организации и функционирования публичной власти, диктуется мировым опытом и международными обязательствами Украины, что отражено в ключевых документах государственной политики страны, прежде всего, Стратегии устойчивого развития «Украина-2020» [3]. Кроме того, она является одной из составляющих проведения почти всех отраслевых реформ. При этом, важным фактором успешного осуществления социального реформирования выступает обоснование ключевых направлений модернизации государственного управления социальным развитием регионов, что актуализирует тематику данного исследования.

Анализ последних публикаций и выделение нерешенных ранее частей общей проблемы. Вопросы децентрализации выступают синтетической научной проблемой, находятся на срезе многих общественных наук и являются тематикой многочисленных публикаций исследователей в области социальной и региональной политики. Однако, вне поля зрения научного сообщества остаются вопросы определения роли децентрализации власти в формировании основ качественного обновления государственного воздействия на социальные процессы региональных систем, что обусловливает цели данной публикации.

Цель и задачи исследования. На основании анализа осуществления реформы децентрализации власти в Украине, определить ключевые векторы модернизации государственного управления социальным развитием регионов, выработать предложения по усовершенствованию институционально-функциональных, организационных и финансовых основ государственно-управленческого влияния на социальные процессы в регионах.

Изложение основного материала. В отечественных условиях реформа децентрализации власти предусматривает передачу значительных полномочий и бюджетов от государственных органов органам местного самоуправления, обеспечения способности местного самоуправления и построение эффективной системы территориальной организации власти в Украине, реализация в полной мере принципов субсидиарности, всеохватности и финансовой самодостаточности местного самоуправления [3]. Соответственно децентрализация предполагает проведение «институциональной реструктуризации» государственного управления путем перераспределения власти, ресурсов и ответственности между институтами государства и местного самоуправления. Следовательно, органы местного самоуправления, в том числе территориальные громады (Согласно законодательству территориальная громада — это жители, объединенные постоянным проживанием в пределах села, поселка, города, являющихся самостоятельными административно-территориальными единицами, или добровольное объединение жителей нескольких сел, имеющих единый административный центр), должны стать фактически субъектами государственного управления в целом и социальным развитием регионов, в частности.

В свою очередь, смещение центра тяжести на уровень громады определенной территории, усиление его роли и ответственности во всех сферах жизнедеятельности, в том числе социальной, предусматривает

формирование управленческой способности громад эффективно и ответственно распоряжаться полномочиями и предоставленными ресурсами для их осуществления в социогуманитарной сфере.

Основным механизмом формирования способных территориальных громад Украина избрала их добровольное объединение, процесс которого регламентируется на законодательном уровне [7]. Разработана Методика формирования способных территориальных громад, приняты областными советами и утверждены правительством страны перспективные планы формирования территорий громад для 23 областей (кроме Закарпатской) [1].

Однако, несмотря на то, что за три года проведения реформы объединилось 366 громад городов, поселков и сел, процесс объединения значительной их части состоялся без учета требований Методики по их формированию, соответственно по своим характеристикам они практически не отличаются от большинства существующих (не объединенных) громад. Кроме того, это только половина громад от утвержденного перспективными планами количества. При этом по оценкам экспертов перспективными планами охвачено всего лишь 65% территории страны [5, 408]. Возникли также дисбалансы в системе «ресурсы-полномочия»: средства для предоставления образовательных, медицинских и других услуг предусмотрены в бюджетах объединенных громад, но полномочия по управлению соответствующими учреждениями фактически сосредоточены в структуре районных государственных администраций или зависят от решений районных советов.

Следовательно, для решения указанных и предупреждения возникновения новых проблем в процессе дальнейшего реформирования территориальных громад актуализируется необходимость дальнейшего совершенствования нормативно-правового поля их добровольного объединения, а также активизации организационной, информационно-разъяснительной, методической работы по вопросам реформирования местного самоуправления и территориальной организации власти.

Кроме того, должно обеспечиваться развитие и других форм повышения институциональной способности территориальных громад эффективно выполнять свои полномочия и оказывать услуги местному населению в социально-гуманитарной сфере. Среди них — межмуниципальное сотрудничество, которое в соответствии с законодательством должно развиваться кроме прочего путем государственного

стимулирования. В то же время анализ практики внедрения межтерриториального сотрудничества показал недостаточное его использование в социогуманитарной сфере. Так, по данным реестра договоров о сотрудничестве территориальных громад межмуниципальное партнерство применяется только в двух третях регионов страны (16 областей). Из всех имеющихся проектов менее трети касаются решения социальных проблем или проблем развития объектов социального назначения (22 из 81 проекта) [6]. Поэтому бесспорной, на наш взгляд, возникает необходимость совершенствования механизмов и процедур государственного стимулирования межмуниципального партнерства, финансирования инвестиционных проектов сотрудничества территориальных громад социальной направленности за счет государственного фонда регионального развития.

Кроме того, в расширении нуждается само содержание понятия децентрализации власти до «использования модели институализации коллективных интересов населения, основной целью которого будет выступать активизация социального капитала региона» [4, 47]. В практической управленческой деятельности это будет означать установление партнерских отношений между местными властями и неправительственными организациями по предоставлению публичных услуг, развития социальной инфраструктуры, реализации социальных программ. Кроме того, важность участия общественности в принятии управленческих решений признана во всем мире, приняты соответствующие международные документы и созданные модели для поддержки и усиления участия граждан, которые должны учитываться при рассмотрении инициатив на национальном уровне.

Несмотря на наличие очевидных положительных тенденций приближения украинского законодательства к европейским критериям в этой сфере, имплементация существующих норм и процедурных требований все же недостаточна, органы государственной власти сужают взаимодействие с общественностью преимущественно к коммуникации и популяризации нормативных возможностей, информационного освещения двусторонних отношений, в меньшей степени — способствуют реальному взаимодействию. Кроме того, активность самих общественных организаций, в том числе и тех, деятельность которых имеет социально направленный характер, продолжает сосредотачиваться преимущественно на национальном уровне или на уровне крупных городов, соответственно не имеет системного и всеобъемлющего характера.

В этом контексте важным является расширение форм развития гражданского диалога на местном уровне, в частности, использования механизма социального заказа, совершенствование нормативно-правовых, организационных и финансовых основ его осуществления, расширения предмета социального заказа в сфере реализации социальной политики, внедрение программ и мероприятий, направленных на решение социальных проблем конкретной территории.

Реформа децентрализации требует также четкой *функционально-компетенциональной определенности* в системе государственного управления социальным развитием регионов, то есть разграничение функций и полномочий всех субъектов социального развития регионов с учетом принципа субсидиарности. В то же время учитывая, что социальное развитие регионов является не только прерогативой местных и региональных, но и всех государственных органов власти и уровней управления, соответственно межвластные отношения должны основываться не только на адекватном разделении полномочий, но и сотрудничества. Поэтому следует согласиться с отечественными экспертами [4], что субсидиарность в определении полномочий целесообразно дополнять с субсидиарностью в определении задач различных органов управления и власти по решению социальных проблем развития регионов. Поэтому на повестку дня выдвигаются вопросы формирования законодательной базы децентрализации властных полномочий в сфере социального развития, четкого определения функций местных органов исполнительной власти и органов местного самоуправления всех уровней по предоставлению услуг в социальной сфере; разработки и внедрения государственных стандартов доступности и качества их предоставления.

Определение соотношения компетенции местных и центральных органов власти зависит не в меньшей степени и от других составляющих децентрализации, в частности, механизма взаимодействия органов государственной власти и органов местного самоуправления [2, 440]. Поэтому определяющей выступает как горизонтальная координация территориального влияния органов государственной власти на социальные процессы, так и введение многоуровневого управления, призванного синхронизировать действия центральных и местных органов власти, местного самоуправления по социальному развитию отдельных территорий. Следовательно, отечественная практика регионального развития требует, прежде всего, более широкого применения контрактов/договоров между центральной и региональной/местной властью относительно совместных обязательств по решению социальных проблем развития региона, введения механизма их реализации; усовершенствование практики функционирования региональных агентств развития; создание совместных многоуровневых групп программирования социального развития территорий и тому подобное.

Однако наибольшее влияние децентрализация осуществляет на финансовый механизм государственного управления социальным развитием регионов, что, кроме реформы межбюджетных отношений, заключается в поиске и внедрении новых инструментов финансирования социальной сферы, в том числе, с использованием лучших европейских практик.

На сегодня, благодаря совершенствованию бюджетного и налогового законодательства обеспечена передача органам местного самоуправления дополнительных бюджетных полномочий и закрепления стабильных источников доходов для их реализации, введен новый механизм бюджетного регулирования, повышение расходной автономности местных бюджетов, введены новые субвенции из государственного бюджета местным бюджетам, увеличено инвестиционные ресурсы местных бюджетов. По итогам внедрения финансовой децентрализации наблюдается существенное ежегодное увеличение ресурсной базы местных громад, как за счет роста собственных доходов (в 2015 г. – на 42%, в 2016 г. – на 49%), так и объемов государственных субвенций на социально-экономическое развитие регионов, развитие социальной инфраструктуры объединенных территориальных громад, государственного фонда регионального развития (с 0,5 млрд. грн. в 2014 до 9 млрд. грн. в 2017 г.) [6].

Формируются также правовые и финансовые основы для создания эффективных образовательных и медицинских пространств на уровне громад путем государственной финансовой поддержки развития и оснащения опорных школ, а также внедрения новой модели финансирования первичной медицинской помощи через систему государственного солидарного медицинского страхования [1].

В то же время в условиях отсутствия адекватного механизма финансирования и государственного заказа социальных услуг, господства государственной монополии системы предоставления социальных услуг и сферы социальной защиты населения в целом, чрезмерной централизации, торможения развития рынка социальных услуг актуальным остается вопрос совершенствования механизмов финансирования

и системы социального обслуживания населения. При этом, новым форматом финансового механизма должен стать социальный заказ услуг в рамках бюджетного финансирования, а также развитие рыночных и интегрированных форм финансового обеспечения и содержания социальной сферы.

Поэтому целесообразным, на наш взгляд, является создание системы финансирования учреждений социальной сферы на основе распределения расходов между государством и местной громадой (государство финансирует услуги, местные органы исполнительной власти и/или местного самоуправления обеспечивают развитие учреждений в соответствии с потребностями территории); внедрение системы косвенного бюджетного финансирования социальных учреждений путем установления налоговых и кредитных льгот организациям, предоставляющим услуги населению; обеспечение более широкого использования государственно-частного партнерства в социальной сфере, что будет способствовать привлечению частных источников финансирования через проекты в рамках партнерства, создание новых финансовых ресурсов, повышение эффективности расходования средств; использование государственного фонда регионального развития для финансирования инвестиционных проектов социальной направленности, нацеленных на решение актуальных вопросов социального развития территорий.

В рамках реформы децентрализации предполагается и формирования *новой сети социальных учреждений*, способной обеспечить равный доступ к социально значимым услугам (образования, здравоохранения, различных форм социальной защиты, прежде всего, социального обслуживания и социальной работы) независимо от территории проживания.

Сегодня продолжается процесс формирования многоуровневой сети учреждений медицинской помощи: базовый уровень на уровне объединенных территориальных громад, создание госпитальных округов на уровне будущих укрупненных районов, единого медицинского пространства на уровне государства, где пациент сможет получить услуги в любом городе страны. Внедряется также механизм автономизации государственных и коммунальных учреждений здравоохранения, предусматривающий переход от бюджетных учреждений к некоммерческим и неприбыльным предприятиям; возможность официально оплачивать за оказанную медицинскую помощь из различных финансовых источников (государственного или местных бюджетов, страховых компаний, фондов, любых

юридических лиц, физических лиц); хозяйственно-административная свобода, возможность самостоятельно решать на что тратить средства (ремонт помещений, медицинскую аппаратуру и другие расходы по необходимости заведения) [1].

Кроме того, наличие значительного количества неэффективных, измельченных местных школьных сетей в сельских районах, которые предоставляют низкое качество образования и одновременно являющихся чрезвычайно затратными для содержания, повлекло за собой необходимость рационализации сети учебных заведений базового уровня. Соответственно с целью повышения качества образования, эффективного использования имеющихся ресурсов, обеспечения условий равного доступа к образовательным услугам продолжаются процессы консолидации образовательной сети путем создания опорных школ и их филиалов (на нач. 2017 г. создано 178 опорных школ почти на всей территории Украины, кроме Закарпатской области) [1].

Создаются правовые основы автономизации молодежных центров и децентрализации работы с молодежью, в частности, предполагается формировать сеть таких центров на принципах автономии и бюджетного финансирования услуг молодым гражданам, а не содержания учреждений.

В то же время осуществляемые в пределах реформы децентрализации меры носят точечный, фрагментарный характер, поскольку не охватывают всего имеющегося в Украине спектра социальных учреждений, к которому принадлежит и разнообразная система центров предоставления социальных услуг, социального обслуживания детей и семей, находящихся в сложных жизненных обстоятельствах, пожилых людей и лиц с инвалидностью. Поэтому, основываясь на достижениях европейской практики не теряет актуальности вопрос демонополизации государством рынка социальных услуг, предоставляемых преимущественно через сеть государственных или коммунальных учреждений, оптимизации сети учреждений, предоставляющих социальные услуги. С этой целью является целесообразным осуществление мероприятий по диверсификации форм предоставления социальных услуг, в частности, путем их деинституализации (оказание услуг за пределами заведения), обеспечение дальнейшего развития института социальных специалистов, системы социального заказа предоставления социальных услуг, формирование многоуровневой системы учреждений социального обслуживания в зависимости от уровня, потребностей и условий территориальной громады.

Выводы и перспективы дальнейших исследований. Таким образом, модернизация государственного управления социальным развитием регионов в контексте децентрализации власти должна осуществляться по четырем основным направлениям: институциональном (расширение спектра форм повышения институциональной способности территориальных громад, развития партнерских отношений местной власти и неправительственных организаций); функциональном (законодательное определение функций и полномочий всех субъектов управления на принципах субсидиарности, развитие механизмов взаи-модействия органов государственной власти и местного самоуправления всех управленческих уровней); организационном (создание новой сети социальных учреждений, способной обеспечить доступность и качество социально значимых услуг) и финансовом (внедрение новых инструментов финансового обеспечения социальной сферы регионов).

При этом, требуется проведение дальнейших исследований по выработке конкретных технологий реализации выше изложенных предложений с целью практического преобразования системы государственного управления социальным развитием регионов.

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Communication Barriers in a multi-diversified workplace: The Case of Fujairah International Airport

Abstract: Communication plays a very vital role in every organization especially in a diversified workplace wherein employees come from different social status, age, religion, gender and race/ethnicity. Or-

ganizational communication plays a major role when it comes to organizational behavior as it affects the performance of individuals and groups alike in attaining advancement in the workplace and business success. This paper also presents recommendations that may be implemented to overcome barriers and ways to communicate effectively in a multi-diversfied workplace like Fujairah International Airport (FIA).

Keywords: communication, workplace diversity, organizational behavior, structure, culture.

1. Introduction

Communication is perhaps one of the most important aspect of our lives as we always interact with the people around us. And of course employee and employer has no exceptions. Communication can be compared to a vehicle which transports people going to their destination efficiently and safely. Moreover, it enlightens the gray area that affects both employee and employer as their relationship one way or another. Communication is defined as the process of passing information from one person to another. It involves the sharing of information between two or more people for a common goal.

The receiver of the information must very well understand the meaning and the contents of the information. Most organizations set up goals that they are supposed to meet so that they can continue performing better and they can keep up with competition from other companies. In order for these goals to be achieved that should be communication at different levels of the organization and also the employees should communicate with each other. As organization grows, the managers are usually concerned with the possibility of communication breakdown as the message moves from the top management to the subordinate staff. Every part of an organization wholly depends on communication and therefore a manager of any organization needs to have excellent communication skills [1].

Elements of communication

Communication is a work obtained from Latin word, *communis*, which has the meaning of common [2]. Communication has different elements namely the sender, the message, the medium, and the recipient. The sender is the originator of the message, it flows from him/her through a medium, and finally it gets to the recipient. In an organization, different mediums can be used to aid in getting the message to the receipt. These mediums may include the face-to-face conversations, printouts, memos and the schemes. The type of the medium used to send the message to the receipt largely depends on the content and purpose of the message. Receipt after receiving the information, he/she tries to understand the message [3].

In the fast phasing work environment like Fujairah International Airport things operates their way. Same as other local and international airports around the world, Fujairah International Airport (FIA) follow the same protocols and standards.

Functions of communication in an organization

The organizational behavior continues to play a very important role especially to the changing role of man in the society. Communication is one of the elements of organizational behavior and it is a key component in every organization. The major role of communication in an organization is to help in connecting the employees so that they can achieve a common goal. Communication in an organization helps to create a community within an organization. In addition, communication also helps to inform the employees about their tasks, rules and other issues affecting the organization. For instance, in a University the Dean may communicate to the students about the examination dates and the opening and closing dates. The lecturers in a learning institution may also be informed about a meeting through communication [4]. Communication also aids the company in setting the goals and the ways it will use to achieve them and the step it will take to make these goals a reality. Communication also assists in maintaining the human resource. It is through communication that a company or an industry can very well evaluate the performance of its human resource and other members associated with the organization. It also helps in the creation of an atmosphere, which allows people to share their views, helps in management, motivation and in guidance [3]. The trust that the employees have with the top management affects the way a message is received in an organization [5].

2. Organization structure and communication

In the United Arab Emirates, workforce diversity is very common in various organizations where expatriates compose majority of the workforce across industries, this is brought about by globalization and the aim of people to seek greener pastures outside of their home countries.

All throughout the years, the Arab world has been willingly accepting of the behaviors and cultures of various ethnicities from different places in the world. Having a diverse workforce makes communicating among groups increasingly complex, employers and managers should have a proper communication net-

work in place in order to ensure that common goals of the organization are met and business will succeed.

A structure is used to aid in the flow of information in an organization. The structure of an organization affects the patterns of communication in that organization. Most organizations are designed in a way, which affects the flow of information. Organizations structure is a term that is used to describe the relationship that exists between the different units of an organization. An organizational chart is a diagram that is used to describe the organizational structure in a company. They show graphically represent the flow of information in an organization. A typical organization chart consists of boxes and lines and the lines are used to represent the different levels of authority (who is answerable to who). The person below the box is answerable to the person above the box.

The information in an organization can flow in different directions namely the upward, downward, and sideward communication. In the upward communication, the message goes up in the hierarchy, it moves from the lower levels of an organization to the upper level in an organization. The information sent through the upper communication includes the problems encountered by the employees, the opinions of the employees and suggestions by the employees. The information normally moves from the junior staffs to the top management within an organization. The employees in an organization should be granted freedom of expression. Normally when information moves from the subordinates to the seniors there is a lot of filtering which is usually done to it [5]. In the downward communication, the information usually flows from the higher level of the organization to the upper level of an organization. The kind of information sent using this type of communication includes orders and warnings. This type of communication consumes a lot of time. Its major setback is the denial of the information and most of the time people have to confirm the information by tracing the path that the information followed [3]. Horizontal communication occurs between people of the same status in a department of a unit within an organization. Diagonal communication occurs between of different statuses in an organization.

3. Fujairah International Airport (FIA) Organization Communication Structure

Fujairah International Airport (FIA) commenced its operation on 29th October 1987 and has around 300 multiracial employees composed of Emiratis, Filipinos, Indians, Pakistanis and Maldivians among others. It is evident in FIA's corporate culture though that the concept of "inclusion" is practiced wherein the voices of workers in a diversified workforce are heard by superiors and respected. It is important that employee's feel that they belong be accepted in the organization [6].

Taking into consideration the diversified workforce of FIA, communicating among groups can be tricky at times since the employees come from different backgrounds and speak various languages and dialects. FIA uses the English language when conveying information to its employees since most of the staff can speak and read English.

Both *formal* and *informal* communication network exist in the FIA organizational communication structure. Since FIA is a hierarchical organization, the flow of communication is usually downward and follows the chain of command of the organization. However, newer information are being cascaded and usually runs up and down among managers before being conveyed to the various section heads. The top management also recognizes upward flow of communication; the immediate superiors would communicate with their respective department heads any concerns before escalating it to the top management. The FIA management encourages an "open type" of communication between managers and employees. The FIA formal communication network usually contains information needed in the operation of an aerodrome/airport, the instructions and orders or any amendments to documents coming from external authorities are communicated through the chain of command. Subordinates can communicate problems to their immediate superiors to increase the quality of service being offered by FIA.

The informal network on the other hand consists of personal information and follow no set pattern unlike the formal network, employees can interact with each other directly and this type of network is ever changing and can contain information that may affect the organization's performance such as gossip and rumors.

Mr. Khalifa Ali is the General Manager of the Fujairah International Airport. He has more than 30 years of experience in the aviation industry. He holds both BS in Aeronautical engineering and MS Aviation Science. Aside from that he holds valid license as a pilot in command. His bold step and huge experience in the aviation industry landed him the position aside from his professional etiquette and hard work qualities. He mentioned that "Good communication is crucial to the operations of FIA in order to implement, promote and maintain the existing quality of service to customers. FIA also practice a quality management system that is

suited to international standards to ensure customer satisfaction".

Issues and barriers to communication:
On FIA employee

A communication barrier is defined as anything that blocks, filters or distorts the message during the process of channeling the information from the sender to the recipient. [9] Communication barriers are usually brought about by the words we choose, how we use them and the meaning we give them in a communication. In this modern society of today, technology plays a very important part as a barrier to communication. It usually affects those people who cannot understand the information contained in them. Language can act as a barrier to effective communication. It can also occur even when people are communicating in the same language due to the inability to understand the meaning of some of the words used in the message [10]. Sincerity, ability to communicate, tradition and noise are also some of the barriers to effective communication. To overcome these barrier both the sender and the receipt of the message must have good listening skills, good communication skills, and they must understand the language used to send the message [9; 10].

Mr. Irfan, Operations Supervisor (Pakistani National) is talking to their staffs in Urdu/Hindi most of the time. Mr. Waleed Operations Manager (UAE National) notice that some of the staffs who are not from that region have a hard time to communicate to Mr. Irfan. Because of that Mr. Waleed decided to ask Mr. Irfan to please speak in English as it is the official communication used across the airport. Mr. Irfan argue the fact that more than 40% of the staffs in the operations came from South Asian which includes Indian, Pakistani, Bangladesh and Nepal that's why he is using that language. Mr. Irfan is citing the memo issued by Ms. Layla that any communication or orders should be thru her department. Mr. Waleed said that he knows what he is doing and Ms. Layla is just staying in her office and doesn't know about operations.

After listening to his arguments, Mr. Waleed is not convince therefore he delegate the issue to the top management for their action. Mr. Khalifa Ali- General Manager of FIA call for an emergency meeting in order to solve the conflict at hand. He also invited Ms. Layla on this meeting but unfortunately Ms. Layla has no prior knowledge about the arguments between Mr. Irfan and Mr. Waleed. After he heard both parties reasoning and logic Mr. Khalifa Ali come up with a solution that will benefit the whole organization.

He also identify other issues that confronts both employees/employer including administrator across units/department. Outlined below are the communication issues and barriers that distort or block communication between FIA individuals and groups:

1. Language:

FIA has around 300 multiracial staff speaking different languages from Arabic, Hindi, Urdu, Persian, Russian, Tagalog and English. The level of competence, however when it comes to speaking the English language varies greatly from one individual to another. There are various groups that are both fluent in oral and written English since the have been exposed to the language at an early age while there are also workers that know little or no English at all. Mr. Khalifa Ali- General Manager ask the division head to identify those employee.

Language barriers can greatly influence the day-to-day operations of an airport and the FIA management uses the English language as the primary language for most correspondences that are being circulated to the airport staff next to Arabic. Most airport staff however have learned to speak two languages because of their interactions with diverse individuals on a day-to-day basis. The FIA management however ensures that correspondences are composed in a simplified and easy to understand manner to mitigate miscommunication between employees. Mr. Khalifa Ali mentioned that both Arabic and English are the official language (s) to be used by FIA. Those employee who are non-Arabic or non-English must undergone series of workshops that will enhance their communication skills.

2. Cultural Diversity

Another barriers to communicating effectively in FIA is cultural diversity because cultural differences can cause various differences in behavior and personality like manners, body language, thinking, speech patterns and intonation, which can cause miscommunication in the workplace [10]. A receiver may easily misinterpret some actions and words especially if a word has been mispronounced or the receiver may have a different interpretation of its meaning. Different people have different ways of assigning meanings to words while others include body language (nonverbal communication) when communicating as an indication of active listening, for example most Filipinos interpret a nod as a yes while Indians do a head bobble or a head shake when agreeing to something. Body language plays important role in communication at FIA as diversity in the workplace provides both positives and negatives. Mr. Khalifa Ali suggested to have one (1) day per month as global day

wherein any employees can wear their traditional attire with respect to existing customs and traditions.

3. Religion

Religious views often influence how one thinks about others and this creates a difference in opinion and can disrupt communication [11]. At FIA, everyone are given the rights to practice their faith provided they are not in conflict with existing laws, rules and regulations of UAE and FIA.

4. Cultural Sensitivity and awareness

Employee at Fujairah International Airport (FIA) came from diverse background and ethnicity. As an initiative by Ms. Layla- Head of HR, she started to include cultural programs to be included in the job orientation.

5. Conclusion

An organization should accord communication the respect it deserves because it forms a very important element in organization behavior. The leadership of an organization undergoes constant changes and such information should be carefully relied upon for the concerned parties. By carrying out the levels of satisfaction that the employees have in an organization, it clearly indicates that efficient communication in an organization increases the productivity of the employees in an organization. The responses from the employees can also be used during decision making in an organization.

Most of the employees who had worked for long within the organization i. e. for more than five years were satisfied with the form of communication used in the organization while the newcomers had a problem with the form of communication used in the organization. When asked what should be done to improve the communication within the organization, most employees suggested that they would really appreciate if their suggestions were considered during decision-making. Most of the employees were also dissatisfied with the speed at which the message is sent from the top management to the employees.

6. Recommendation

In view of the emergency meeting the following are the recommendations of the committee that will mitigate or overcome the common communication barriers in Fujairah International Airport (FIA).

1. **Use simple and easy to understand language:** FIA uses the English language for most of its correspondences. It is important that simple and clear words are used and emphasized to avoid miscommunication between groups. If possible use of specialized language or corporate jargons should be avoided [12]. If possible, documents can be translated to the language that fits the majority of the audience like English/Arabic with translation from other languages.

2. **Proper media selection or use of the right channel:** just give a call to transmit messages or new information rather than sending an email if it is easier. This delivers the message quickly and obtains response immediately from the receiver. Follow the protocol in all of its correspondence.

3. **Encourage feedback:** Check and ask the receiver of the message on how they interpret the information given to them. FIA managers should embrace a culture of open communication between colleagues to obtain information that can contribute to the growth of the organization. Both negative and positive feedback should be solicited by the managers from their employees [11].

4. **Cooperation:** motivate employees to cooperate and interact with each other by assigning them to groups/teams and delegating tasks for each member, this way, coworkers learn to communicate effectively and avoid repetition of tasks to in order to achieve a common goal or realize results [12]. This is very important in any organization as it signify solidarity and unity among employees.

5. **Efficiency:** to improve the profitability and to uphold the excellent service of FIA, clear communication is vital. Being able to clearly communicate avoids wasted time and effort and promotes efficiency in the workplace thereby leading to increased returns [12]. Fast and responsive medium and mode of communication is very important piece of any communication both internal and external.

Case Questions:

1. Do you think the action of Mr. Waleed is proper in this case? If you are in his situation will you do the same or not? Explain and support you answer.

2. Is the chain of command followed in this case? Yes or no. Explain and defend your answer.

3. Among the issues and barriers to communications, which one is the most important and why? Do you agree/disagree with the recommendations of the committee? Explain and support your answers.

Note: This case was written solely for the purpose of class discussion and decision making. It was not designed to illustrate neither correct nor incorrect handling of Management problems. Names, figures, and places have been disguised, some details modified/improved. No portion of this paper will be reproduced without written consent from the author/publisher.

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Al Hayat Hospital: The Challenges in Managing Hospital Administration

Abstract: Al Hayat Hospital is one of the early hospital in the GCC region. Its growth and development can be attributed to the hospital administrator's desire to become of the leader in healthcare services. Lead by example in compensation and benefits to health care professionals is their top priority in retaining and sustaining competitive staff.

Keywords: hospitals, recruitment, hospital administration, rewards, turnover.

1. Introduction

Al Hayat hospital is considered as the home of diverse team of worldwide recognized doctors in UAE. Since its establishment in the year 1995, it grew over the years and now one of the famous hospital for its specialty in treatment of cardiology issues, cosmetic, orthopedic, and laparoscopic surgery, diabetics, neurology, sleep medicine, and 64 slice CT scan. The patients are treated with similar attention, ability, and esteem that could have been given to the family members of the doctors.

The hospital undergone series of transformation and leadership throughout its operations. The organization implements various HR policies that will enhance wellbeing and capability of their hospital personnel. Hospitals offer special kind of personalized services to customers and in order to deliver consistent high level quality services, they need reliable, expert, and committed employees to offer imperative and steady care of patients. When workers leave hospitals, it is only patients who suffer directly. There is also huge monetary cost associated with hiring new workers for hospitals. It has been evaluated that monetary cost of losing one nurse is around equal two times of the salary that nurse was earning. Hospitals tend to lose millions for any rise in the normal turnover rate of losing employees. These expenses are eventually added in the worker's salary, enlarge hiring and development expenses, and consequently loss

of patients specially in the countries where there exist strict conditions to main minimum number of nurses to patient ratios. Healthcare industry is run by skilled labor force and it relies heavily on the skills and ability of each and every member of hospital staff. The ability of hospital and medical institutes to find the right talent and later on keep it for longer period is important to run hospitals that offer consistent quality services to patients. There is a saying that actions speak louder than words and when it comes to service providers like hospitals there are talks about minimizing the worker's turnover but there have not been proper strategies devised to actually do something in that regard. As per recent study, around 82% of the services sector businesses have confirmed retention as important strategic choice but in actual only 52% of the service providers have real retention schemes. Healthcare sector has the third highest ratio when it comes of turnover rates of employees at 19% according Computer Data's 2015 survey of more than 28,000 corporations [1].

The presences of people with strong management and leadership attributes are essential for not only corporate triumph but also for the success of human resources in the corporation. It is the responsibility of the human resource professional to not only formulate the structures and procedures for employees' control actions and to also demonstrate leadership qualities and advance

programs to develop such skills in the management personnel in all departments of the company [2]. The time at which the importance of corporate development and ability to adapt is becoming stronger, leadership attributes and ground level management of workers have become important. If corporate is determined to bring in change the manner in which the business operations are conducted and controlled also need to be changed accordingly.

Corporate change is related to people and the development schemes that emphasis only on the structures and system are not going to be successful. For businesses to formulate culture focused on superior performance, the management personnel are required to be the individuals who show the path to other below them, guiding workers to attain triumph and sustainability in terms of development. It has also been confirmed through various studies that consent, assistance, and dedication of top management is important in order to implement any kind of change in the corporations [3].

2. Importance of Understanding the Workers for Better Management:

21st century has been blemished with corporate scandals like that of Enron and many others after it. If there has been any hesitation regarding the importance of people management in organization, they were put of bed in the aftermath of financial crisis around the globe in 2008. There is clear indication that businesses have been controlled poorly with disturbing impact on the prosperity of the workers and the overall business environment. Organizations can be in the form of businesses, army, product or service delivery, educational institute, and so forth. All of these are run by people and it is these individuals who offer leadership skills, mentorship, and followership to every corporate. Individuals working in the top management in corporation form strategies to assist corporation attain their targeted end objectives. It is the employees who keep on evolving with time and come up with novel techniques to support businesses to develop and reach the heights of greatness. Therefore, it is important for the corporation's heads to understand the attitudes of the people working in the organizations in order to develop strategies to run the businesses in an effective manner [4] Even understanding of the importance of employees for the corporates, it is them who are most of the times neglected by the corporate while taking important decisions. When corporates attain their targets, it is mostly the top management who is appreciated for their roles in the achievement of those objectives but the people who actually performed on the ground to help

organizations attain that success are often neglected or in some cases singles out as culprits if corporate fails [5].

Reasons for High Turnover in Hospitals

It has been found out to be the normal practice of hospital sector that whenever they face issues related to sudden increase in turnover ratio, they tend to pick up the recruitment policy and by doing this ignore several other factors that could have led to that issue. These elements include internal issues like increasing workload, lack of direction, and less opportunities to develop which can result in worker's decision to leave the hospitals.

Perhaps one of main reasons why healthcare professionals leave their work is because the administrator don't know how to value their contributions. They are already saturated with the work plus the pressure to perform is expected for them to perform. Having a Hospital Administrator who understands their work is plus. According to various health sector experts, the internal issues are mostly responsible for high turnover ratios and management of hospitals should focus of these issues rather than re-evaluating the retention policy. Though the internal factors are important to recognize, external elements like information about the local employees' economy and health sector rivalry must be taken into account when addressing the turnover issue. For this reason, the best solution is to carry out comprehensive survey analysis to find out the real reasons for high turnover rate and that can also act standard for the other hospitals. The analysis can also help to understand the position of the hospital in the competitive market [6].

Another factor is employees' rights are not being heard by the management and they are not being protected. Aside from the fact that their working hours is shifting which is difficult if employee (s) are married. Mr. Ali address the issue by giving a short forum for every hospital unit to determine their concerns and issues surrounds their work schedule.

Impact of Replacing Workers in Hospitals:

A study carried out by Rainmaker consortium evaluated that expense of replacing inexpert employee and found that the cost is about half of that unskilled worker's yearly wage. Whereas for highly skilled and qualified employees, that cost is expected to be around three to five times of the yearly wages. So it can be easily stated that there exist huge monetary costs when companies decided to fill in positions in the organizations vacated after resign of employees. The behavior of repeatedly change in the worker can also have serious effects on the performance levels of other employees as most of the jobs in the health sector are interrelated. In order to deliver high quality services

on consistent basis, health sector institutes need stable, prolific, and reliable teams of health professionals. Even if a health service provider decides against hiring of the staff which has left and keep on running the daily operations with less staff members, the remaining staff will become over burden and demotivated and that can also have led to more loss of workers for hospitals [1].

In order to limit the damage control Mr. Ali ask the HR Director Mr. Abdullah to create a database of existing hospital staffs. Balanced Score Cards (BSC) and 360 degrees feedback are the suggested tools in identifying competency and proficiency of staffs.

3. Problems/Challenges/Opportunities

The robust nature of business environment keeping in mind the global economic and competitive landscape demands a basic reevaluation in terms of how businesses should manage employees working for them. No business anywhere in the world can become successful without giving enough attention to the people who actually make things happen for it. These employees have emotions, feelings, goals to achieve, and make their respective corporations to become successful but they demand to be handled in equal terms with respect to their peers. When employees feel unwanted by the management they tend to lose motivation and commitment to work and ultimately leave. Al Hayat Hospital in Abu Dhabi is currently facing issue with respect to high turnover ratio among the medical staff [7]. The sudden increase in employee turnover rate represents an opportunity to understand the underlying causes and reasons for workers to leave the hospital. The outcome will help as a standard not only for Al Hayat but other hospitals too in order to take precautionary measures and resolve issues that may have led to high turnover rate among medical staff.

Because of the nature and phasing of work in the Health care sector, Mr. Ali-Hospital Administrator decided to re-evaluate and re-examine the compensation and benefits of their hospital staff with immediate effect. Managing people in the organizations has become challenge for the top management of the company. special efforts are required to ensure that people in the organization are working under healthy working environment and there is no sense of anxiety among the workforce. As Al Hayat hospital is facing issues of high turnover and employee management in the hospital, the following strategies are recommended by Mr. Ali to solve the contemporary issues of the hospital.

Focus on Hiring Process

Mr. Ali-Hospital Administrator is a retired doctor and he is concentrating in the day to day operations of the hospitals. He always track and monitor each patients because he believe that caring is sharing. His leadership style started to change over the years and he became more of leader by example. With his medical background helps him to oversee the whole operations of the hospital. Despite his age he constantly attending and participating to various seminars and workshops related to managing people and organization.

It all beings with the recruitment of the perfect individual for the right job in the organization. It is important for the management of Al Hayat hospital to comprehend the job positions it requires in the hospital in the near future. Though, it is not possible to forecast every need of the hospital precisely, an employment prediction can assist the hospital management in appropriate planning for corporate development. After finalizing the job positions that are going to open in the near future in the hospital, the next step for management is to devise hiring plan that will entails highlighting duties, skills, important capabilities, and exact fit with the working environment. The management of the hospital should employ innovative techniques to target individuals ranging from social networking sites to other job hunting sites. It is also important to plan the interview session in such a manner that both parties can understand each other as much as possible [8].

Mr. Ali believe that hiring candidates with potentials are key ingredients in sustaining talents available in the job pool. He instructed Mr. Abdullah- HR Director to amend the hiring and recruitment process.

Training & Advancement

Workers are the most important resource of the organization and in case of hospitals, it is important that development of the medical staff is planned on frequent occasions. The management of Al Hayat hospitals should employ the best worker's management tactics to highlight high achiever's workers and then devise training plans to maximize their potential output. These training plans also includes yearly training plan for compliance according to the agreed procedures in the hospital. The management of Al Hayat hospital can take support of the external experts in order to devise pin point training and development schemes for the staff members to reduce problems that have led to the high turnover in the hospital. An effective training and advancement scheme doesn't mean that the hospital management would need to invest huge amount of money. Rather, a well prepared and precisely plan training scheme can play an important part in the overall triumph of the hospital without having to spend huge lump sum [9].

Mr. Ali thinks local but act global therefore he wants only the best for his staffs. He invest in training and development of hospital staffs. His future plans includes international accreditation of Al Hayat Hospital with Joint Commission International (JCI).

Performance Administration

The evaluation of every individual performance is important to make sure that the team is reaching the set standards. It also permits for response, enable workers prospects to develop their skills and also tackle problems in the performance in case someone does not meet the set standards. In some organizations, the top management delay performance control till the yearly assessment of the workers. It is highly recommended to the management of Al Hayat hospital to plan performance management method that is spread over a year in which good performers are rewarded for their efforts and identify trouble makers in order to rectify the situation in time. The management of Al Hayat hospital should pre plan the forthcoming performance assessment criteria and also continuous control over staff' performance levels in order to find out the root cause of high turnover and distress among workers. If the problems are identified to be because of some trouble maker workers, then the management of hospital can plan them on personal level development scheme and keep a close eye on their behaviors. If those bad performers do not improve themselves over a specific period, then it is in the best interest of the organization to remove those members from the hospital. Any extra delay in the corrective action can cause more distress among the other employee too which can be dangerous for the working environment of the hospital [10].

Mr. Ali thinks that employee must perform their best because patients deserve only the best care and attention. Therefore employee must adhere to that practice as a culture of change and innovation.

Evaluation of Worker's Involvement

The best manner to have an idea about the mood of workers is to evaluate the level of gratification among them. Organizations plan out well-crafted questionnaire in which each and every important aspect of the organization's operations. However, the management of Al Hayat hospital should ask such feedbacks from their workers without stressing them to fill the survey with their own names. The idea is to understand the feel of the group rather than pin pointing those who feel dissatisfied. After receiving the feedback from workers, the next step for hospital management is to put the data in order in order to understand the positives and negatives and finally formulate a plan to tackle the dissatisfaction

workers. It is important to keep the motivation level among workers on high in order to help them focusing on their jobs while at the same time help the dissatisfied workers by resolving their issues [11].

Mr. Ali thinks about strategic plan for the hospital therefore the feedbacks of patients is highly needed. He wants to meet the department head of each units in order to identify key strengths and weakness of the hospital.

Rewards & Gratitude

Exhibiting the workers about their true value to the organization and highlighting the appreciation for their inputs in the hospital can help a great deal in enhancing the motivation and happiness level of the workers. Again it is not important to plan out huge amount of money for reward and recognition purpose. The management of the Al Hayat hospital should plan out these initiatives in a manner that give employees feeling that management do give importance to their input in the hospital. The appreciation can be in the form on gifts, birthday or wedding anniversary dinners, and other stuff like that [12].

Just like new born babies in the hospitals, Mr. Ali find time to thank hospital staffs for their utmost support and extra ordinary care in handling their work duty. As an incentive those birthday celebrant will be given an off during their birthday celebration.

It is very important to understand the needs and wants of the employees in order to give sustainable solutions and actions.

Inspire Kindness and Gratitude

The management of Al Hayat hospital should motivate caring behavior among workers. It can be done by giving employees prospect to interact with others by means of act of kindness and the manifestation of appreciation. By doing so, the staff will respect each other more than before and there will be harmony and happiness among the workforce of the hospital. Workers should feel a sense of responsibility and ownership in the hospital in order to keep them with the hospital for long [13].

The leadership style of Mr. Ali started to evolve over the years, as a result he became more of a mentor rather than disciplinarian. He would like to establish a culture of camaraderie inside the hospital despite the nature of the work which is fast phasing.

Propose Suppleness in Jobs

According to [14] "In the today's robust business market, employee prefer to have a balance between their personal and work life. It has also been approved by the surveys conducted by some reliable organizations that the chances to retain worker's become high for any organization that offer its workforce flexibility in terms of job".

Certain degree of flexibility is needed in the hospital administration therefore Mr. Ali is open to new suggestions without sacrificing the patient's welfare and health. Mr. Ali think that culture plays important role in the success and failure of any organization. In the end, Mr. Ali listens to staffs in order to work on things for improvement and development.

Case Questions:

1. What type of leadership style does Mr. Ali possess? How will you assess his leadership style in managing the Al Hayat Hospital?

2. How will you rate his leadership style from 1–10 (low to high)? If you are Mr. Ali, identify top three (3) priorities in the aspect of HR?

Note: This case was written solely for the purpose of class discussion and decision making. It was not designed to illustrate neither correct nor incorrect handling of Management problems. Names, figures, and places have been disguised, some details modified/improved. No portion of this paper will be reproduced without written consent from the author/publisher.

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International business negotiations: context and cultural impact on negotiations

Abstract: There may happen in a variety of misunderstandings in negotiations and between the two parties of the same culture, while the process of preparing for the talks with different cultures require. The article discusses cultural dimensions, their effect on negotiations. The analysis performed the global scientific literature, cultural dimensions and presented their comparison. There are investigated international business negotiation context and cognition aspects also. Paper includes suggestions for further research of international negotiations.

Keywords: business negotiations, context of international negotiations, negotiation process, bargaining.

Various misunderstandings in negotiations may occur among the same culture of the negotiating parties also, in the case of negotiation between different cultures it is necessary to know the basic elements of the incompatibility of the negotiating parties. In the international business communication can take place misperceptions of symbols of different cultures. As the negotiation process without communication is impossible, therefore, impact of culture on the international business negotiations is significant.

Culture is an important variable influencing the international negotiations and performance. Values and norms which are included in culture, can affect the negotiation either stronger or weaker [2]. Some authors [6] argues that culture, accountability and group membership can determine not only approach to relationships in the negotiations and after (negotiated rates), but also likely to influence and the outcome of negotiations. For example, a fixed „pie" perception and overall benefit. Culture of accountability and ownership of the group may affect the negotiation process and potential outcomes, and approach-oriented relationship continues to mediate between culture, accountability, and the group outcome [6]. Intercultural negotiation is a complex process of interaction between two or more companies, organizations, or their compounds, originating from a variety of nations and seeks definition of their mutual dependence [13]. These authors point out that negotiators tactics are influenced by several key factors: the negotiators trust, possession of alternatives, conflict background, time available, social sustainability, ethics, etiquette, political affiliation, and cultural distance. Luo and Shenkarb [7] writes that the national negotiating team expresses negotiating behavior and style, resulting in geography, history, religion, and policy forms.

Negotiating partners, conflicts often arise because of the differences in perception, preferences, behavioral styles and objectives of the transaction to fail is to risk for each country of opportunistic behavior and private initiatives [1]. Differences in culture, legal pluralism, monetary factors, ideological diversity and greater uncertainty distinguished international business negotiations from one cultural negotiations [7]. Culture and expectations between cultures affects all business transactions, culture is a factor covering business ethics [12]. It is noted [12], the corporate culture is based on the time-tested and traditional practices prevailing business practices and way of thinking for a long period, which lasted for

hundreds or even thousands of years, during which, and has formed a business culture in the country. Christopher and cousin [2] found that cultural values creates a negotiating rate differentials, so it is useful to find and to understand the relationship between the other country's culture and negotiation strategies. Negotiator behavior is perceived depends on the other negotiator's focus on the other side of behavior, ability to learn, to understand and to conduct the evaluation. Therefore, if only one of the circuit elements an error occurs, you can expect failure or misunderstanding.

In some cultures, bargaining is acceptable and even required. In other cultures, bargaining might be considered impolite or even insulting [3; 4]. Authors Larson and Seyman [4] write: "Different cultures and different religions can lead to dramatically different reactions for the same behavior, such as.: In the Jewish religion, the basic principle of truth significance is dependent on the other side — the listener. If words cause misunderstanding and are confusing the other side, then it is not allowed according to Jewish religious doctrine and tradition. But if these words not disappoint the other side even if these words are lying, they are allowed".

When negotiating at international level, it is important to collect and organize information not only on the other side of the negotiations, but also on the context of the negotiations. It may be, effect legal changes, political processes, and many others important factors in a particular bargaining situation of other entities that have an influence. In the next section will be examined the context of intercultural of negotiations.

In negotiation strategy negotiating context is an important component, so without bargaining context, it would be difficult to know what the bargaining power in negotiations you should use, what tactics should be chosen.

Cross-cultural context of negotiating may be conditioned by legal environment, organizational values, cultural values. These variables must be taken into consideration, otherwise it would be difficult to understand objectives, strategies, tactics and relationships of other side of the negotiation. Cultural context conveys the picture of a whole culture that enables to understand structure of ethical decisions. In the context of culture main attention is given on: not for cultural differences, not to see whether any negotiating tactic is ethical or not — but for how negotiators see the situation and what variables they will take into account during the decisions-making process [14]. These authors notice that morality and philosophy of culture operates the organization's values, the legal environment, and the perception of the other side. Authors point out that

the objectives of the organization, the legal environment, culture, morality and philosophy have influence for the choice and implementation of negotiating strategies. It is also emphasized that morality and philosophy of culture have an impact on ethics of monetary relations.

Authors [5] observes that environmental context consists of the political and legal pluralism, external stakeholders, cultural, and ideological differences, instability, and the various changes in foreign government control and bureaucracy, currency fluctuations and exchange conditions. All these factors have an impact for direct (immediate) context also. Direct context includes:
– the relative bargaining power of the negotiators;
– the essential needs of the negotiating parties;
– the level of negotiating conflicts;
– negotiating relationships (before and after negotiations);
– the desired outcome of the negotiations;
– direct stakeholders.

The negotiation process and the final results are influenced both by environmental context and direct (immediate) context.

The negotiators from different cultures (countries) are using different negotiation strategies and communication patterns within the country and between countries [5], those authors report two types of contexts that affect the negotiations: the environmental context in which the negotiator has no impact over or supervise; the immediate context in which the negotiator is affecting context, and may have little control over.

In the negotiations between business entities is relevant pre-negotiation phase. In this phase, it is necessary to determine the context of the negotiations. In international/intercultural negotiations to do so is even more difficult. Context of the negotiations often consists of previous experience with the other negotiating party, its competitors, partners, suppliers, and other stakeholders. The business relationships appear between businesses of different countries In the globalization process. But it is not easy without negotiating experience to see the context of negotiations in international negotiations.

In this case information about the other negotiating party must be collected and analyzed. It can be done by asking subjects related to the other negotiating party, gathering information on Web search sites, analyzing company performance and experience. There is also required to explore the expertise, experience and so on about the negotiators of the other party. In preparation for international negotiations must be taken into account the fact that the negotiator may not

be necessarily representative of the same country and culture. Negotiating parties can hire a representative/expert from another side of negotiating, to help during the negotiations. Therefore, before the negotiations this must taken into account. Also it can be beneficial to hire expert from another country for the possibility to learn more about the context of the negotiations prevailing in the market of that country/region.

As regards the experience in the market is difficult enough to know for new businesses about their own and other business context. This can take a lot of time, so in this situation without the expert assistance it would be difficult to achieve effective results in the negotiations.

The scientific literature does not sufficiently investigated the effects of the process of cross-cultural negotiating to the final results of negotiations. Intercultural negotiation plays a significant role in the cultural dimension. They may have a negative influence on negotiating communication understanding differently various cultural values, symbols, patterns and so on. It is necessary to foresee these elements in the preparation of negotiating strategies in the negotiations at transnational level.

There are necessary to provide for potential cross-cultural incompatibilities in the intercultural negotia-tions, previously getting acquainted with different cultures and to foresee measures to prevent or solve them. In order to prepare for negotiations it is necessary also to develop an effective negotiating team whose analytical work and capacities contribute to the achievement the highest outcome of the negotiations. This is particularly important in the context of preparing for intercultural negotiations, which require an understanding of another culture, another language, possession of legal knowledge, knowledge of the negotiation context and so on.

In forming the strategy of negotiations it is needed to get acquainted with the negotiating context. When planning the international business talks, preparation is usually more complex than between the subjects of the same country or regional negotiations. The analysis of the global scientific literature revealed a lack of research on the impact of cross-cultural context of the negotiations to the negotiation process and outcome.

Further investigations must be done by exploring the international negotiations, team building and preparation for the negotiation issues and their impact on the negotiation process and the end result. There is also a need to investigate the formation process of the negotiation team in an international context of the negotiations.

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Analysis of cultural dimension in international business negotiations

Abstract: Context of the negotiations at the international level is faced with the differences between various cultures: a long-term attitude towards communication, the power placement, the uncertainties avoiding, emotional differences between the negotiating parties and others. These and other differences in cross-cultural dimensions can influence the process of negotiations between the representatives of different cultures in the negotiations.

Keywords: business negotiations, cultural dimension of negotiation, context of international negotiations, the knowledge of the negotiating parties incompatibility.

Context of the negotiations at the international level is faced with the differences between various cultures: a long-term attitude towards communication, the power placement, the uncertainties avoiding, emotional differences between the negotiating parties and others. These and other differences in cross-cultural dimensions can influence the process of negotiations between the representatives of different cultures. May vary understanding of various symbols or actions in different cultures. Impact of negotiation strategies for the final results are significant, therefore, in the preparation phase of negotiations it is necessary to examine the cultural dimensions of the other party. In special literature are observed that for the negotiating team during negotiations with other cultures is needed to adapt. Therefore, it is necessary not only to get acquainted with other's cultural dimensions, but also with the existing differences, which may arise difficulties in communicating. One should also to predict potential cross-cultural conflicts, misunderstandings and the measures to prevent them. Therefore, in the article are analyzed cultural dimensions described in the world literature. In scientific literature can be found a lot of the concepts of culture and they are very different. So in the article will be presented contributions of several authors.

Culture is a set of beliefs and values [9], Hosted By [9] write that culture is the collective programming of thinking that distinguishes members of one group from the other in terms of values forms, beliefs, assumptions, expectations, perceptions and behavior. Cultural values are desired practice and cultural practice of people, show people's perception of everything what is being done in their countries [8]. It can be argued that culture is a set of shared attitudes, values, goals, and practices, according to which described institution, organization or group affects all aspects of society and human life [8]. Culture is defined as a constellation of slightly interconnected values, practices and norms, by which are shared related group of people of a certain nation [9]. Culture consists of a set of values and practices that have been developed and maintained from generation to generation [8]. Culture reflects the values and thinking patterns, feelings, emotions, and behavior of identifiable groups. Though many nations have a modern and civilized-developed infrastructure, culture shows how human civilization interacts among each other [9]. That author states that the primary cultural values are transmitted by educational process of children of that culture members, in the process of socialization, education, and religion. There are also secondary factors which influence ethical behavior, they cover the differences in the laws between nations, adopted in human resource management systems, organizational cultures, and professional cultures, and codes of conduct [9].

Cultural values shall determine what do members perceive as important, and the cultural norms specifying what does it mean appropriate or inappropriate behavior [9]. Also, these authors argue that the cultural values and norms have an impact on how does situation is perceived and how are they responding to other people's behavior. Culture is a complex in which there are knowledge, belief, art, moral norms, customs, and skills that are required from the human in the society concerned [9].

It can be argued that there is no common definition of culture concept in the literature. Therefore, this work will treat that culture is a set of behavioral practices and norms, perceptions, beliefs and values, which are imposed to individual by society. Hofstede has identified four dimensions of cultural change. He conducted a study that reviewed the international corporations of 50 countries and three regions (in original report in 1980 he analyzed data from 40 countries, when later in 2001, the countries surveyed increased from 40 to 50, and an additional 14 countries of three regions) [8].

Hofstede's [5] concept of cultural classification is based on the idea of individual's mind programming. An individual in the process of socialization from the surrounding environment gets models which act his thinking, feelings and behavior. If an individual child or young person receives certain values and attitudes, he is considered as a „culture bearer" [8]. Values are key components of the mind programs and are the basis of culture. So Hofstede [5] have defined the culture as „the collective programming of the mind which separates the members of one group from another".

Culture is a system of collective behavior, which is determined by values. These cultural values determine how the individual or a social group are responding to the current environment. Hofstede proposed the paradigm [5], which identified five problems of cultural dimensions (the facing every culture, and solves them in their own way), according to which separate cultures can be described and compared.

Power distance – is associated with request or non request of inequality in society, as well as with dependence and interdependence levels. This dimension shows how many people recognize that over their management hierarchy are those within power. In cultures with a higher power dimension, managers and subordinates keep each other unequal. Therefore they do not worry and take it as unavoidability, with which is a need to be reconciled. Here the government is centralized, and are experts from the subordinates to carry out orders. Lower power distance cultures, managers and subordinates are treated more equal and there are no such strict boundaries separating them.

Uncertainty avoidance dimension expresses ambiguity, lack of tolerance and the need for formal rules. It shows the extent to which people in a given society feel vague threat situations and tries to avoid them. In high uncertainty avoidance countries with a low uncertainty avoidance, various rules and procedures are emphasized less because it is more reliance on common sense and generalizations.

Individualism – collectivism dimension indicates the extent to which individual interests have priority above the group interests. In countries where is strong individualism or weak collectivism, the individual and the family are emphasized. Here the priority is given to respect for the person and individualism of the family, or in a strong collectivism, collectivity is appreciated because personal identity is based on membership in a group. Individualism and collectivism — these views expresses two poles: a tendency more quickly to meet the personal needs (individualism), or to see the interests of the group (collectivism).

Masculinity – femininity dimension describes what society tends to emphasize: persistence and a performance targets (eg, wages and promotion), or care, and personal goals (eg, friendly atmosphere, good relationships with managers and other staff). For this reason, feminine society better adjusts to gender differences than masculine sočiety.

Long-term-short-term orientation dimension defines how quickly members of the public expect results. Long-term orientation provides performance-oriented rewards in the future, it encourages perseverance and frugality. Provides a short-term orientation to the past and present times related properties namely the promotion of respect for the traditions and social obligations.

House and others [8] conducted a ten-year research program known as GLOBE, in order to examine culture through values and practices. They presented nine cultural dimensions with explanations:

– **Power distance**. To what extent do members of the public expect that power is distributed equally. It shows what part of the Community. Maintain inequality among its members, individuals and groups stratification of power, authorities, prestige, status, wealth and tangible assets [3; 4].

– **Uncertainty avoidance**. To what extent do members of the public based on social norms, rules and procedures in order to reduce the uncertainty of future events. This dimension reflects the people's actions to avoid obscure situations, norms, values and beliefs, which are defined in the rules, laws, regulation.

Table 1. – Comparison of cultural dimensions (prepared by the author)

1	Hofstede and others (2010)	Hall and Hall (1994); Hall (1976)	Tsang (2011)	Chow and others (1998)	House su kolegomis (2004)	Javidan & House, 2001	Ashkanasy et al, 2004	Gelfand et al, 2004	Heales et al. 2004	Javidan 2004	Emrich et al. 2004	den Hartog, 2004	Schwartz (2006, 1992)	Inkeles and Levinson (1969)	Triandis (1995)	Chinese Cultural Connection (1987)	Clark (1990)	Trompenaars (1997)	Dorfman and Howell (1988)	Smith et al. (1996)	Keillor and Hult (1999)	Steenkamp (2001)
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*	*18*	*19*	*20*	*21*	*22*	*23*
Power Distance	■												■	■		■	■		■	■		■
Masculinity-Femininity	■												■				■	■	■			
Uncertainty Avoidance	■				■								■			■						■
Individualism — Collectivism	■												■	■	■					■		■
Long-Term-Short-Term Orientation	■																					■
Confucian Dynamism	■			■												■						
Low And High Context Negotiations		■																				
Integration- Attitude Towards Work			■																			
Integration – Approaches To People			■																			
Moral Discipline			■													■						
Status And Relationships			■																			
Moderation			■																			
Face				■																		
Orientation To The Future					■	■	■															
Institutional Collectivism					■			■														
Group Collectivism					■																	
Humane Orientation					■				■													
Activity Orientation					■					■												
Gender Equality										■												
Assertiveness											■											
Domination/Harmony												■										
Autonomy/Anchoring													■									
Egalitarianism/Hierarchy													■									■
Term Of Personality														■								
Relations With The Government														■								
The Main Problems And Conflicts														■								
Sincerity Of The People																■						
Integration																■						
People's Concerns																	■					
Relations With The Government																	■					
The Ratio Of Risk																	■					
Neutrality/Emotionality																		■				
Universalism / Particularism Individualism / Omunitarianizm																		■				
Attitude To Time																		■				

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
The Specific/Diffuse Achievement/Assignment Attitude To The Environment																		■				
Paternalism																			■			
Loyal Involvement / Utilitarian Involvement																				■		
Conservatism /Egalitarianism National Heritage/Cultural Homogeneity /Belief System/																				■		
Consumer Ethnocentrism																						■	
Skill/Good Training																							■
Fast And Slow Information		■																				
Territoriality		■																				
Personal Space		■																				
Mono Chronic And Poly Chronic Time		■																				

– **Focus on the future.** This dimension shows how many people are involved into future-oriented behavior when delaying to meet the current needs but there are projects and investigation into the future. It reflects the degree to which the community is paying a higher priority to long-term efficiency, and is targeted for capacity strong and wishes deal with future uncertainties and to formulate future goals and to achieve their implementation, to develop strategies which could meet future aspirations [8].

– **The institutional collectivism.** This dimension reflects the degree that reflects the organizational and public institutional practices to encourage and evaluate the collective distribution of resources and collective action. It shows how many people in the community are integrated into a cohesive group, how much the group goals have priority over the individual goals, how much people point the relationship with the group, and how much a person can engage in group activities and make larger or smaller differences between the group members and people who are not in the group [8].

– **Group collectivism**. This indicator reflects the extent to which a lot of people feel the pride of fidelity and consistency in their organizations and families. It reflects the degree to which attention is paid to the family and the pride of dependence and devotion to (loyalty) organization [8].

– **Orientation to humanity.**

It is a measure of the degree, which evaluates how strong teams, encourage and reward individuals for being fair, altruistic, generous, caring and good to others [8].

It reflects how people are tolerant to errors [8], friendly, sensitive, and the harmony [8].

– **Performance orientation**. It shows how groups promotes and rewards group members for performance improvement and competencies. This reflects how much society encourages its members for innovation, quality and productivity improvement [8].

– **Gender equality**. This indicator shows how groups seek to reduce gender inequality. It reflects the extent to which society seeks to reduce the differences between women's and men's roles in the home, in organizations and communities [8].

– **Assertiveness.** This indicator shows how much individuals are assertive, conflict and aggressive in relationships with others. This reflects the degree which describes how individuals in society are stubborn, tough, dominant and aggressive in social relationships [8].

Below in Figure 1 give 22 in scientific sources 47 mentioned intercultural dimensions. Unfortunately, not all in the literature mentioned dimensions are empirically tested, for example in sufficient detail as Hofstede's cultural dimensions.

In the preparation of the international business negotiation strategies it is important to understand the influence of different cultures and the impact on the negotiation communication. In strategy it is necessary to provide for a variety of possible cross-cultural misunderstandings/incompatibility avoidance techniques. Therefore, it is important to know and understand both the own and of the other party the most important elements of cultural differences. The next section will examine impact of culture on negotiations.

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Improvement of socio-entrepreneurial corporations as an effective instrument of innovative development in Kazakhstan regions

Abstract: This article examines the cluster development of regions in Kazakhstan, by improving the activities of the newly created business structures — social and entrepreneurial corporations (SPK). The mission of the SEC is defined, which is to promote the socio-economic development of the region on the principles of partnership between the state and business.

Keywords: social-entrepreneurial corporation, cluster, partnership, innovative development, state, business.

The urgent task of the modern economy of Kazakhstan is its transition to innovative development. A necessary condition for the solution of this problem is a regional approach, when the national economy is seen

as the union of interacting, spatially distributed regional economies. "The regional economy is the spatial interaction of economic clusters, each with its own internal spatial structure and the internal exchange of food, and space-distributed investment cooperation" [1].

Development of the region to a certain extent depends on the efficiency of the clusters. The President of the Republic of Kazakhstan, Nursultan Nazarbayev, stated the need to exploit the potential of cluster development in the formation of an innovative economy of the country and in addition to that said: "The main growth drivers are not industrial organizations, to which we are accustomed to over the years, but the centers of innovation and knowledge, universities, technology and engineering organizations. This creates a triple helix relationship between businesses, universities and government. It is necessary to form a triple helix in Kazakhstan. The traditional administrative system badly copes with this task. Therefore, a new organizational form of cluster development is needed" [2].

This new organizational form of cluster development in Kazakhstan should be a state-private partnership. Only this form of organization management technologies will create conditions for active participation of Kazakhstan's business in these processes. It will enable a full potential of both the state and business in order to achieve the objectives of industrial-innovative development strategy. How can the state-private partnership foster the cluster development in regions?

One of the ways is to create new business structures — Socio-Entrepreneurial Corporations (SEC), which are designed to ensure the development of the regions and increase interaction between the state and private businesses, and the profits will be directed to the solution of social problems in the region. As expected, they need to contribute to the country's regions with highly efficient management of state assets, a favorable environment for investment and enable Kazakhstan to become one of the fifty most competitive countries.

The idea of creating the socio-entrepreneurial corporations was first announced by the President of the Republic of Kazakhstan on March 1, 2006 in the address to the Nation "The Strategy of Kazakhstan to enter 50 most competitive countries of the world". According to the Message, and the Territorial Development Strategy of the Republic of Kazakhstan up to 2015, Kazakhstan has established seven SEC in 2007. With the adoption of the Law of the Republic of Kazakhstan "On the State Property" SEC data were reorganized and SEC was created in every region of Kazakhstan. Thus, in accordance

with the Government of the Republic of Kazakhstan on April 6, 2011 № 376 "On approval of the list of national management of holdings, national holdings, and national companies" there are 16 SECs in the Republic of Kazakhstan. The development strategies for all 16 SECs for 2014–2023 were approved by the relevant resolutions in August 2014.

SEC is a regional development institution, which aims to promote social and economic development of the region on the principles of partnership between the government and businesses. The activities of SEC aim to create favorable conditions for business development and build new and modernized facilities in the priority sectors of the regional economy. Ensuring the involvement of state-owned assets in the business turnover, on the one hand, and the involvement of non-budgetary investments and development on the basis of their competitive industries on the other, SEC plays an important role in the country. SEC should promote the development of business and create conditions for growth, not competing with them, without forcing it out of the market, and inviting the partnership. SEC shall enter into partnerships with other stakeholders promote the business financial and non-financial development of institutions, companies with state participation and second-tier banks.

Socio-entrepreneurial corporations must use the capacity of the state and raise the regional economy to a new level. Creating SEC allows the maximum use of the competitive advantages of each region. Regions combine in the structure of SEC and target at any specific industry or set of industries, which in its turn creates conditions for the development of clusters. For example, under the SEC "Caspian" in Atyrau and Manistee regions the oil and gas engineering, petrochemical industry, production of building materials industries can successfully develop.

There are prerequisites for the establishment of logistic centers and tourist industry. In other words, SEC will contribute to the formation and development of oil and gas clusters in the region. SEC in the future is a regional development institution that can effectively manage assets, stimulate economic activity in the growing points of the region, including the attraction of investments and formation of stable competitive industries. The press service of the Ministry of Economic Development, commenting on a draft concept of SEC, said, "The main purpose of SEC as an investment company is to increase the value of assets under management". More specifically, the SEC seeks to: create new and modern-

ized competitive enterprises in the priority sectors of the regional economy (growing points), ensure the involvement of state-owned assets in the business turnover, improve and develop distressed assets on the basis of their competitive industries and introduce advanced production technology and management standards in order to attract extra-budgetary investments.

SEC also promotes the growth of the economic activity of business, innovation and technology, provides opportunities to upgrade industrial parks, special economic zones, business incubators, investor service centers, etc., including the implementation of the operator in order to facilitate the clustering of medium and small businesses around large businesses. SEC creates possibilities for expansion of cooperation with the state institution to implement business projects and develop communications and to exchange skills between portfolio companies and facilitate branding of products for more active promotion of products in the domestic and foreign markets [3]. Another important principle of SEC is a social responsibility that lies in the direction of the net profits to the local budget in the form of a dividend for the subsequent implementation of social projects in the region. However, the main purpose of SEC as an investment company is to increase the value of assets under management.

Practice indicates that SEC faces with several issues:

– a mixture of commercial and non-commercial objectives;

– insufficient capitalization of SEC;

– insufficient interaction of SEC with akimats (local municipalities) and development institutions;

– low level of corporate governance;

– the lack of clear criteria for evaluating the effectiveness of the company and effective system of motivation;

– SEC-loss ratio of the majority;

– suboptimal, and a wide range of industry projects;

– the presence of socially-oriented enterprises given local authorities (hereinafter LA) as a result of "spraying" the efforts of SEC;

– SEC-thin capitalization (the need to transfer commercially oriented enterprises of communal property; Akimats allocation of land provided by the infrastructure networks for the implementation of investment projects) [4].

This is due to the lack of a systematic approach to SEC activities in the context of creating an innovative environment in the national economy from a regional perspective. Also, this is due to the absence of the concept of public-private partnership as a whole. After all, SEC is a subject initiated by the State because of the public-private partnership. The concept of socio-entrepreneurial corporation is in its mission. SEC mission is defined as the promotion of socio-economic development of the region on the principles of partnership between government and business. SEC feature is that in the face of one subject in the form of SEC should be brought together social interests of the subject area and the business interests of the subject corporation: the solution of social problems and making a profit. SEC and how their activities conform to the task? To answer this question, it is first necessary to analyze and identify the subject analysis.

The SEC's interest as a subject links together the interests of the region and businesses that can be formed only by interlink of the subject's characteristics of entrepreneurial and social structures. As one can see, SEC should have a complex structure of interest: it is meant to express the social (public) interests in terms of the region, and business (private) interests of a particular corporation. But in reality the SEC does not have a full range of theoretical basis for the business interests and social interests guided only from the point of view of the region as a whole. This, above all, is due to low efficiency and economic losses of SEC. The ownership of socio-entrepreneurial corporations belongs to the state, since State is 100% owner of it and appoints the heads of SEC. The legal form of socio-entrepreneurial corporation as a national joint stock company could be explained by its governmental "nature". Funding for the socio-entrepreneurial corporations goes through the state budget. Local municipalities (akimats) perform SEC management.

In other words, according to the exclusive state ownership theory, it is virtually impossible to implement social entrepreneurship in allocated regions. According to its legal form SEC is created as a non-profit corporation such as (national joint-stock companies), but is designed to solve the problem of profit and investment in socio-economic development areas of the region. Funding for the socio-entrepreneurial corporation of the state budget emphasizes its state origins, and the lack of regional characteristics, although they are made for each region and are focused on regional development.

In order for SEC to function as a form of state-private partnership (SPP) in the regions, a working and transparent mechanism for effective interaction between the public and private sectors is needed. Moreover, it is necessary to justify two positions methodologically:

– to determine the subjectivity of SEC as a way of implementing SPP;

– to identify the region as a territorial response for SEC;

Development of methods of analysis and evaluation of interests of public-private partnership under the

SEC allows one to raise its effectiveness by creating new mechanisms for its implementation and identifying hidden opportunities to improve the efficiency of partnership between government and business. Accordingly, a special approach to organizing and managing the activities of SEC is needed. To do this, first, it is necessary to form a methodological approach to improve the performance of public-private partnership in Kazakhstan:

– subjective-objective analysis of public-private partnerships, development of assessment instruments of interests of public-private partnership;

– development of methods for determining interests of public-private partnership in Kazakhstan in accordance with their level of management (national, regional, local);

– development of methods for determining the balance of interests of public-private partnership in Kazakhstan, criteria and indicators of optimal balance between the interests of the parties.

Implementation of state and business interests within the framework of SEC established in various regions of the country must be realized. This can create conditions for growth of innovation, which in its turn can greatly increase the level of implementation of innovative potential of the country in the long term. Public-private partnership in the SEC can only be effective if the socio-entrepreneurial corporation in the structure and management can link the interests of society as a whole and the interests of the corporation in particular. Such approach can develop a new model of SEC on the basis of public-private partnership that will allow developing a full potential of both the state and business. This way, the country's objectives of industrial-innovative development can be achieved if Socio-Entrepreneurial Corporations are in place and structured in a way so to meet the needs of both economic parties.

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Section 5. World economy

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Training for workers in the context of Nghe an arts integration Asean economic community

Abstract: With the formation of the ASEAN Economic Community (AEC), vocational training as well as many other areas in Vietnam will have more favorable opportunities for development but also facing many difficulties and challenges. Nghe An province is strategically important economic-social, defense-security, foreign affairs and the ecological environment of the province and the North Central region. Research to clarify the status of labor, employment in the province last year, opportunity, Challenges and solutions for employee training in Nghe An in the coming period is essential.

Keyword: Nghe An, ASEAN, Economics, Labor, For vocational schools.

1. The labor situation, employment in Nghe An

Nghe An province has a population of 4 th largest in the country. According to data of Nghe An Department of Statistics in 2014, with average population of 3,037,440 people, including 1,953,101 workers. The annual average number of employees added to the age of the labor force in the province over 4 thousand people. In terms of structure, the majority of the workforce is young, aged 15–24 accounted for 17%, from 25–34 accounted for 20.36% and the percentage of workers are employed in the economy through training accounting for 15.6% of technical subjects.

Table 1. – Labour force aged 15 and over by urban and rural areas, sex 2010–2014; Unit: Persons

Male Indicator	2010	2011	2012	2013	2014
Total	1,752,133	1,757,838	1,826,275	1,920,399	1,953,101
South	866,284	880,890	922,384	957,057	975,042
Female	885,849	876,948	903,891	963,342	978,059
Urban	207,602	223,811	229,989	242,276	282,358
Rural	1,544,531	1,534,027	1,596,286	1,678,123	1,670,743

Source: Statistical Office of Nghe An: Statistical Yearbook 2015

Labor and technical expertise focused on some occupations such as repair of motor vehicles, driver, clothing, electrical, electronic, … and some too little craft laborers training as processing of agricultural, forestry, aquaculture, construction materials. So, we can say the professional qualifications and professional work force Nghe An are still inadequate, failing to meet the demands posed by the labor market [1; 2].

Table 2. – Proportion of unemployed working age in 2010 to 2014 in Nghe An; Unit:%

Male Indicator	2010	2011	2012	2013	2014
Total	1.95	1.03	0.93	1.12	1.47
South	1.99	1.31	1.17	1.30	1.73
Female	1.92	0.74	0.67	0.94	1.22
Urban	4.96	3.87	2.52	2.96	2.86
Rural	1.58	0.61	0.70	0.86	1.24

Source: Statistical Office of Nghe An: Statistical Yearbook 2015

Through data compiled and released by the Nghe An province can be seen: The labor of Nghe An province is being added more sources to the working age population in the province. The unemployment rate for years of a specific province: 2010 is 1.95%, 2011 was 1.03%, 2012 is 0.93%, 1.12% 2013 and 2014 were 1.47%, so the unemployment rate tends to increase over the years; and according to Table 2, the unemployment rate in urban focused causes high unemployment rate in urban areas is due to the labor market development requires extensive high quality of labor, while not less training fields are not consistent with requirements of the market. Together, the workers do not have a large proportion profession should increasingly difficult to find employment opportunities. That caused a considerable pressure to solve the problem of local employment; Low quality labor resources, not fitted career, technical expertise; The restructuring of rural workers is happening spontaneously, not orientation.

From a survey of Labor – Employment in the province of Nghe An, in terms of employment structure in the sector over the years as follows:

Table 3. – Number of people 15 and older have worked divided by sector 2011–2014

Unit:%

No.	Year Economic Regions	2011	2012	2013	2014
1	Area 1 (Agriculture, Forestry and Fisheries)	67.87	65.45	63.71	60.50
2	Area 2 (Industry and Construction)	13.72	12.53	13.74	14.98
3	Area 3 (Service)	18.41	22.02	22.55	24.52

Source: Statistical Office of Nghe An: Statistical Yearbook 2015

Practice the years the structure of labor employed in agriculture, forestry and fisheries in Nghe An are decreasing and the workforce in the commercial sector – services, industry – construction tends to increase. Specifically sector 1 (agriculture, forestry and fisheries) 67.87% from 65.45% in 2011 dropped to 2012, down 63.71% 60.50% in 2013 and decreased in 2014; Region 2 (industry and construction) were little changed in 2011 was 13.72%, 12.53% in 2012, 13.74% in 2013 was 14.98% and in 2014 is; Region 3 (services) tends to increase, 2011 was 22.02% 18.41% rise in 2012, increasing 22.55% 24.52% in 2013 and 2014. This shows a shift restructuring of rural workers from region 1 to region 3 and region 2; as well as to explain why the unemployment rate lower female labor male workers (table 2). However, the labor restructuring also spontaneous, workers were not prepared mentally as well as qualifications. Quality agricultural workers in rural areas at present, difficult to meet the needs of the workforce for the industrial park, as well as improve the quality of the service sector — trade. Past research shows that businesses in the province, the workforce does not meet local employers that have at other locations. To proactively and limit situation, improve the quality problem of human resources is a critical requirement in the economic development strategy of the province.

3. ASEAN Integration and opportunities and challenges for labor employment of Nghe An

Dated 31–12–2015, the ASEAN Economic Community (AEC) was officially formed with more than 600 million people. ASEAN Economic Community (AEC) was formally established, Vietnam labor market more open, needs quality human resources will open up huge employment opportunities for skilled workers. However, this is no small challenge when a large number of workers from countries AEC in Vietnam, creating competition with domestic labor. That requires vocational schools must be active links, improve.

To improve the quality of training, ready for ASEAN integration, the years, a number of vocational colleges in the province has actively learn, develop links with vocational training organizations, the countries in the region and the world; also sent teachers to visit, study abroad to enhance professional qualifications and language skills, from which renewal method suitable for vocational integration, international cooperation. Parallel to that, the schools also promote education for students of ASEAN integration and job opportunities for students to raise awareness of learning and training.

By the end of the month 9/2015, vocational schools in the province of enrollment for vocational training for 57 883 unique visitors, reaching 73.2% of the plan; according to statistics from the Department of Labor – Invalids and Social Affairs show that, from 2010 to the present, the percentage of students graduating from vocational Nghe find jobs yearly from 85–87%.

However, the current rate of trained labor in the province is only approximately 55%, while the rate of trained laborers to 46%. Among the vocational training institutions in the province, besides 3 Vocational College of Tourism – Commerce, College of Fisheries and the Ministry of Defense No.4 Vocational College of Economics – Industry of Vietnam – South Korea is

already home international link up vocational training establishments, the new rest stop at the joint training, jobs for students with local businesses. On the other hand, according to the general, the ability of foreign language and communication skills – important qualities in the integration of the participants is limited [3; 4; 5].

Many students and students only focus on improving skills, want to have a job in the province or in the country and not think about the employment opportunities abroad should not pay attention to foreign language skills.

It is easy to see, to find the last labor of session work, including graduates of universities, colleges or students, graduates of vocational schools as foreign language skills, skills very poor interview. This makes the number of workers found jobs in the session to do only about 6–7%, and if you find a job, the job is low-income.

4. Some solutions vocational training Nghe An in the current context

– Promote the propaganda to raise awareness of people about the importance of literacy and vocational training; ramification, career orientation for high school students.

To promote ramification students, education — training Nghe aims to attract up to 2020 30% of students graduating from junior high school to professional secondary school and vocational school. The assignment of students after secondary school is an urgent requirement; a major task of education — training of junior secondary schools. The school must actually innovate, improve the quality of vocational education, special training to improve the capacity for management staff and teachers assigned to work towards vocational Common.

Thus, the work assignment students after graduation is not just limited in the scope of education that should have the attention, contributing of all levels and branches, from the central to local levels, the positive response of the whole society.

– Strengthening of the State investment associated with improving the implementation of the policy effective socialization and mobilization of resources for development of education and training, science – technology.

Continue to innovate and improve the quality of education overall; promoting investment to build universities, high quality vocational schools in the field of information technology, biotechnology, new materials technology … Scaling and improve the quality of training universities and vocational training available.

System development research institutions, transfer of science – technology; attract research institutions, scientific and technological applications of ministries, central agencies, internationally headquartered in Nghe An.

– Successful implementation of social policies for ethnic minorities.

For sustainable development for ethnic minority and mountainous western Nghe An, requires synchronization solutions both economically, politically, culturally – social; at the same time in harmony immediate goals and long term goals. The solution is of primary importance to the investment interest of the Party and the State in the development of lines in mountainous regions such as, focused training, career development services, create jobs for the workers, investors interested in infrastructure, help people develop economic, cultural; investors exploit the advantages of natural conditions and natural resources [3; 5].

– Step up vocational training for rural workers.

Need to promote the knowledge of farmers, who live in agricultural production. Implement programs to train farmers, increase the rate of trained workers up in the coming years mainly by adopting the form of short-term training, job training, learning, doing. To boost the agricultural, forestry and fishery in the districts in the province, particularly in mountainous districts of priority, with the common forms of new technology, processing technology, preservation of agricultural products, using chemical fertilizer use safety … to make good content should: (i) establishment of training programs for the heads of households in each quintile as rich, poor; economic sectors; … age of head of household; (ii) To diversify forms of training, emphasizing vocational training solution; (iii) Organization of propaganda to raise awareness about the rights and obligations of the state loan.

Local is a critical position, but Nghe An is facing increasing risk of lagging far behind other regions. Therefore, development of human resources, including training requires the participation of all levels, industry and civil society, with the synchronization solution, harmoniously combined with the immediate objective long-term goal.

– Planning, attracting, building universities, vocational training of high quality.

To call for investors with foreign capital sources, to formulate investment projects on the construction of Dong Kinh University and the International University on the basis of the provincial planning, meeting the regional and international standards, digging Create new occupations such as; Information technology, biotechnology, new material technology, etc., linking training with prestigious universities in the world and in the region to attract good students in the province and in the provinces.

Step by step to invest in facilities and teaching staff to upgrade Nghe An College of Art and Culture, Nghe

An Teachers College, Vocational College of Vietnam – Korea, Nghe An to university under planning until 2020.

– Select key training disciplines

For provincial-level universities, colleges and job-training schools

To carry out the annual recruitment of qualified targets to meet the demand of human resources for the province and other provinces in the region. In particular, enroll students in Vung Ang industrial zones (Nghi Son (Thanh Hoa), South-East Economic Zone (Nghe An), Hon La Economic Zone (Quang Binh) Chan May (Hue) economy and human resources for other services.

To select a number of branches and trades of training establishments for key investment, raising the quality of training and attracting students.

For vocational schools

To implement Decision No. 854/QD-BLDTBXH dated June 6, 2013 on the approval of key occupations and schools selected for the key occupation period 2011–2015 and orientation to 2020. Of these, 13 provinces with 42 occupational categories are selected and approved by the Ministry of Labor, War Invalids and Social Welfare, including 10 key international occupations and 07 key occupations of the district. ASEAN and 25 key national level professions. The investment in key occupations will play an important role in the training of highly qualified technical workers, meeting the requirements of labor not only in the home but also abroad [2; 5].

Table 4.

No	School's name	Level		
		International	ASEAN Region	Nation
1	*2*	*3*	*4*	*5*
1	Nghe An Tourism Vocational College	Cooking techniques Hotel management Managing a restaurant	Tourguide	Biotechnology
2	Vocational Technical College of Vietnam – South Korea	Mechatronics Hate Industrial electronics Electrical installation and control engineering in industry Industrial electricity	Maintenance of mechanical equipment system Air conditioning and air conditioning technics	
3	Viet Duc Vocational College of Nghe An	Yogurt ship	Construction techniques	Hate Industrial electricity
4	Yen Thanh Industrial and Agriculture Vocational College			Breeding livestock and poultry Hate Fashion apparel
5	Nghe An Vocational Intermediate Vocational School No. 1			Cooking techniques Car technology Electrical
6	Nghe An Ethnic Vocational School			Hate Electrical
7	Nghe An Intermediate Vocational School of Economics – Industry – Handicraft			Wood sculpture technique Processing and designing carpentry products Fashion apparel
8	Vocational School of Economics – Engineering Northern Nghe An			Fashion apparel Industrial electricity
9	Vocational School of Economics – Engineering Western Nghe An			Aquatic Plant protection Industrial electricity
10	Vocational College No. 4 – Ministry of Defense	Car technology	Hate Air-Conditioning Engineering and air conditioning Metal cutting	Industrial electricity

1	2	3	4	5
11	Do Luong Vocational School			Agricultural machinery engineering
				Fashion apparel
12	Vocational School of Economics – Nghi Loc techniques			Electrical
				Hate
13	Vocational School of Economics – Vinh Industrial Technology			Air conditioning and air conditioning technics

For universities and colleges under their respective ministries and branches

Encouraging schools, continuing to invest in facilities, faculty members opening new discipline codes and master and doctoral degrees.

Improve the quality of training, affirm the brand name training in the country and the region, attract good students in Nghe An and neighboring provinces to study. Vinh University needs to attract good students to study pedagogy, to improve the quality of teachers for schools. Vinh University of Technical Education supports training and retraining of faculty for vocational schools in the province.

Assist universities, colleges, vocational training of the province on teaching staff, technology transfer, training programs.

The province encourages, prioritises the planning of experimental and practical facilities in the province, especially in the fields of agriculture, forestry and fishery.

Deploying technology transfer projects and projects contributing to economic and social development for the province; Aquaculture projects in delta and coastal districts, projects on afforestation and processing of agro-forestry products in mountainous districts.

Coordinate with the province to implement the responsibility for the management of education and training most effectively.

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Section 6. Finance, money circulation and credit

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The problems and perspectives of stock market in Kazakhstan

Abstract: The securities are essential in the payment transactions of the government, to mobilize investments. The totality of securities in circulation is the basis of the stock market, which is the regulatory element of the economy. It facilitates the movement of capital from investors with available cash resources, to the issuers of securities. Thus, the stock market as an instrument of market regulation plays an important role.

Keywords: securities, stock market, competitiveness, emitter, liquidity, investor.

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Перспективы и проблемы развития фондового рынка в Казахстане

Аннотация: Ценные бумаги играют значительную роль в платежном обороте государства, в мобилизации инвестиций. Совокупность ценных бумаг в обращении составляет основу фондового рынка, который является регулирующим элементом экономики. Он способствует перемещению капитала

от инвесторов, имеющих свободные денежные ресурсы, к эмитентам ценных бумаг. Таким образом, фондовый рынок как инструмент рыночного регулирования играет важную роль.

Ключевые слова: ценные бумаги, фондовый рынок, конкурентоспособность, эмитент, ликвидность, инвестор.

В настоящее время финансисты и аналитики оценивают деятельность фондового рынка Казахстана как не полностью сформировавшегося института, поскольку он еще не в полной мере выполняет свои функции по аккумуляции сбережений и превращению их в инвестиции. Но в последние несколько лет, обладая большим потенциалом, фондовый рынок Казахстана находится на активном этапе развития.

Фондовый рынок Казахстана, несмотря на очевидный прогресс в некоторых его сферах (формирование институтов коллективного инвестирования, развитие инфраструктуры, совершенствование нормативной базы), по-прежнему относится к наименее развитым секторам отечественной финансовой системы. В связи с этим, заслуживает внимания зарубежный опыт успешного становления и роста рынков акций.

Больший интерес для Казахстана представляет опыт развивающихся рынков, так как развивающиеся рынки являются более сопоставимыми с казахстанским в плане факторов и предпосылок, определяющих динамику роста. Об успешности же развития тех или иных развивающихся рынков можно судить по некоторым ключевым показателям, к числу которых можно отнести следующие: рыночная капитализация, количество эмитентов в листингах организованных рынков, объемы биржевой торговли и рост фондовых индексов. Высокая динамика развития тех или иных рынков по этим параметрам может выступать количественным критерием успеха и основанием для выделения в первом приближении стран-лидеров, опыт которых целесообразно исследовать в контексте развития казахстанского фондового рынка.

О необходимости развития фондового рынка в Казахстане говорится уже не один год. При этом до сих пор он не стал реальным фактором экономического роста. Между тем развитие отечественного рынка ценных бумаг сегодня становится наиболее актуальной темой. В последнее время на решение данной проблемы направлены усилия правительства и бизнеса.

В настоящее время разрабатывается программа развития фондового рынка в стране. Следует отметить, что основа рынка ценных бумаг в Казахстане к настоящему моменту уже создана, динамика рыночных индикаторов является позитивной.

Разработчики госпрограммы считают, что для создания полноценного фондового рынка Казахстана необходимо реализовать целостную концепцию, состоящую из 3 основных направлений: меры государственной политики, инфраструктурное развитие, образовательные программы. При этом важнейшие реформы должны быть приняты в области структуры рынка, расширения перечня продаваемых акций, роста ликвидности, создания условий для сертификации рыночных отношений и портфелей.

Ясно, что возможности очень большие, и связаны они не только с теми льготами и преференциями, которыми изначально наделены участники этого рынка.

Необходимо решить две стратегические задачи: первая — решить проблему с дефицитом инструментов, вторая — создать все необходимые условия для того, чтобы мобилизовать на фондовом рынке инвестиционные ресурсы внутри Казахстана.

Для того чтобы действительно, был прогресс, нужна кропотливая работа с эмитентами и населением. Прежде чем делать наш рынок интересным крупному иностранному капиталу, нужно, чтобы он стал интересен, во-первых, для самих казахстанцев, во-вторых, странам Центрально-Азиатского региона, так как именно здесь нам реально стать финансовым центром.

Отличительной чертой фондового рынка Казахстана, как и других стран с формирующейся экономикой, является высокая концентрация: около 85% капитализации рынка акций обеспечивают 10 крупнейших компаний, представляющих сырьевой и банковский сектор. Только две компании (ENRC и Казахмыс) обеспечивают 50% капитализации акций, при этом первичное размещение их акций было произведено на LSE и акции этих компаний практически не торгуются на АО «Казахстанская фондовая биржа» (далее — Казахстанская фондовая биржа).

В целом, акции только 4% из 2208 акционерных обществ с действующими выпусками акций включены в официальный список и обращаются на Казахстанской фондовой бирже. В результате ликвидность рынка акций (отношение объема торгового оборота к капитализации) находится на крайне низком уровне – 0,02% на 1 июля 2016 года.

Капитализация рынка акций Казахстана на 1 декабря 2016 года составила 0,1% от мировой капитализации рынка акций (по данным фондовых бирж, входящих в состав Всемирной федераций бирж).

Годовой объем торгов акциями на Казахстанской фондовой бирже за 2016 год составил 8,9 миллиардов долларов США, то есть около 0,008% от общемирового объема торгов акциями. Этот показатель ниже в сравнении с Лондоном в 1160 раз, а с Гонконгом — в 240 раз. По среднедневному объему торгов акциями Казахстанская фондовая биржа занимает второе место среди стран Содружества независимых государств (далее — СНГ).

Так, объем торгов корпоративными облигациями на Казахстанской фондовой бирже составил 3,2 миллиардов долларов США, тогда как общая сумма торгов по долговым инструментам на биржах, входящих в состав Всемирной федерации бирж, составила более 16,2 триллионов долларов США.

По состоянию на 1 октября 2016 года количество действующих выпусков облигаций составило всего 335, что составляет очень низкую долю от общего количества потенциальных эмитентов, которыми могут быть как акционерные общества, так и товарищества с ограниченной и дополнительной ответственностью.

Одним из показателей достижения конкурентоспособности фондового рынка республики и становления международного финансового центра в городе Алматы следует считать обеспечение роста доли ценных бумаг иностранных эмитентов, торгуемых на внутреннем рынке, сопоставимой с уровнем ведущих бирж Азии и приближенной к уровню развитых стран (5–10%).

Таким образом, достигнуты определенные результаты, но для построения конкурентоспособного финансового центра, соответствующего мировым стандартам, необходим поэтапный организованный подход к развитию конкурентоспособности фондового рынка.

Реализация поставленных задач будет осуществляться в рамках разработанного Агентством Стратегического плана развития, а также Плана развития РФЦА на долгосрочную перспективу, разработка которой будет завершена до конца года. Согласно Стратегическому плану Агентства до 2018 года в РФЦА планируется внедрить новые финансовые инструменты, такие, как исламское финансирование, секьюритизированные активы, новые виды производных ценных бумаг.

Внедрение новых ценных бумаг позволит хеджировать риски на рынке, создать критическую массу эмитентов и инвесторов. В целях повышения конкурентоспособности инфраструктуры рынка ценных бумаг планируется внедрить новейшие торговые электронные программы, совершенствовать деятельность расчетно-учетной системы. Все эти усилия будут направлены на развитие фондового рынка и становлению РФЦА как привлекательного, конкурентоспособного рынка финансовых услуг.

Недавно в правительстве Министерство финансов презентовало специальную программу. Ее цель вовлечь население республики, как частных лиц, так и компании в фондовый рынок. Развитие фондового рынка — этот вопрос стал основным на заседании правительства.

Ближайшей задачей должен стать доступ к рынку для розничных инвесторов, однако эта задача не только техническая, должны быть приняты меры в отношении структуры рынка, перечня акций, создания условий для портфеля, роста ликвидности бумаг. Определенную роль должны сыграть реклама, тематические телепрограммы, буклеты и постеры.

Для развития фондового рынка необходимо разработать и дополнить отраслевые программы информированием и обучением населения Казахстана в сфере образования о рынке ценных бумаг, включая внедрение в общеобразовательные курсы предметов по рынку ценных бумаг. Не повысив финансовые и инвестиционные знания, трудно рассчитывать на грамотность в действиях людей со своими средствами в будущем. Если не будет создана качественная, развитая система, то есть рынок, где будут комфортно себя чувствовать не только крупные компаний, холдинги или корпораций, но и физические лица, естественно, от программы не стоит ждать нужных результатов.

Таким образом, для обеспечения бесперебойного и высокоэффективного функционирования фондового рынка необходимо стимулировать процессы развития и совершенствования инфраструктуры рынка ценных бумаг, также уделяя особое внимание поиску источников финансирования необходимых реформ и изменений.

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Comparative analysis of administrative penalties for taxpayers of Albania and other Balkan countries

Abstract: The key objective of tax administration is that taxpayers helped to fulfillment of tax obligations, but to guarantee such a thing needed tax controls and a better fiscal legislation to penalize taxpayers that commit administrative offenses.

The study aims to analyze administrative penalties for taxpayer offenses in Albania and other Balkan countries.

Regarding administrative penalties, at first glance, Slovenia applies the highest penalties for administrative offenses, which amount up to EUR 125,000. Meanwhile, Croatia and Montenegro apply the highest penalties in the Western Balkans. Bosnia and Herzegovina's fiscal legislation penalizes the same extent as the responsible person that has violated law and business. Referring to the experience of the Balkan countries (Serbia, Bosnia and Herzegovina and Slovenia), Albania may look into the possibility of applying administrative penalties for the responsible person who commits administrative offense to business. It should be provided in legislation, auditor responsibilities and punitive measures for irregular and non-legal certification of financial statements.

Keywords: administrative offense, penalties tax legislation, tax, the Balkans.

1.Introduction

Implementation of tax legislation can not be achieved without the awareness and education of taxpayers for the voluntary fulfillment of tax obligations. The key objective of the tax administration is to help taxpayers meet tax obligations, but to ensure this, tax inspections and a better fiscal legislation are needed to penalize taxpayers who commit administrative offenses.

The issue of administrative penalties in Albania has had numerous debates due to the violation of the constitutional principle of proportionality by the Albanian government. In November 2015, the Albanian government approved a law that penalized with very fierce fines for businesses that committed administrative misconduct on bills. Referring to this law, the failure to issue a tax invoice with VAT from a taxpayer selling wholesale goods is punishable by a fine equal to 100% of the undisclosed or unpaid tax liability, with a fine of 10,000,000 ALL and a revaluation of income for a period of six months. For non-issuance of a tax coupon, a taxpayer is punished by a fine equal to 100% of undeclared or unpaid VAT, with a fine of 500,000 ALL and a tax revaluation of income for the last 6 months. This legal reference was overturned by the Constitutional Court with the request of the Association for the Protection of Traders and Market, it was ruled unconstitutional, claiming that the penalty is not in proportion to the economic damage.

2. Purpose, research question and methodology of the study

The aim of the study: The study aims to analyze administrative penalties for taxpayer offenses in Albania and other Balkan countries.

Basic research question: Does the fiscal treatment of administrative sanctions vary between Albania and other Balkan countries?

Hypothesis: The fiscal treatment of administrative sanctions is different in Balkan countries, despite the approximation of legislation to that of the EU.

Methodology: The paper will be based on a comparative analysis of the fiscal legislation of the Balkan countries.

3. Administrative penalties for taxpayers in Albania and other Balkan countries

Albania. Failure to comply with the registration obligation is punishable for every violation with a fine of 10,000 ALL and 15,000 ALL by category of businesses (small or large business).

Taxpayer, who does not submit tax returns within the term, is fined 5,000 and 10,000 ALL by category of businesses.

A taxpayer who fails to pay the amount of the tax due within the time limit provided in this law or submits an incorrect tax declaration is liable to pay a fine equal to 0.06% of the amount of the unpaid debt on a daily basis, during which payment has not been completed, but not more than 365 days.

Non-issuance of VAT tax invoice is punishable by a fine equal to 100% of the tax, undeclared or unpaid tax liability.

The concealment or avoidance of VAT payment, by not submitting documents or failing to disclose the information required under the applicable legislation, leading to the incorrect calculation of the amount of tax, constitutes tax evasion and is punishable by a fine equal to 100% of obligation. Business representatives are accused of being prosecuted.

The taxpayer, who fails to keep records and tax documentation required under this law, is liable to pay a fine of 10,000 ALL and 50,000 ALL by category of businesses.

Croatia. Sentences for late registration in the VAT scheme range from approximately EUR 135 to EUR 26,700 for companies and EUR 66 to EUR 5,300 for the person responsible within the company.

A penalty ranges from EUR 130 to EUR 66,000, including late delivery of the VAT form, delayed VAT payments and errors made to calculate VAT. A penalty ranging from EUR 75 to EUR 6,600 is charged to the taxable person's employees who are responsible for the violation committed. Criminal acts classified as tax evasion in the amount of more than EUR 1.330 are punishable by imprisonment of six months to five years. If the offense causes great damage, the term of imprisonment may range from 3 to 10 years.

Kosovo. Taxable persons who make supplies without being registered will be liable for VAT on those supplies plus an administrative fine of 15% or 25% of VAT, depending on whether the taxable supplies were less Or more than EUR 10,000.

Failure to issue a VAT invoice or issuance of an incorrect invoice will be subject to a penalty of 15% of the VAT amount. Delayed submission of tax returns is subject to a penalty of 5% of the tax liability for each month of delay, but not more than 25% of the unpaid tax liability. Wrong VAT declaration or VAT refund claim is subject to a fine of 15% of the undisclosed tax liability or excess VAT refund when the non-declaration or reimbursement required is more than 10% of the VAT declared to be paid or to be claimed. Cases considered as criminal offenses are cases when the taxpayer intentionally avoids the partial or total payment of VAT or improperly acquires tax refunds or VAT credits.

Macedonia. For late registration, the taxpayer is sentenced to EUR 1,200 and the responsible person is sentenced to EUR 500.

For non-performance of the registration action, the penalty is in the amounts of EUR 2,000 – EUR 2,500 for the taxpayer and EUR 500-EUR 1,000 for the legal representative. Business is sentenced to EUR 1,200 for late VAT registration and EUR 1,500 for delayed VAT disclosure. The penalty for non-registration or non-payment of bills is subject to fines ranging from EUR 2,000 to EUR 2,500. The same penalties apply if the business fails to pay VAT to the bank account of the authorities in which the VAT payer is registered or if the taxpayer does not keep accurate accounting.

Serbia. If a taxpayer fails to submit a VAT registration form, a fine of EUR 830 – EUR 16,650 applies from the tax authorities. Also the responsible person in the company will be fined in the amount of EUR 83 – EUR 830. If the legal person submits the late registration form is punishable with a fine of EUR 830. Also the responsible person in the company will be fined EUR83 for the above violation. For the relevant VAT violations, these administrative penalties may apply: fines range from 10% to 100% of unpaid VAT or at least within the range of EUR 2,050 to EUR 4,100 for legal entities and EUR410 to EUR820 for entrepreneurs.

Montenegro. The legal entity will be punished for a offense by a fine of 10–100 times of the amount of minimum wage in Montenegro, if:

- fails to issue an invoice for the buyer of the goods or recipient of the services;
- does not submit within the deadline the tax declaration of VAT;
- does not report to the tax authority when it starts or ceases its economic activity and does not report changes in economic activity.

The legal entity shall be punished for for a offense by a fine of 20 to 30 times of the amount of minimum wage in Montenegro, if:

- fails to charge and collect vat when the obligation arises;
- fails to assess the taxable base in accordance with the law;
- fails to issue a invoice and does not keep a copy of the invoice, etc.

Bosnia and Herzegovina. Violations of VAT legislation are subject to administrative penalties expressed in a fixed amount of up to EUR 5,120 and/or a percentage ranging from 50% to 100% of the amount of unpaid VAT. Persons authorized to act on behalf of a legal

person are subject to the same administrative penalties as those imposed on a legal person. For repeated violations and in case the PT hinders the ITA investigations or has committed the offense by fraudulent acts, the punishment will increase by 50%, which means that a 50% penalty will be increased to 75%.

Greece. Greece. Penalties for non-registration are not applied. Administrative penalties for incorrect declaration of VAT and for non-declaration of the VAT form vary between EUR 100 and EUR 500. When VAT is paid after the expiration of two months, one or two years from the payment deadline, the penalty is applied respectively to the extent of 10%, 20% and 30% of the tax liability. When the tax assessment ranges from 5% – 20%, 21% – 50% and 51% – 100% of the declared obligation, the additional tax payable is applied at a standard rate of 10%, 20% and 100%.

In the case of non-declaration of the VAT form, will be applied a penalty equal to the amount of payable VAT.

Romania. Penalties range from EUR 250 to EUR 1,100 for late VAT registration. The same penalties apply to late delivery or non-delivery of VAT. The same penalties apply to non-payment and late payment of VAT. In addition to these penalties, daily interest rates of 0.03% and additional penalties of 0.02% per day for non-payment in due time of VAT are applied.

Slovenia. For late payment or for non-payment and late delivery or non-delivery of VAT, entities are penalized with a fine ranging from EUR 2,000 to EUR 125,000. In addition, the interest for late payment is applied at a daily rate of 0.0247%. The fines range from 200 EUR to EUR 4,100 for the responsible person of the legal person, who is responsible for non-declaration and non-payment within the VAT deadline, except penalties applicable to

the legal entity. The criminal offense of tax evasion is punishable by up to eight years of imprisonment.

5. Conclusions

Regarding administrative penalties, at first glance, Slovenia applies the highest penalties for administrative violations, which amount up to EUR 125,000. Meanwhile, Croatia and Montenegro apply the highest penalties in the Western Balkans compared with other countries. These penalties amount to EUR 28,800, but depending on the administrative offense, as a result of the liability, the penalty may be much higher in other countries. Bosnia and Herzegovina has a specificity regarding administrative penalties. The country's fiscal legislation penalizes the same extent as the responsible person that has violated law and business.

Referring to the experience of the Balkan countries (Serbia, Bosnia and Herzegovina and Slovenia), Albania may look at the possibility of applying administrative penalties for the responsible person who commits administrative offense to business.

Auditors and audit firms in Albania do not perform a realistic audit of the financial statements, even perform the role of the consultant and the compiler of the financial statements, covering the avoidance of VAT and other tax liabilities. It should be provided in legislation, auditor responsibilities and punitive measures for irregular and non-legal certification of financial statements. Bosnia and Herzegovina's fiscal legislation penalizes the same extent as the responsible person that has violated law and business. A good recommendation for Albania would be to adopt this legal reference, but administrative penalties should be imposed in accordance with the principle of proportionality.

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Section 7. Pricing.

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Pricing in Liner Shipping Industry: A Review and Assessment

Abstract: Pricing decisions are both strategically and tactically important, particularly in oligopolistic markets like liner shipping industry. Predicting any rate increases in near future before making pricing decisions are important and should be done very carefully. Therefore the purpose of the study is to explore the pricing decisions of liner shipping companies, propose a decision support system based on business forecasting methods for real time pricing decisions.

Keywords: Pricing, liner shipping, forecasting, decision support system.

Introduction

The need for transportation stem from the need of moving goods from where they are supplied to the where they are demanded. Hence, transportation of goods via sea way is as old as the international trade. Sea transportation was the most common used mode of transportation since the beginning of Silk Road then after the industrial revolution of 18th century formed the liner shipping. However, sea transportation has shown the most significant increase after the containerization process in the mid-1960s that triggered globalization.

Liner shipping industry (LSI) can be accepted as a service industry and as an oligopolistic market. As many industries, LSI is vulnerable to economic crisis. After experiencing many world crises, the industry formed its own rights and rules. There were price wars between the carriers in the industry which was changed by forming alliances to stabilize the profits and to stand against the crisis. While everything was seemed afloat, there comes the biggest crisis in container shipping history; 2008 mortgage crisis. This financial crisis was not only effected the global demand but also caught the carriers with excess capacity. It became obvious that alliances itself was not enough to solve pricing problem in LSI, when the market experiences spot based rates.

Pricing is one of the most important element of services marketing mix, however there are few studies addressing pricing in both marketing and services marketing literature. Since there are lack of interest on pricing in the field of marketing and business, the aim of the study is to fill the gap in the literature and to propose a model for pricing decisions by building a decision support system (DSS) based on forecasting methods to predict prices in LSI. The study designed as follows; review of the literature pricing and LSI, then explain forecasting and DSS to understand the design of the proposed model to illustrate the DSS based on business forecasting methods.

Price and Pricing

Price can be defined as the amount of money that should be sacrificed to acquire something desired. Conventionally in narrow terms, price is the formal ratio involves the quantity of money (or goods and services received by the seller) that needed to get a given quantity of goods or services (received by the buyer). In its broader form, price defined in terms of sales transactions that are negotiated. Economic theory assumed that price has an influence on buyer choice since it is perceived as purchase cost indicator [1; 35; 36; 5].

In terms of marketing, price is the most important element of the marketing mix, the mnemonic 4Ps coined by McCarthy in 1960, and also the element of service marketing mix which was broadened by Booms and Bitner in 1981 as 7Ps [5; 54; 44; 16]. Price is set to offer a real value to the customers. The duty of any business is to deliver value at a profit. The value creation and delivery can be divided into three phases; *choosing the value*, *providing the value*, and *communicating the value*. After choosing the value, marketing must determine specific

product, prices and distribution for providing the value; before communicating the value [28, 63–74]. Therefore companies must set relevant pricing strategies in order to maximize their profits while creating value for their customers.

Many terms replaced the term price overtime. For instance, rate, fees, premiums, rent, fares, tolls, tuition, service charges, interest, subscriptions, tariffs and duties (in international marketing) which of all are pricing decisions and should be considered like setting the price of a product in service that is purchased. When compared to product pricing, it can be said that services industries take a different approach to pricing than manufacturers [36, 5; 30, 168]. Generally in LSI freight rate purport price, therefore in this study, the term freight rate will be used as a substitute for the price to explain the value paid for the shipment.

Price has a unique function in the marketing mix. As a strategic variable and a short term decision of a firm, price can be changed in a second since it is the most flexible element of the marketing mix and it can change very quickly with no investment needed. Considering the marketing mix as a whole, price is the only component that can be changed easily without a cost. Therefore, price is the most important element to manage in the marketing mix, since it is very flexible and dynamic [11; 7; 45; 15, 229; 27, 345; 3].

Price is the marketing strategy variable alone generating directly income while all other variables generate costs [36, 8]. Therefore most of the academics highlighted price as the only element in marketing mix that generates revenue [41; 46; 36], whereas the other variables (product, promotion, place or distribution) are the cost components [20; 15]. Kohli and Suri (2011) suggested that pricing should be aligned with the marketing strategy and pricing should be the key component not just a tactic while determining the marketing strategy. By this way companies can get the maximum leverage. They emphasized that pricing and marketing strategy should offer synergy [26]. Surely, these advantages have some consequences. Since price and pricing strategies are easy to change, any failures in pricing and/or intention to undercut the market price may lead to price wars.

In the field of marketing, economics, and strategic management, many scholars neglected price and pricing strategies. Though it is a strategic tool, there is lack of studies in the literature. Despite the fact that price is one of the most important components of the marketing mix, price theory and pricing literature did not win enough recognition in business practice [49; 48; 39; 2],

and little interest shown in the academic field of both marketing, business and economics [47; 34; 12; 21; 6]. According to Indounas (2006) the lack of interest on pricing is due to its complexity and being as one of the most complex decisions that a company faces, for Shapiro (1968) it's due to fuzzy business thinking [23; 47].

Price perceived as a strategic weapon and therefore it is dangerous to manage the changes in price and pricing policies because it may cause serious damages in the way it is used. Many of the academics and professionals avoid using, studying price, pricing as a competitive tool. Mostly economists have suggested several theories to the non-price factors of competitive strategy [53]. Maybe it is therefore there are lack of studies based on pricing in marketing strategy and pricing in competitive strategy.

Pricing is the biggest marketing headache of managers [13; 27, 345]. Therefore in giving pricing decisions, managers feel the most pressure and they can be least certain about their decision outcomes. Classical economic model of price determination relied on the assumption that the firm maximizes short-run profits [8] however, the conventional wisdom is that the price is dictated by the market and there is no control over the price by decision-makers. On the other hand, getting closer to the "right" price may have a great impact on better pricing which mean a lot for the company [13].

Liner Shipping Industry

Sea transportation is accepted as the economic lifeblood of many countries in the movements of the goods from the place of production to the place of consumption. Sea transportation as a low cost mode of transportation is essential to the economic activities development and for trade to grow [31]. Freight transportation demand called as derived (secondary) demand by the economists, and therefore this makes sea transportation also a derived demand. This is due to the fact that freight transportation demand is based on the customer demand for the product to be moved [9, 24]. One of the important contributions of industrial revolution was the use of steam power and in sea transportation it enables the ship navigate on regular basis which was named as liner services. Thereupon, increase in international trade triggered some innovations in LSI.

The containerization period, unitization of the cargo in mid-1960 s, can be accepted as a milestone and breakthrough event in liner shipping history. Especially the way containers changed the LSI is worth noting. With the deregulation process, the transformation of the LSI has been started and continued with liberalization and globalization.

After the deregulation period industry witnessed increasing competition between 1978 and 1996 [9, 102]. Technological advances in transportation, shipping and communication triggered globalization which made it easy to buy product or services worldwide [28, 54].

Basically, the market rate in liner shipping is determined by supply and demand. Supply represents the vessel capacity offered by shipping companies, whereas the demand refers to the customer demand for sea transportation. Contestable markets theory is relevant to LSI in order to explain the market structure and the price setting [10]. On the other hand, considering container LSI as an oligopoly [51] – none of the sellers controlling the market – firms immediately act according to price changes therefore pricing strategies are crucially important.

Shipping cycles are affected from the business cycles in the world economy, and therefore global crisis has an impact on the LSI [50; 17]. It is important to take into account past events in the world economy, trade, and shipping as a whole while making important decisions such as pricing since LSI has been affected from business cycles. As the industry is vulnerable to economic crisis also, business forecasting methods can be a useful to decrease the uncertainty and give insights about the past behavior of the data in crisis period.
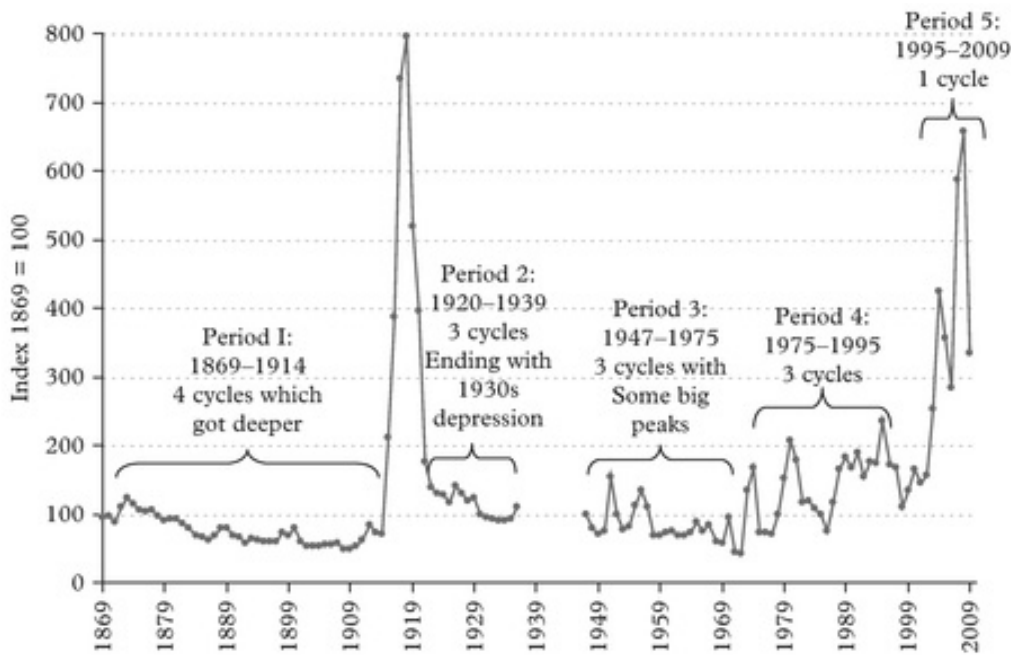
Figure 1. Shipping cycles 1869–2009

Stopford (2009) points out that, rationale behind forecasting is not to predict the unpredictable or to make precise predictions, but to help reducing the uncertainty by narrowing the odds. It is important to know and interpret the past better than the others to succeed in the business [50, 701]. Notwithstanding that, there are few studies that use forecasting methods in LSI [32; 14; 40; 38; 4].

The Structure of Proposed Pricing DSS

Forecasts are very important for economic and business decisions. Makridakis et al (2009) shed a light on how hard to make better forecasts by exemplifying financial crisis of 2008. Also they mentioned that the conventional way of future oriented decision-making starts with forecasting then continues with planning. Conversely, in order to handle uncertainty there is a need to develop alternatives among cases, scenarios. The key idea they asserted is "not to believe any predictions about the future, but to develop plans that will be sensitive to surprises" [33].

Forecasting is to gather and analyze the right information about the present [50, 701]. Currently it is not easy to reach the right information and real-time data for forecasting, but it is seriously important. Due to increasing uncertainty in the market, it is getting harder to foresee what is coming, which makes business forecasting methods useful to predict the future events with taking into account past events.

State-of-the-art computer hardware technology has made modeling feasible by artificial neural network (ANN) [24]. ANNs have many commercial applications which includes forecasting [25; 18, 499]. ANNs are mathematical models inspired by the performance capability of the human brain. Human beings have learning ability and intuitively they find solutions to the problems [37,106]. The brain is capable of organizing structural constituents called neurons, as to perform certain computations (e. g., pattern recognition, perception, and

motor control). In performing these tasks, the brain is many times faster than a highly sophisticated digital computer that is available today [19, 30].

There are similarities between ANN techniques and conventional forecasting methods. Both try to search variables that predict the dependent variable successfully. There is a theoreticel advantage of ANN, being a forecasting tool; to specify relationships. By using the provided examples, the method learn the relationships. No assumptions needed about the population distributions and, differing from the conventional forecasting methods, ANNs can perform with incomplete data. Also ANNs are very valuable in case there is a high correlation between inputs, or any missing value, or highly nonlinear systems are available [18, 499–500].

DSSs are the synonyms of *analytics*, business intelligence (*BI), decision-making BI systems* and *knowledge management.* Decision support is a broader concept that requires computerized systems and other tools to assist decision-making of an individual, a group, or an organization [29, 320; 42]. Typically, the reason to build a DSS is either to support the solution of a certain problem or for evaluation of an opportunity [52, 88].

Managers are in need of computerized information systems in supporting their decision-making process. The aim of the developers of computerized decision support is to improve the effectiveness and efficiency of human decision-making by information technology (IT) solutions. The regular tasks of managers are to download and analyze sales data, prepare reports, and also to analyze and evaluate forecasting results. In performing these tasks, DSS may help managers in allocation of resources, comparing budget to actual results, operating results, projecting revenues, and in the evaluation of the scenarios [42].

As one of the DSS model, data-driven DSS build in a way to organize and summarize data in different extents to retrieve fast and for *ad hoc* analysis. The main objective of these systems is to assist managers in transforming data into information and knowledge and by the help of these, activities such as real-time operations, management control, and strategic planning can be supported [43].

Some of the major reasons that the companies should benefit from computerized decision support are; (1) unstable and rapid changing economy, (2) increased competition; especially in global scale, (3) need for accurate information, (4) need for timely information, (5) need for higher decision quality, (6) need for special analyis of profitability and efficiency, (7) reduce costs [52, 18].

Pricing is a managerial decision and under managerial economics, economic tools and techniques applied to business in order to make administrative decisions. In order to identify pricing strategies, managerial economics can be useful to match short-run objective of the business in a quick and effective way. It provides a link between traditional economics with decision sciences in order to advance vital tools for managerial decision making [22, 3]. Considering this fact, for better decision making forecasting can be a useful technique to promote a DSS for the liner shipping companies.

After reviews of pricing and liner shipping industry literature in terms of forecasting, as it is seen there are few studies addressing forecasting of the prices however there is no study regarding pricing decisions and how to formulate, model the pricing decision process. Therefore, the study is an attempt to propose a forecasting technique based DSS to enable the user (decision-maker) to give fast and better decisions.
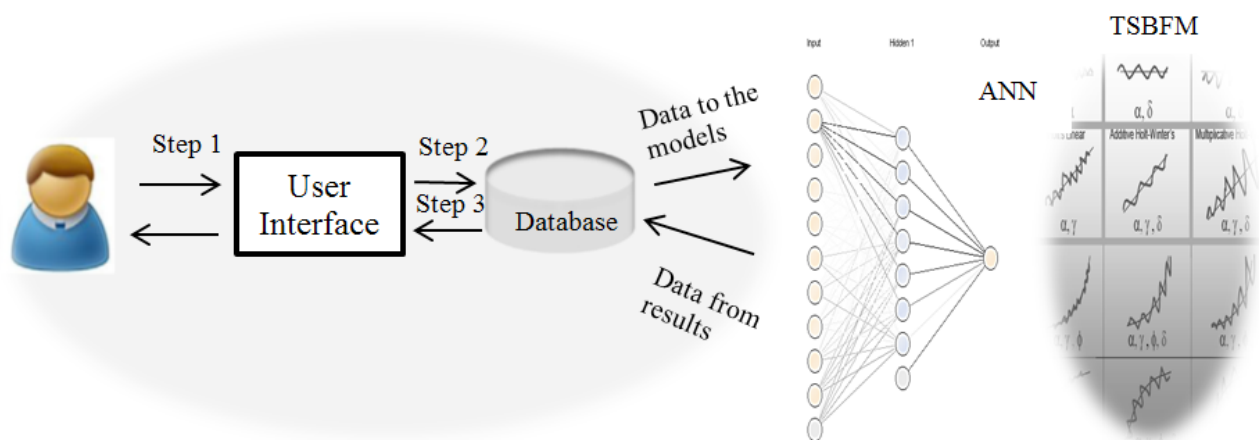

Figure 2. Forecasting Technique Based DSS

Figure 2 depicts the forecasting techniques based DSS. The flow of the system starts with the user interface to the database, then continues with data flow to the forecasting techniques like ANN and time-series business forecasting models (TSBFM) like exponential smoothing, Holt-Winter's, ARIMA etc. After the calculations in the relevant forecasting models, the results data (from best performing models) are transferred to the database and received by the user for decision making.

Conclusion

Pricing is one of the most important managerial decision that deserves a multidisciplinary approach. Price and pricing cannot be evaluated in the context of economics, marketing and management only. There is a need to integrate and implement decision sciences to pricing decisions. Especially, considering short-term managerial decisions like pricing, it is important to develop scenarios by utilizing from the forecasts in order to stay competitive in the market.

As explained above, in LSI the effects of 2008 crisis still continues. It is important to be cautious in such situations and should set strategies by predicting how future crisis may have an effect to LSI. Maybe there cannot be a precise method to forecast the rates. However it is important to use a tool to see beyond the fog and then make plans about how to react in the coming situations by utilizing from forecasting techniques based DSSs.

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Features of pricing in the agrarian sector

Abstract: The proposed article specifies the necessity of price matching in the agrarian sphere to market relations in connection with the formation and integration of the country's market relations into the world economic system. And also specific features of pricing in the agrarian sphere, which is one of the constituent and important branches of the economy, are touched upon.

Keywords: agrarian sphere, agricultural production, price, pricing, stimulation of production, competition.

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Особенности формирования цен в аграрной сфере

Аннотация: В предложенной статье указана необходимость соответствия цен в аграрной сфере рыночным отношениям в связи с формированием и интеграцией рыночных отношений страны в мировую хозяйственную систему. Автор также затрагивает проблему специфических особенностей формирования цен в аграрной сфере, являющейся одной из важных отраслей экономики.

Ключевые слова: аграрная сфера, сельскохозяйственная продукция, цена, формирование цен, стимулирование производства, конкуренция.

Введение. Формирование рыночных отношений в Азербайджане и интеграция страны в мировую хозяйственную систему сделало необходимым формирование качественно новых экономических отношений в аграрной сфере, являющейся важной составной частью экономики. Наряду с тем, что аграрная сфера играет главную роль в обеспечении населения продовольствием, а промышленность сырьем, имеет исключительное значение в предотвращении процесса урбанизации населения, социально-экономическом развитии регионов. Утверждение различных имущественных форм (кооперативы, крестьянские – фермерские хозяйства, агросервис, семейные и личные хозяйства) в результате приватизации государственного имущества и осуществления земельной реформы способствовало росту производства сельскохозяйственной продукции. Эффективная и рентабельная деятельность таких форм хозяйствования чрезвычайно важна для быстрого роста экономики страны в целом. Большое значение с этой точки-зрения приобретают экономические механизмы, в том числе формирование цен на научных основах, открывающие путь к более эффективной финансово — хозяйственной деятельности крестьянско — фермерских хозяйств. В отличие от других отраслей экономики, производство аграрно — промышленной продукции обладает специфическими особенностями. По этой причине важное значение приобретает полный учет и изучение различных факторов, воздействующих на ценообразование при производство аграрно — промышленной продукции. Ценообразование в аграрной сфере должно применяться таким образом, чтобы цены на производимую продукцию покрывали производственные затраты, обеспечивали расширенное воспроизводство, вызывали у предпринимателей интерес к повышению производительности труда и эффективности производства. Необходимо анализировать проблему ценообразования в аграрной сфере Азербайджана по следующим аспектам; влияние совершенствования ценового механизма на потребительский уровень

населения; влияние ценообразования в аграрной сфере на денежные доходы производителей и покупательную способность потребителей; перспективные направления механизма совершенствования цен на сельскохозяйственную продукцию в соответствии современными рыночными принципами; изучение факторов, влияющих на повышение конкурентоспособности сельскохозяйственных продуктов; суть экономической роли цены в создании здоровой конкурентной среды в аграрно-промышленном секторе [1]. Наряду с этим, исследована проблема и регулирования цен, в том числе, роль цены в обеспечении продовольственной безопасности в стране и повышении конкурентоспособности продукции в аграрной сфере.

Закономерности формирования цен в аграрной сфере. Аграрно-промышленная сфера является одним из важных отраслей народного хозяйства и играет существенную роль в удовлетворении растущей потребности населения в продовольствии, а промышленности в сырье. Развитие многих отраслей народного хозяйства зависит от уровня развития сельского хозяйства. Производимые в этой сфере продукты питания и продукция обрабатывающей промышленности удовлетворяют примерно 75% потребности населения страны в потребительских товарах. Аграрная сфера характеризуется рядом социально-экономических, естественных и технологических особенностей. В данном случае, как справедливо отметил профессор Иманов Н., « … Формирование и развитие аграрных отношений в новом содержании, в соответствие к рыночным отношениям является серьезной сложной и ждущей своего решения задачей перед республикой в условиях современных реформ» [2, С. 158]. В отличие от других отраслей экономики, основным средством производства в сельском хозяйстве является земля. По скольку использованием земли зависит от природно-климатических условий. Слияния процесса производства естественными факторами, благоприятность природно-климатических условий нашей страны способствует более эффективному использованию земли и получению обильного урожая. Наличие одиннадцати из девяти существующих в мире климатических типов на территории Азербайджана, создает условия для блгоприятного развития аграрной сферы. Цены на продукции аграрной сферы определяются на основании общих для промышленного и сельскохозяйственного производства принципов.

Однако, в рыночной экономике формирование цен на основе факторов затрат создает некоторые трудности в бесперебойной работе производства.

Например: (не отражает эффективность товаров, создает трудности со сбытом товаров, оказывает слабое влияние на увеличение эффективности производства и тп.). Рыночное ценообразование требует устранения этих недостатков, способствует экономически целесообразному и неэффективному экспорту производства, а также приводит к развитию производства. В условиях рыночной экономики свобода и регулирование цен стимулирует экономическое развитие, создает широкие возможности для деятельности предпринимательства. «Известно, что свобода цен входит в число самых важных экономических свобод и является одним из основополагающих принципов рыночной экономики. Как и все другие виды свобод, свобода цен также никогда и нигде не бывает абсолютной». Один из путей измерения уровня свободы цен, предложенный профессором Н. М. Имановым, является активное вмешательство государства в свободное ценоназначение или регулирование цен. Так, как отметил Н. Иманов, «Придерживающиеся правых экономико-политических взглядов выступают за более широкую свободу при назначении цен, а придерживающиеся левых политико-экономических мировоззрений выступают за более активное регулирование государством цен. Крайне правые принимают спрос и предложение как единственные регуляторы цен, крайне левые поддерживаются директивного назначения цен. Наряду с этим, даже крайние правые признают хотя бы в ограниченных рамках, вмешательство государства при назначении цен» [2, С. 37].

Отдельные хозяйственные субъекты не могут нормально функционировать без экономического обоснования цены и в целом, станет невозможным восстановление социальной справедливости в обществе. Цена является важнейшим экономическим рычагом и в целом, играет особую роль в формировании и функционировании экономического механизма. Цена выражает количество денег, на которое покупатель готов купить, а продавец продавать единицу товара. Цена формируется в результате взаимного влияния на рынке спроса и предложения. В более широком смысле, рыночная цена продукта формируется под влиянием многочисленных факторов. Именно поэтому, при выборе ценовой стратегии производителями сельскохозяйственных продуктов, необходимо выявление и глубокий анализ всех цен образующих факторов. В целом, посредством цены формируются и развиваются экономические отношения между потребителем и производителем, предприятиями и государством, государством и населением. Цена

выявляется в самих результатах производства и логике масштаба измерения оценки [3]. Она может оказать на социальное развитие как положительное, так и отрицательное воздействие.

Это зависит также от правильной организации ценового механизма. В принципах ценообразования в аграрной сфере в новых экономических условиях, особое внимание следует обратить на контроль за обоснованием, целесообразностью, непрерывностью и уровнем цен. С методологической точки – зрения цена должна устанавливаться на научных основаниях и соответствовать массе общественно необходимого труда, расходуемого в денежном выражении стоимости товара. Также в случае воздействия факторов спроса и предложения, в основе цены должны стоять общественно необходимые затраты на рабочую силу. Цена является денежным выражением товара (продукта, работы и услуг), его производственных особенностей (годности), прочих параметров производственных затрат по ценовым и неценовым факторам — выражением потребительской стоимости в деньгах и стоимостью товара. Цены должны формироваться таким образом, чтобы вызывать сильный стимул у производителя без затрагивания интересов потребителя, поощрять его к расширению и повышению эффективности производства, говоря иными словами, создавать у производителя сильный материальный интерес к развитию производства и его результатам [4]. Цена определяет все связанные с рынком противоречивые проблемы, отражает в себе конфликты между экономическими интересами, их координацию, гармоническое сочетание, устанавливает производственные и потребительские условия. При оценке своей продукции предприниматель в основном учитывает стоимостные факторы. Цены на сельскохозяйственную продукцию устанавливаются в зависимости от производственных затрат и такое ценообразование называется калькуляцией.

Закупочные цены — под этим понятием подразумеваются рыночные цены, по которым сельскохозяйственные предприятия. население и другие производители сырья реализовывают свою продукцию. Эти цены являются средней ценой реализации, установленной посредством различных цен (например, организации подготовки, непосредственные связи, закупочные пункты, сельскохозяйственные базы и т. д.) и разных стоимостных учетов. Они широко распространены в рыночной экономике. В зависимости от спроса и предложения, закупочные цены могут быть свободными ценами, что осуществляется на ос-

новании заключенных с производителем договоров. В настоящее время такие цены устанавливаются учрежденным в стране (по регионам) государственным агентством по закупкам [5].

Следовательно, в механизме ценообразования следует соблюдать его стимулирующие функции. Ценовая система совершенствуется и развивается в соответствие с многоукладной экономикой, являющейся одним из основных атрибутов рыночной экономики. Так, при переходе к рыночной экономике, где действуют свободные цены, основная часть фермеров приобретает свободу действия в хозяйственной и предпринимательской деятельности. Они также полностью независимы в использовании находящихся в их распоряжении средств производства и потребительских товаров. Они самостоятельно определяют производственные планы, объем предназначенных для реализации товаров, строят экономические связи с точки зрения личных интересов, и на основании спроса и предложения устанавливают соответствующие рынку цены. В результате, не только появляется взаимный интерес, но и взаимная ответственность. В конечном итоге, объем производства сельскохозяйственной продукции в стране растет из года в год.

Проводимые в стране экономические реформы и осуществляемая государством ценовая политика создали условия для роста производства продукции в сфере сельского хозяйства и этот рост продолжается и поныне. Материальный интерес производителя и взаимная ответственность естественно являются главными условиями экономического и социального развития. Ценообразование является крайне сложным процессом. До стадии обмена предложенными для реализации на рынке товарами цена проходит через сложный процесс формирования и при этом подвергается воздействию многих факторов – спроса, предложения, затрат. Производитель с учетом всего этого, устанавливает для своей продукции самую высокую цену по спросу и самую низкую цену по затратам. Сельское хозяйство является важнейшей отраслью народного хозяйства и обладает своеобразными особенностями, отличающими его от других отраслей, что существенно влияет на процесс ценообразования в данной сфере. Так, на процесс ценообразования в сельском хозяйстве влияют ряд специфических факторов, к которым можно отнести следующие: природно-климатические условия; земельный фактор; фактор сезонности производства; взаимосвязь и взаимозаменяемость товаров аграрно-промышленной сферы [6]. Природно-климатические факторы,

влияющие на цены товаров аграрно-промышленной сферы составляют большую группу. которая включает температуру воздуха, количество солнечных дней, годовых осадков, тип климата, природные катастрофы и прочие факторы. Известно, что отдельные зоны страны отличаются по климатическим условиям. Именно поэтому, решение проблемы специализации и распределения сельскохозяйственного производства осуществляется с учетом указанных отличий. Невозможно полностью устранить влияние климатических условий на уровень себестоимости производства идентичного товара. Следовательно, для обеспечения нормального хозяйствования всем производителям сельскохозяйственных товаров необходимо полностью учитывать влияние природно-климатических условий на процесс ценообразования. Именно с этой целью и дифференцируются закупочные цены на сельскохозяйственную продукцию.

Это объясняется наблюдаемой разницей в затратах на продукты сельского хозяйства в связи с разными природными условиями производства продукции по зонам страны. В результате влияния этих факторов себестоимость сельскохозяйственных продуктов может снизиться или резко повыситься. К природным факторам можно отнести некоторые неприятные природные явления (ливень, град, метель, ураган и т. д.), в том числе природные катастрофы (наводнение, затопление, землетрясение и т.д.) [7]. Такие природные катаклизмы приводят к повышению затрат предприятий сельского хозяйства, стоимости и себестоимости продукции. С другой стороны, образовавшийся в результате таких обстоятельств дефицит товаров способствует уменьшению предложения и приводит повышению цены. Одним из главных факторов, влияющих на ценообразование в аграрной сфере, является земельный фактор. Земля основное средство производства в сельском хозяйстве. В частности, земельный фактор в сфере растениеводства оказывает существенное влияние на все экономические показатели хозяйственного субъекта, а также ценообразование. Как нам известно, в отдельных зонах республики встречаются разные типы земли. Эти типы земли отличаются также по производительности. Точнее, производительность конкретного вида продукции меняется в зависимости от типа земли, если влияние прочих факторов одинаковое. С учетом именно этого фактора, отдельные экономико-географические зоны страны специализируются по производству определенных продуктов сельского хозяйства.

Территория республики делится на десять экономических районов по географической и экономической сути: по природным богатствам, ресурсам, структуре хозяйства, направлению специализации хозяйства в масштабах страны: Апшеронский, Гянджа-Газахский, Шеки-Закатальский, Ленкоранский, Губа-Хачмазский, Аранский экономический район, Верхне-Карабахский, Кельбаджаро-Лачинский, Горно-Ширванский, Нахчыванский экономической район [7].

Например, периоды созревания фруктов и овощей в республике отличаются по экономическим зонам. Например, овощи в Ленкора-Астаринской зоне созревают на 20–30 дней раньше, чем в Губинско-Хачмазской. Раннее созревание овощей требует дополнительных затрат. Так, себестоимость овощей в зонах раннего созревания на 30–35% выше, чем в Губа-Хачмазской зоне [7]. Однако главная сторона вопроса заключается в равномерном обеспечении населения во всех сезонах картофелем и овощами, в том числе другими продуктами сельского хозяйства. Следовательно, предприятия сельского хозяйства должны иметь возможности для обеспечения потребностей по указанным продуктам во все сезоны года. Сезонные цены устанавливаются таким образом, что субъекты сельского хозяйства смогли полностью покрыть дополнительные затраты, обусловленные производством продукции в неблагоприятное время года или ее долговременным хранением. Дифференциация сезонных цен на картофель и овощи направлена на поощрение хозяйств для выращивания ранних видов этих продуктов. Как нам известно, некоторые сельскохозяйственные продукты частично могут заменять друг друга. Если уменьшится предложение одного из таких продуктов или изменится цена, это оказывает определенное влияние на цену заменяющего его продукта, что выступает в качестве одного из факторов, воздействующих на процесс ценообразования. Степень изменения цены зависит от степени замещения друг друга указанными продуктами. Существуют такие сельскохозяйственные продукты, цены которых тесно связаны. Например, цены баранины и говядины. Если по какой-то причине цена на баранину повысится или образуется дефицит баранины на рынке, тогда в целях удовлетворения своих потребностей, потребители начнут больше пользоваться говядиной, что в свою очередь, приведет к повышению цены на говядину. Невозможно правильно определить уровень ценообразования, без учета образующих ее факторов. На практике доказано, что при установлении цены на свой товар производитель прежде всего, преследует цель возместить полученными от реализации продукта деньгами затраты на производство данного

продукта и обеспечит получение соответствующей дополнительной прибыли. Именно отсюда образуются два фактора формирования цены:

1. Себестоимость товара;

2. Нормативная рентабельность или норма прибыльности [8].

К факторам, определяющим количество и внутреннюю структуру цены, относятся: квалификация, умения и навыки работников; обеспеченность труда и производства соответствующей техникой; организация производства и труда; естественные условия труда; размещение производства и потребление продуктов труда; объемы потребления. Под воздействием этих факторов, образуются общественно — необходимые затраты на рабочую силу и создаются условия для дополнительных общественно — необходимых затрат на рабочую силу в рамках оборота. В результате данный фактор меняет в новообразованном продукте соотношение между необходимой и дополнительной стоимостью.

Естественный фактор в аграрной сфер определяет производительность труда и образует дифференциальную ренту. Данный фактор одновременно влияет и на цену. Как отмечалось выше, себестоимость является одним из важнейших среди факторов ценообразования в сельском хозяйстве. К элементам, определяющим внутреннюю структуру себестоимости относят следующее: зарплата по продуктам растениеводства, семена и минеральные удобрения, амортизационные ассигнования, затраты на техническое обслуживание и ремонт техники, запасные части, топливо, организация производства, зарплата по продуктам животноводства, корм, амортизационные ассигнования основных средств, затраты на ремонт, техническое обслуживание, организацию производства.

Исследования и анализ показывают, что удельный вес себестоимости продукта меняется в зависимости от его вида [9]. Обычно в составе продуктов растениеводства высоким удельным весом отличаются затраты на труд, а в составе животноводческих продуктов, — затраты на корм. Нередко в структуре себестоимости одинакового продукта удельный вес того же затратного элемента бывает разным. Такое обстоятельство имеет в каждом конкретном хозяйстве объективные и субъективные причины. Себестоимость продукта может отличаться даже в хозяйствах, расположенных в одинаковых природно-климатических условиях. Так на себестоимость продукта оказывают влияние ряд социальн-экономических, земельн-климатических, технических и организационных факторов. Не принятие должным образом любого фактора, оказывающего влияние на себестоимость продукта, способно менять соотношение разницы между ценой и себестоимостью в условиях стабильности нормативной прибыли. Поэтому, при определении цены, прежде всего, стоит учесть все затратные элементы. образующие себестоимость единицы продукта.

Заключение. Таким образом, с учетом вышеуказанных факторов, определяется фактическая и ожидаемая себестоимость произведенных в аграрно — промышленном рынке республики продуктов. Анализируются факторы, влияющие на уровень цены, как на самый ответственный этап ценообразования. В процессе анализа факторов ценообразования исследуются объемы спроса, гибкость цен, сумма полученная от реализации, суммы затрат на производство и реализацию продукта и сумма прибыли, принятие цены потребителями, реакция и воздействие конкурентов и торговых посредников на цены и т. д. Цена считается научно обоснованной тогда, когда стимулирует в каждом нормально работающем хозяйстве увеличение объемов производства, повышение качества и снижение себестоимости продукта. Правильное применение цены создает у предпринимателя интерес к производству, его расширению и более эффективному использованию производственных возможностей, повышает интерес предпринимателя к производственной деятельности, что в свою очередь, способствует повышению прибыльности, как конечного результата производства. Все сказанное отмечено в «Стратегической дорожной карте» по производству и обработке сельскохозяйственной продукции в Азербайджане. Прогнозируется, что в результате проделанной работы реальный ВВП Азербайджана вырастет непосредственно – на 220 миллионов манатов, косвенно – на 230 миллионов манатов, в целом – на 450 миллионов манатов [1].

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Section 8. Population Economics

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The evaluation of the effect of birth fertility to the labour market in the republic of Uzbekistan

Abstract: This article shows the distinctive process of fertility rate in the Republic of Uzbekistan. With the help of the statistic information provided by State Statistics Centre the number of the birth fertility dynamics including the coefficient of born and overall birth fertility rate was accounted by the author. The process of the birth in all the regions of Uzbekistan was evaluated. The effect of the process of birth fertility to forming the labor market was based on scientifically. In addition, the article suggests ways to decrease the number of population who is passive economically in Uzbekistan.

Keywords: population, birth rate, coefficient of birth, labor resource, labor market, economically passive population.

Introduction. The social demographic situation occurring in Uzbekistan is complex and crucial. On one hand, Uzbekistan is considered one of the countries whose demographic climate gives comfort in UNC and maintained the increase of the labor resource. On the other hand, Uzbekistan is the place where the labor supply is exceeded and since 1991 the employment has been in crucial situation. Despite the shortage of the job vacancies, on the one hand, the country economy is running out of professionals, as well as on the other hand, it knows the high responsibility of the non-engaged population.

Literature review. The several issues in recreation of the population was investigated scientifically by many foreign scientists such as Vishenevskiy, A., Valentey, D., Kvasheva, A., Baxmetova, G., Boyarskiy, A, Urlanis, B., Vasileva, E., Bedniy, M., Guzovatiy, Y, Arab-Ogli, E., Kildeshev, G [1]. In Uzbekistan Karakhanov, M., Mullajonov, I., Ata-Mirzaevm, B., Ubaydullaev, R., Burieva, M, Komilova, K and etc., have done research on the features of the development of the demographic population [2].

Ethical scientist M. K. Korakhonov has done some research on the history of the increase of the population of the Central Asia. A. B. Ata- Mirzaev's research on urbanization and his insights into problems of development of demography should be emphasized. The research done by M, Burieva looked into studying the birth and family issues. Above mentioned research investigated particularly the process of recreating the population (birth and death) in Uzbekistan and the factors which effect it and the regional features until the transforming towards the market economy [3].

The result of the research is valuable to study the history of the demography of that area. Consequently, the changes occurred during the transforming to market economy period of Uzbekistan has not been studied thoroughly and it requires to do research on it.

Data Analysis. According to the State Statistic centre, 2015 showed the highest birth fertility in the republic of Uzbekistan (*Table 1*).

The analysis of the information above shows that from 1991–2015 the birth fertility grew by 1,4 percent. This upward trend is not true for all regions of Uzbekistan. For example, during that period Surkhandarya (11,3%), Kashkadarya (10,6%), and Andijan (9,4%) cited highest trends. However, the birth fertility showed downward trends in the Republic of Karakalpakstan (13,4%), Sirdarya (12,9%), Navoi (12,6%), Tashkent region (9,2%) and Bukhara (3,3%). Dividing the birth fertility period to (1991–2000 and 2005–2015) shows that it has not been stable all the time. Particularly from 1991–2000 in

all regions of the republic the birth fertility declined significantly. Taking the whole republic, the birth fertility declined to 27, 1%, in regional case Navoi showed 33,9, Tashkent region 32,3, Fergana – 31,7, Namangan – 31,5, Andijan – 31.0 percent reduction in birth fertility. In the next period (2005–2015) the fertility trend increased constantly. In republic case it increased by 36,7 and in regional trend the highest fertility was experienced in the following regions; Surkandarya (54%), Kashkadarya (47,3%), Namangan (46,5%), Andijan (46,4%).

Table 1. – Change of the birth in Republic of Uzbekistan

Territories	Years						Chang-es in1991–2015 (+,−)
	1991	1995	2000	2005	2010	2015	
Republic of Uzbekistan	723420	677999	527580	533530	634810	734141	101,4
For instance:							
Republic of Karakalpakistan	47732	36039	36408	32456	37942	41345	86,6
Andijan	63589	62262	43897	47522	59953	69562	109,4
Bukhara	40709	36227	28618	30119	34597	39352	96,7
Jizzakh	31277	30100	24049	24157	25942	31887	101,9
Kashkadaryo	70988	70511	57681	53317	63861	78543	110,6
Navoi	23165	19880	15305	16230	18409	20259	87,4
Namangan	59487	58642	40772	42309	50799	61980	104,2
Samarqand	84143	82287	61266	63147	75213	88649	105,3
Surkhandaryo	57841	58389	44834	41847	51103	64424	111,3
Sirdaryo	20503	17122	14315	14365	16260	17862	87,1
Tashkent	64597	57254	43820	46335	54830	58692	90,8
Fergana	77889	76346	53168	56701	70622	79241	101,7
Khorezm	38997	35439	32114	31362	35965	39543	101,4
Tashkent city	42503	37501	31333	33663	39314	42802	100,7

Source: Demographic Yearbook of Uzbekistan 1991–2002, Statistical Yearbook 2005, Population of Uzbekistan 2014, Uzbekistan Demographic Yearbook, Social development and living standards in Uzbekistan, The social development and the living standards of the population

Such reduction was seen in all part of the country. In particularly, Samarkand and Kashkadarya which experienced the highest birth fertility in 1991 declined twice. The criteria for estimating the total coefficient of the birth fertility of the world was established.

The changes occurring in the trend of the birth are including some particular areas over the time. In our opinion, it shows that it is possible to differentiate the demographic surge. For instance, the drop in the coefficient of the population birth, initially, starts in some regions and it slowly spreads to other parts of the country and it takes much more time until it reaches to a particular part of the area. Particularly, the natural increase on the population and the drop in the coefficient of the birth in Uzbekistan started firstly in Tashkent and Tashkent region, it slowly reached to Navoi, Sirdarya and Fergana. After that this situation was seen in Bukhara, Jizzakh, Namangan, Samarkand and Andijan. Finally, after some considerable amount of time, it "ended" in Surkhandarya and Kashkadarya. The data provided in the table also proves it.

Statistic information states that the country experienced the highest birth fertility among 20–29 age group women. Precisely, in 1991 child bearing in this group women cited 65.1% and in 2015 it reached to 71.7% which is an increase by 6.6%. If we estimate the demographic condition of Uzbekistan according to birth ratio, the birth ration was high in 1991 and 1995, and in the rest years it is accounted as average. The birth is carried out by mostly the at reproductive age group women.

Data analysis shows that the women who had lower birth giving at certain age showed a significant rise. For example, in 2015 the 20–24 year old women contained 39,1% increased to 31,8%, 25–29 year old women which contained 32,6% of total population grew to71,0%. The unfortunate trend was given by 40–44 year old women whose fertility rate rose to 2,4 and among 45–49 year olds to just 3,7 times. During the process of urbanizing and industrializing the

society, the role of offspring in the family is much altered, and the need to have children has been slowly looked over. This has been justified due to the following reasons [4].

Firstly, due to the development of pension system, elderly people do not have a need for their children's caring.

Secondly, the economic role of a child has been changed. During the feudal system a child was considered the one who helped in the agriculture and household. During the capitalism period, they were considered as hired workers. However due to nowadays the highly developed industry and science technology time and the high demand to the professionalism and information made the need for child labor much less. Law, which forbids the child labor was adopted.

Thirdly, Children became consumers from producers, and this led to the increase of the family budget ex-

penses to bring up and care children, and this caused to lowering the willingness to give a birth and birth fertility.

The development of the industry and manufacture caused more engagement of women to labor work outside of their household and this led to have more freedom from giving birth at some point. In addition educational level influenced to have a recreation, as well. The time spent on getting general and professional education led to the growth of the marriage age. Mostly marriage age is delayed until gaining financial independence. The marriage age affects the fertility rate features. The lowest limit of the marriage age is usually considered to be ready physically, yet in many countries the social achievements (graduation of higher institutions, having a proper job, stable income, having opportunities and etc) indicate the marriage age.
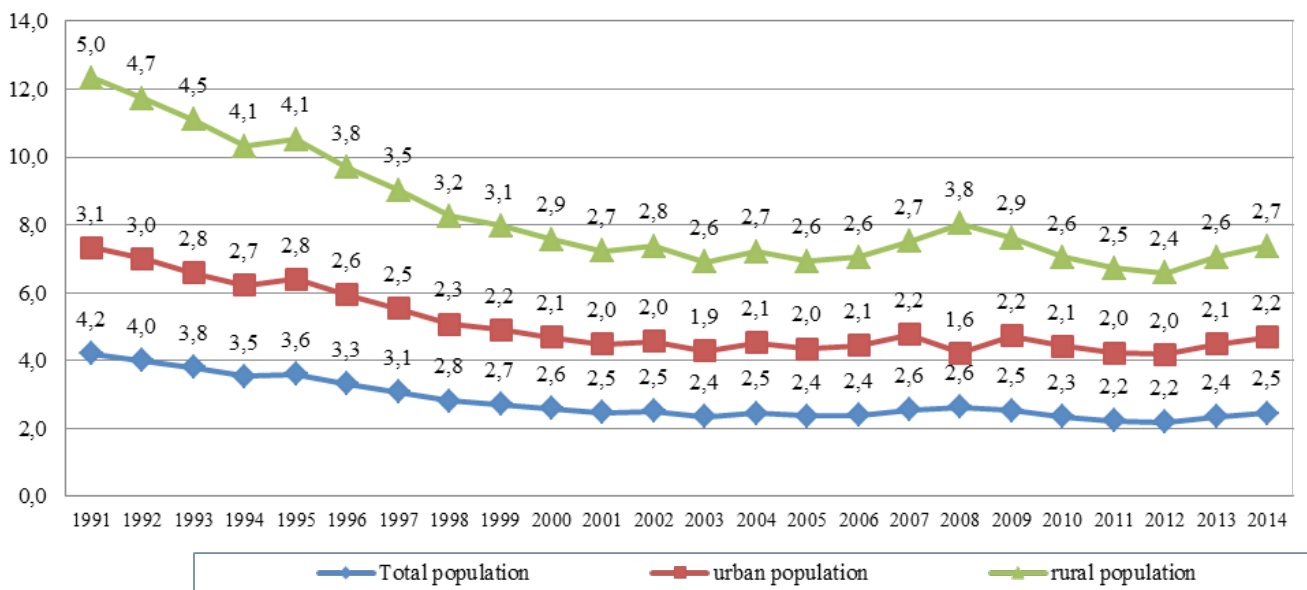
Figure 1. According to statistic information the dynamics of total fertility rate was done

Source: The figure was done based on the information provided by the Uzbekistan State Statistics Centre by the author

The increase of the total fertility rate in the country is due to the increase of the birth of the first and second child in the family. The effect of the marriage to the total fertility rate is as following:

Because of the variety degree of the birth between male and female in some years the number of the same type generation is not appropriate to each other. In this case, it is difficult to identify the number of the married couple who are at the same age, because the age difference between the married man and women is average 5 years. Therefore, it is possible to identify the sexual ratio of female and male as well as the difference considering the average age of them into first marriage.

Secondly, the intensive marriage can also effect to the total sum of the fertility measurement, because most of

the children are born only after marriage. However, the unmarried couples, especially if the women who are at the age of giving birth increase and the increase of the age which is appropriate for the first marriage and delaying the marriage cause the drop of the total fertility rate.

Thirdly, the boost in the number of divorce rate, the age difference between wife and husband and long- lasting marriage also effect significantly to the birth fertility. This group of factors mark the possibility of a second marriage. However, this is much lower in terms of women comparing to those of men as they get older.

In addition to the factors related to marriage it is worth stating one more factor which is remaining widow, the reason behind it, firstly, due to the death of men at the reproductive age. All these factors (sexual rate, marriage

assumption, first marriage age, intensive marriage, the widowing scale) mark one of the most important features of fertility rate which is being in long term marriage. According to the sequence of the data provided on the table 7 proves a dramatic change in the fertility rate. During the given period the mortality of the first child birth increased and the fertility of the fifth and the rest children is decreased.

Table 2. – The age of the mother and the number of the alive child birth (2015)

Group of age	All kids	Order of the birth		
		1 kid	2 kids	3 and more kids
Total	718036	284362	242836	190838
15–19	34922	32620	2235	67
20–24	305670	185018	107736	12916
25–29	244529	53745	106884	83900
30–34	102728	10554	21531	70643
35–39	26524	2102	3914	20508
40–44	3430	319	483	2628
45–49	209	4	44	161
50–54	18	0	6	12
55 and older than it	6	0	3	3

Source: The table was done based on the information provided by the Uzbekistan State Statistics Centre by the author.

The analysis of the trend of the stable childbirth after another shows that the increase of the birth fertility is mainly owing to the fist child birth out of the total new born children. It also shows that the average age of the mothers who give a birth to their first has increased.

Therefore the social demographic climate which is formed in Uzbekistan is described as disproportionate. On one hand, decrease of the birth fertility rate in rural areas, the increase of the age for marriage and giving a birth among women, the decrease of the fourth and other children's birth indicate the low trend of the fertility. On the other hand, Uzbekistan has an appropriate demographic situation comparing to other countries, so in the 80s of XX century there was a high fertility rate. The high growth in fertility and low in mortality caused to the increase of the labor resources. It should be stated that 58,4% of the total population contain the labor resource. In recent years the number of labor resource is increasing considerably faster than the number of total population (*Table 8*).

Table 3. – The division of the labor resource in the Republic of Uzbekistan (1000 people)

Indices	Years						Changes In 2015 than 2010,%
	2010	2011	2012	2013	2014	2015	
Total number of working resurses	16726,0	17286,4	17564,3	17814,1	18104,8	18277,1	109,3
Of it:							
Economically active population	12286,6	12541,5	12850,1	13163,0	13505,4	13767,7	112,1
Economically inactive population	4439,4	4744,9	4714,2	4651,1	4599,4	4509,4	101,6
Share of Economically inactive population,%	26,5	27,4	26,8	26,1	25,4	24,7	–

Source: The table was done based on the information provided by the Uzbekistan State Statistics Centre by the author

Between 2010–2015 the number of people in the country rose by 8,4% and the labor resource by 9,3%. Comparing to the total amount of population, the dramatic increase of labor sources (35–42‰) indicate that the ones who were born during the period 1960–1990 where the highest fertility rate occurred were the ones who were the capable for labor.

As the result of social and economic reformations occurring in the country, the economic active part of the population is increasing. Particularly, the percentage of population who is actively seeking for employment cited 73,4% in 2010 and this reached to 75,3% in 2015. 4509.4 economically non active people who are included in labor

resource cite 24.7% of total and this trend is higher in rural areas which is 27,9%. On active people are the ones who are not contributing the economic situation of the country and its high percentage is considered a crucial situa-tion. Economically non active people are those who are studying, the women who are at maternity leave, and the people who are unwilling to work or who are unable to start work in short time (*Table 9*).

Table 4. – Economically inactive people of the republic of Uzbekistan, thousand people

Indices	Years						Changes In 2015 than 2010,%
	2010	2011	2012	2013	2014	2015	
Total number of economically inactive population	4439,4	4744,9	4714,2	4651,1	4599,4	4509,4	101,6
Of it:							
Pupils and students who are studying and have no means of earning	1793,6	1876,7	1904,3	1836,3	1797,7	1807,9	100,8
Housewives and women who are not working but caring of their kids	1521,9	1438,9	1463,1	1520,8	1588,5	1541,0	101,3
Willingly unemployed and people who get profit from movable and immoveble property	1123,9	1429,3	1346,8	1294,0	1213,2	1160,5	103,3

Source: The table was done based on the information provided by the Uzbekistan State Statistics Centre by the author

As it is seen from the table, majority of the economically inactive people (40,9%) are students, which is 1,8 million people. This contains considerable amount of 16–20 year old population in total (20,5%). Moreover, the number of people are studying is increasing year by year. For instance, the number of students at secondary specialized institutions was 896,0 thousand in 2005 (Social development, 2007) while this trend reached to 1626,9 thousand people in 2014. As the result of the social and economic reformation in the development of education involving many students to newly constructed academic lyceums and vocational colleges is leading to the increase of the economically inactive people.

Due to existence of the complex demographic situation in Uzbekistan, 34,1% of economically inactive people contain housewives and women who are unemployed but looking after children. This could be the reason to high fertility rate. For example, in 2010 the number of born people was 634810 and in 2015 it was 734141 people. It should be emphasized, although the contribution of the women to population, labor resource and economic activity is weighty, they consist of large number in economically inactivity, as well. It is essential to involve women into social labors and become active people of the society. As we know, engaging women with job is distinguished with two important factors comparing with men.

Reduction of the number of economically inactive people is the main issue in all countries. It is connected with the following positive consequences:

– As the result of the increased number of employment, the gross domestic product will increase and the living conditions improve;

– The employment of the most population reduces the expenses of the government as well as social organizations which is spent on some economically inactive people;

– The demand and need in labor market will be equal, in order to provide the employers with the right personnel, the growth in economically active people is important.

Suggestions. In our opinion, in order to decrease the number of economically inactive people, the following actions should be taken. The women, which contain the majority number of economically inactive people, should be taken out of the household chores and be involved in production. This could be done in three ways.

– the engagement of women into labor market is slower than men, and this is the national uniqueness, which means that women are mostly involved in household chores and childcare. By creating highly paid workplaces for women in both rural and urban areas, the official work places for men and women should be divided equally;

– by implementing the experiences of the developed countries, the tasty ingredients which can be prepared in short time or ready meals at reasonable price for rural and urban place people as well as delivering them to the consumers should be organized.

To involve as many people who are searching for jobs independently as possible to use the service of the centers who provide assist to find jobs, thus the number

of establishments which serves for the efficiency of the labor market should be increased, the cooperation between local headquarters and labor resource establishments should be strengthened. Activities which help people who are at hidden economy to be engaged with official jobs should be introduced.

Conclusion. The demographic situation in Uzbekistan, especially the fertility effects to the development of the labor market and this effect forms the quantity and contain of the suggestions of the workforce. The high level of the fertility rate during 1960–1990 results the great number of workforce in the labor market. In addition, the increase of the fertility rate led to the growth of the economically inactive population, as well. Birth effects the age and sex of the population. After gaining the independence the decrease in birth caused to the reduction of the people who are capable of working. In conclusion, provision of the people who are at the age of working capability and running such programs could be an incentive to the increase of the suggestions by the labor market.

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Section 9. Economics of enterprises

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Subjects of entrepreneurial activity based on intellectual capital

Abstract: In the article there were studied the subjects of the post of modern and post-industrial entrepreneurship, which are the one of the trends emerging in the formation of the organizational management system in recent times, as well as, the issue of creating an organizational management system in business entities based on intellectual capital. The author shows that marketing research and sales, the close link between production management and research and development, the quality of human resources in their structures have a particular importance in such companies. The research has also examined the coordination and close cooperation of marketing structures and structures of production management with a structure of research and development in such structures.

Keywords: intellectual capital, entrepreneurial ability, entrepreneurship, innovations, human capital, creative corporations.

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Субъекты предпринимательской деятельности, основанные на интеллектуальном капитале

Аннотация: В статье были исследованы субъекты пост современного и постиндустриального предпринимательства, который является одним из тенденций, возникающих в формировании организационной системы управления в последнее время, а также вопрос создания организационной системы управления в субъектах предпринимательства, основанных на интеллектуальном капитале. Автор показывает, что проведение маркетинговых исследований и продажа, наличие тесной связи между управлением производства и исследованием и развитием, качество людских ресурсов в их структурах имеет особое значение в таких компаниях. Здесь также изучается координация и тесное сотрудничество маркетинговых структур и структур управления производством со структурой исследования и развития в таких структурах.

Ключевые слова: интеллектуальный капитал, предпринимательская способность, предпринимательство, инновации, человеческий капитал, творческие корпорации.

Введение. Инновация является одним из важных элементов для производства новых товаров и услуг. Потому, что производство новых товаров и услуг, не представляется возможным без новых открытий. Считается, что субъекты предпринимательской деятельности неконкурентоспособны с традиционными товарами, а чтобы конкурировать необходимо следует производить и продавать новые товары и услуги. Ромер и Лукас были первыми теоретиками, определяющими корреляцию между инновацией и развитием. Несмо-

тря на то, что раньше теория была оправдана с эмпирической точки зрения, но не были никакие конкретные показатели, чтобы измерить эту корреляцию [76, С. 3]. Но потом, данные исследования и разработки (R&D: Research and Develompent data), расходы на исследования и разработки, инвестиции в человеческий капитал для инноваций были ключевыми показателями. Согласно статистике Глобального Фонда по исследованиям и разработкам на 2014 год, в 2014 году в США 71% расходов на (инвестиций) исследования и разработки были покрыты промышленными предприятиями [77, С. 10]. Это –– показатель важности инноваций в производстве с точки зрения новых продуктов.

Основу креативных корпораций составляет сотрудничество между менеджерами и творческими людьми. Здесь творческие люди не сотрудничают с корпорациями отношениями подчиненности в материальными затратами.

Инновационный менеджмент это комплекс инновационных процессов, инновационной деятельности, принципов, методов и форм управления организационных структур и персоналов, занимающихся этой деятельностью.

Менеджер по инновациям действуют в различных этапах инновационного процесса и строит свою деятельность управления в этой области. Предприятия и организации может установить следующие организационные структуры для того, чтобы заниматься с инновационной деятельностью:

1. Научно-исследовательские институты или исследовательские центры.

2. Проектные- конструкторские отделы.

3. Стратегические научно-исследовательские центры.

4. Отделы маркетинговых исследований при департаменте маркетинга.

5. Лаборатории.

6. Консультативные отделы и т. д.

Инновационные структуры в предприятиях являются отделами или подразделениями, занимающимися инновационной деятельностью, инновационным процессом, научно-исследовательской работой. Основной деятельностью научных учреждений и организаций, занимающимися инновационной деятельностью, является проведение фундаментальных научных исследований. Фирмы, организации, малые предприятия, занимающиеся этой деятельностью, играют важную роль в развитии инновации. Деятельность таких организаций в этих сферах характеризуется венчурным бизнесом.

Фирмы, занимающиеся венчурным бизнесом, осуществляют проектирование новых продуктов, их исследование и производство, научный поиск.

Считается, что существуют более благоприятные условия для развития субъектов предпринимательства этого типа в целях обеспечения и защиты прав интеллектуальной собственности в странах с сильной правовой инфраструктурой. Обеспечение прав интеллектуальной собственности дает возможность людям, чтобы более проще выразить свои идеи и превратить их в идеи бизнеса. В докладе об «Интеллектуальной собственности и промышленности США» Отдела Экономики и Статистики США есть интересные релизы, связанные с влиянием защиты прав интеллектуальной собственности на бизнес. Согласно этому отчету, в настоящее время 40 миллионов людей работают на рынке интеллектуальной собственности и труда, это составляет 32,7% от трудоспособных лиц [7; 6].

Несомненно, это создает условия структурам управления, в том числе для установления отношений этих структур в различных контекстах в субъектах постиндустриального и креативного предпринимательства, основанного на интеллектуальном капитале. Товары и услуги, производимые в субъектах предпринимательства, основанного на интеллектуальном капитале, являются нематериальными активами. К ним относятся нематериальные активы, такие как лицензии, патенты. Наряду с этим, среди производимых товаров и услуг есть также те, которые принадлежат к категории нематериальных активов. Корпорация Microsoft может быть приведен в качестве лучшего примера среди таких предпринимательств. Корпорация Microsoft производит товары и услуги как программное обеспечение ИКТ, операционные системы, игры и т. п. В таких компаниях есть отдельные департаменты исследований и разработок.

Когда корпорация Microsoft была создана в первый раз, ее структура управления управлялась функциональной системой управления. А позже были развиты отделы обслуживания клиентов, менеджера по маркетингу, исследования и разработки, управления производством и людских ресурсов. А с 2010 года, она приняла дивизиональную структуру управления. Каждая дивизия представляет собой группу товаров и услуг [8, 1]. В каждой дивизии есть сервис маркетинга, продажи, исследования и разработки и обслуживания клиентов. Все это показывает того, что подразделение исследований и разработок в постиндустриальных компаниях является очень важным.

Новые знания и навыки совершенствуются как основная движущая сила развития. Все это поднимает вопрос разработки новых научных подходов, а также изучения исследования экономического развития именно в информационной среде [9, 16].

В корпорации Microsoft модель команды является более распространенной Microsoft Solutions Framework. Эта модель отражает организационную форму группы и принципы действия для успешного развития обеспечения программы [10, 1].

Обычно команды проекта формируются из представителей нескольких организаций. Это в некоторой степени приносит организационной структуре управления разнообразие. Среда организационная структура управления также является отлияается и характеризуется следующим образом:

• Принципиальность в доступности информации: другими словами, все сотрудники должны иметь доступ в свободной форме к информации;

• Распространение плюралистических мнений;

• Высокая скорость изменений, неопределенность средств [4; 6].

Специфичность позиций и частое изменение информаций в субъектах предпринимательства, основанного на интеллектуальном капитале, смягчает иерархические отношения во внутренних отношениях. Здесь распределение ответственности, оценки сотрудников и обязанностей основывается на принципе, ориентированном на результат. Человек свободен в использовании всех возможностей и методологии для получения результата, и он несет ответственность перед менеджерами только за результаты.

Вывод. В общем, система управления в субъектах постиндустриального предпринимательства применяют фунециональную или дивизиональную систему управления в зависимости от области деятельности и вида производимых товаров и услуг.

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Section 10. Economics of recreation and tourism

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Peculiarities of Employment in the Tourism Industry

Abstract: Employment is the most important issue of the study of economics. Specific nature of the development of certain branches of the economy, including the tourism industry, has a strong influence on social and labor relations. The paper is aimed to identify peculiarities of employment in the tourism industry.

Keywords*:* employment; tourism industry; direct employment in the tourism industry; indirect employment in the tourism industry.

Introduction

Employment is one of the most important and often discussed issues of economic science and practice. Employment plays a significant role in creating a stable social and economic environment of society, as well as in improving people's living standards [3, 33–36].

Specific nature of the development of certain branches of the economy has a strong influence on social and labor relations. The given paper dwells on peculiarities of employment in the tourism industry.

Assessment of the tourism industry influence on the labor market, and especially on the sector of employment, can be made on the basis of the **quantitative** and **qualitative** approaches.

A quantitative approach to assessment of the tourism industry influence on the labor market.

A quantitative approach is based on the division of the sector of employment in the tourism industry into the direct (primary) and indirect (secondary) segments of employment.

Direct (primary) employment is directly linked to servicing of tourists and it covers employment in hotels and travel agencies, tour operator activities, employment in tourism organizations and resort management.

Indirect (secondary) employment is characteristic of those sectors, which are not directly linked to servicing of tourists, but they are formed by the requirements arisen in the field of tourist services. The indirect (secondary) employment segment of the tourism industry covers such branches as trade, construction industry, agricultural sector, etc. The number of employed persons in the indirect (secondary) employment segment of the tourism industry is higher than the number of the employed persons in the direct (primary) sector.

The direct (primary) employment sector in the tourism industry includes the following occupations:

Tour operator, whose activities play a crucial role in the tourism industry, on the basis that production of the tourism product is responsible for its sales. Tour operator in the tourism industry is considered to be a natural or legal person, who takes part in shaping the tourism product, sets its prices, advertises it, makes promotion of the tourism product and is intended to manage its sales both wholesale and retail.

Travel agent – the natural or legal person, who sells the tourism product produced by the tour operator.

Guide-interpreter, whose direct function consists in heading the tourist groups that requires the highest professionalism and responsibility.

Sightseeing driver. Sightseeing is considered to be an integral part of the tourism product, and it implies the process of cognition. This activity is impossible without the participation of sightseeing drivers, since they represent the most knowledgeable part of the

tourism industry, and they are responsible for making a positive impression among tourists.

Lodging facility manager – a person, who provides proper management of lodging facilities.

Lodging facility servants – the persons, who contribute to tourist accommodation. They include concierge, administrator, maid, doorkeeper, chef, laundress, etc.

Food court manager. Food industry is considered to be an organic part of the tourism industry, and therefore the involvement of the professional senior managers is essential.

Food court servants — the persons, who contribute to the functioning of food courts, and include administrators, chefs, waitresses, service managers, laundresses, sommeliers, maids, etc.

Driver of the vehicle, who carries tourists on guided tours.

Animator – a person, who provides entertainment and celebrating events.

MICE manager – an organizer of business meetings and conferences

Resort facility manager – a manager of the vacation spots, on whose managerial decision the development of resort depends.

Mountaineering instructor, who has the duty to prepare and guide the groups during ski tours.

Sports instructor, who is responsible for the provision of training during sports tourist actions in accordance with particular sport.

Tourist and entertainment facility managers – the persons, on whose managerial decision the unimpaired operation of the facility and satisfaction of tourists demands depend.

Full reflection of all occupations of people directly employed in the tourism industry is associated with certain difficulties, since variety of the occupations is derived sometimes from the type and specificity of tourist services. However, the given list of the main occupations and positions of the tourism industry gives a general picture in this regard.

The list of occupations employed indirectly in the tourism industry is varied and covers many economic sectors:

Transport organization managers — the managers of maritime, land, railroad and air transport organizations, whose managerial decisions are associated with the introduction of a tourism standard, as well as with providing coherent participation of transport in the tourism industry.

Urban road haulage and passenger handling agent — provides organization of transportation of passengers in accordance with types of vehicles.

Transport ticket reservation agent. This implies providing the ticket booking services for various types of transport.

Economists, who take part in in the economic policy formation process in the tourism industry. Also, they ensure economic progress of a particular tourist establishment.

Financier – is the representative of the accounting and finance department of the establishment.

Marketing and sales manager, who is responsible for advertising and sales the tourism products.

Advertising agent – is an executor of advertising campaign.

Head of insurance company. Insurance companies are actively engaged in the tourism industry on the basis that travel insurance is of great importance during tourist trips.

Insurance agent – is an insurance implementer.

Directors of banking and financial institution – are the heads of banking and financial establishments.

Head of the service department of banking and financial institution – establishes a consumer relations policy, who is skilled in relations with consumers and ensures formation of image of the establishment.

Operator of banking and financial institution – is a specialist of direct communications with consumers, who is oriented toward promptly meeting the needs of consumers, providing them with information about bank products and providing services appropriate to the establishment's policy.

Head of trade institution – the managers of shopping malls, markets and other similar establishments.

Consultant – the consumer services department in trade institutions.

Head waiter – provides services in a hotel or restaurant.

Architect – the author of architectural designs, including for tourist-type infrastructures, which acquires the important function during the process of selling the tourism product, as a prerequisite for creating a positive impression.

Head of the department of infrastructure design and improvements – designing infrastructural projects and organizing their implementation.

The number of persons employed indirectly in the tourism industry is higher than the number of directly employed people. Consequently, the direct influence on employment in the tourism industry is lower than the indicator of the indirect influence. The mentioned phenomenon is reflected in the national reports, and therefore, in 2016, the direct share of the tourism industry 6%

of total employment, but the indirect influence rate was 20,6% [4].

A qualitative approach to assessment of the tourism industry influence on the labor market

A qualitative approach is based on peculiarities of employment in the tourism industry, among them it can be highlighted the following:

variety of types of tourism that allows for employing the differentiated workforce in tourist activities as well as at the peripheral levels;

- *automation of tourist sectors is impossible;*
- *variable demand for labor;*
- *time and partrial rates work schedules;*
- *the possibility of recruiting low-skilled personnel, as well as high level of engagement of young people;*
- *the possibility to work in multiple jobs;*
- *the increasing demand for the female labor force;*
- *the possibility of illegal employment;*
- *labor manoeuvrability.*

Variety of types of tourism that allows for employing the differentiated workforce in tourist activities as well as at the peripheral levels. According to the German Travel Association (Deutscher Reiseverband), of those people, who choose a profession in tourism, only 57% remain in this sector until the end, 17% of the employed people are attracted to the tourism industry from the other sectors, but almost the same, or 16%, leave the tourism industry and are attracted to the other sectors of the economy. About 10% the employed persons in the tourism industry are the temporarily employed people. Maneuvering of workforce from the other economic sectors to the tourism industry and back, provides the basis for employing the differentiated workforce. The tourism industry's multiplier function increases employment opportunities at the peripheral levels. Regarding the number of the employed persons, the emphasis is placed on Europe, where about 4% of the entire population are directly employed in this sector that made up about 14 million people, most of them, or 68%, are employed only in hotel industry [2].

Conclusion

The capacity of the tourism industry to create the indirect effects through direct (primary) employment and employ more people in the related economic sectors, is an important prerequisite for tackling the imbalances existing in the labor market that ultimately may play an important role in promoting economic growth, decreasing the regional asymmetries, creating new jobs and positive external factors, that would impact (directly or indirectly) on the other economic indicators.

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Section 11. Economics, organization and management of enterprises, branches, complexes

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A test for nonlinearity between fiscal policy and economic performance in Botswana: An Autoregressive Distributed Lag approach

Abstract: The study employs the autoregressive distributed lag (ARDL), bounds testing approach, pairwise granger causality and annual time series data for the period 1975–2014 to: examine the short and long run connection, test for non linearity and causality between fiscal policy variables (expenditure on education and taxation) and economic performance. Findings, in both the long and short run, show that there is a non linear, hump-shaped, relationship between expenditure on education and economic performance. Taxation on products has a significant negative impact on economic performance while causality flows from the former to the later. It is imperative that the government increases the flow of non tax incomes (like export revenues, loans at concessionary interest rates) into the treasury. This reduces the distortionary effect of taxes on economic performance, enhance productivity and free up investment funds. A targeted expenditure approach and monitoring on education is essential to improve efficiency so as to avoid its distortionary effects after reaching an optimal level. This should be complemented by increasing spending to develop skills as opposed meeting only operating costs.

JEL Classification numbers: E62, F43, H25, I25.

Keywords: Botswana, Economic performance, fiscal policy, ARDL.

1. Introduction and Background

Fiscal policy has traditionally been associated with using government expenditure and taxation to influence the level of economic activity. Government spending, through budgets, is a deliberate attempt to influence economic variables in a particular direction like increasing growth and employment creation. One way of reinvigorating the economy is through the use of an economic stimulus package (ESP). The aim of such a fiscal policy initiative is to take the economy out of recession, boost employment and spending. This is rooted in Keynesian economics which advocates for increasing government spending to reduce the impact of a recession. [4] argue that an ESP is needed when the economy is weak and there is high likelihood for further future deterioration. It is further argued that the ESP may not be sufficient to correct the economic imbalance but it may improve the economy. In the United States of America (USA) the ESP, introduced in 2009, was meant to bring the economy out of the 2008 recession, save jobs and boost economic growth but evidence shows that the USA economy contracted by 2.8% in 2009. However, some 640 329 jobs were saved in 2009 but this was also attributed to expansionary monetary policy and active emerging markets. The ESP failed to reduce unemployment to the desired 9% level and debt also increased [2]. Similarly, the Kenyan government introduced the ESP in 2009/2010 fiscal year, following a growth rate of 1.7% in 2008, to restore economic growth, expand economic opportunities and create employment. The economy registered a 5.2% growth in 2010 with good growth prospects but most of the projects were still incomplete [55].

Botswana has witnessed high and consistent growth, within the Southern Africa region, since independence in

1966. The discovery of diamonds in 1967 has positively contributed to the country's development and attaining the middle income status. The government has managed to put in place sound macroeconomic policies and strong financial management. Successive national development plans have reiterated the government's role as a promoter, rather than a participant, of economic growth. This may remove doubt on the likelihood of success of current fiscal initiatives by the government [21]. The ESP, in the context of Botswana, was a conscious government decision announced during a state of the nation address by the President of the Republic, His Excellence Lieutenant General Seretse Khama Ian Khama. It was put in place against the backdrop of global economic challenges like persistent droughts and greater market volatility leading to a fall in mineral prices. Botswana has been hard hit by low mineral prices, like diamonds and gold, which form the country's huge revenue base. This created the need to come up with an ESP to stimulate growth, increase the pace of public service delivery, create employment and promote economic diversification. Specifically, the ESP focuses on the following: increased land servicing, manufacturing, road construction, enhance food security, enhance economic activity in the rural areas, improved education and healthcare facilities and information computer technology. The government has, as a sign to show greater commitment to this endeavor, given the Vice President (VP) of the Republic of Botswana the task to coordinate the implementation of the ESP. The VP is helped by the Cabinet Sub-Committee, Technical Committee and District Development Committees [42]. Initially the government decided to fund the ESP by running down part of foreign currency reserves which stood at 88.1 billion Pula in July 2015 [14]. It has now turned out that this will be funded using funds created within the country's budget [48]. Statistics Botswana report shows that the growth rate of the economy has slowed down being 10.8% (2010), 6.1% (2011), 4.2% (2012), 9.3% (2013), 3.2% (2014) and 1.0% (2015). Inflation fell from 3.8% (2014) to 3.1% (2015) but it is still within the Bank of Botswana's target of between 3 and 6%. Government expenditure [35] has been maintained at around 30% of Gross Domestic Product (GDP) being 36.6% (2011), 34.9% (2012), 32.8% (2013), 29.9% (2014) and 31% (2015). Tax revenues have remained within the same region being 28.1% (2011), 32.4% (2012), 31.3% (2013), 32.1% (2014) and 31.7% (2015). Outstanding debt as a percentage of GDP remained within the 40% ceiling being manageable as follows: 22% (2010), 20% (2011), 19.5% (2012), 21.8% (2013), 23% (2014) and 24% (2015).

Argues that public spending and saving strategies are important in supporting economic growth in Botswana considering that most of the diamond revenue accrues to the government [22]. The success of government spending initiatives is dependent on honesty and efficiency in the tendering process which needs stringent technical scrutiny. Botswana is credited with maintaining fiscal discipline over the years which contributed to her success. The government has implemented, in the past, other fiscal initiatives directly or indirectly targeting the poor. The government has implemented programmes like Financial Assistance Policy, Micro and Medium enterprises and Citizen Entrepreneurial Development which aimed at improving production and creating more jobs. Initiatives like Arable Lands Development Programme, Accelerated Rainfed Arable Programme and Drought Relief Programme have targeted the rural populace. Other initiatives targeting those who are not economically active and those without sources of income include the Destitute Programme and Old age pension scheme. Such programmes have been accepted as beneficial to the economy but they lacked the drive to diversify the economy [69]. On the other hand the advent of the ESP can be taken as an attempt by the government to make up for the shortfalls of the National Development (NDP) 10 which stretched until the end of 2016. NDP 10 contained goals which are still part of the ESP like attaining sustainable rapid economic growth, having a well developed and reliable infrastructure, eradicate absolute poverty, affordable and quality health care [25].

Other stakeholders [17, 11] view the ESP as an initiative by the ruling Botswana Democratic Party to benefit its members and not the ordinary citizens. However, [51] argue that it aims to eradicate a backlog of outstanding projects over the years making it a national project. [51] argue that the ESP will help diversify the economy and the private sector is expected to play its part as well. [10] argue that the previous fiscal stimulus packages which aimed at alleviating the effects of the 2008 economic recession were not used in a conceited and synchronized way to improve growth. The initiatives have failed to yield the desired outcomes. While it is still early to analyze the impact of ESP programme on economic performance, this study aims to assess how the later has been impacted by expenditure on education and taxation, as a proxy for fiscal policy. This study is important for several reasons: previous studies have failed to agree on the impact of fiscal policy on growth and current studies have not explained the impact of fiscal initiatives in the context of Botswana. The government has to make

critical decisions to diversify the economy and improve performance. The government of Botswana is open for dialogue and to receive guidance on policy which this paper seeks to provide. Previous approaches evaluating the effectiveness of fiscal stimulus packages for Botswana produced mixed results. This study guides on the likelihood of the government of attaining the much coveted rate of growth by conducting fiscal activities. The study employs a different econometric approach, autoregressive distributed lag, to examine the link between economic growth and fiscal initiatives. While agreeing with [66] that economic growth in Botswana is state led, we argue that there is a need to identify and break down the causal relationship between fiscal initiatives and growth in both short and long run. Further studies are not clear on whether or not there is a linear or non linear relationship between fiscal policy variables and economic performance which is important in streamlining policy recommendations.

The study shows that, in both long and short run, there is a non linear, hump-shaped, relationship between expenditure on education and economic performance. Net taxes on products have a significant negative impact on economic performance. Pairwise Granger Causality tests show that the direction of causality flows from taxation to economic performance. On the other hand provision of physical capital has positive and negative effects on economic performance in the short and long run respectively while foreign direct investment positively contributes to long run economic performance. The rest of the study is organized as follows: section 2 reviews both theoretical and empirical literature, section 3 discusses the data and econometric procedure, section 4 discusses the results and section 5 provides conclusions and recommendations.

2. Literature Review
2.1: Theoretical review

The effect of government intervention through fiscal initiatives has been taken as important in achieving stability in the macro economy. Empirical work on the usefulness of fiscal policy was conducted as far back as [31] who examined the responsiveness of price level to economic activity. The failure to settle the debate on whether or not fiscal policy initiatives promote growth has opened further discussions in recent years. Studies still fail to agree on the role of government intervention in promoting economic growth. Other studies [25; 56] are of the view that government involvement in any form retards growth by creating bureaucracy. This view follows the neoclassical growth model which

shows that government policy does not affect the rate of growth but only the output level. However, other studies [49; 30; 12] are of the view that government intervention enhances the growth potential of the country. In this case government intervention helps in resource allocation and regulation of the market. This is supported by the endogenous theory of growth which postulates that the government involvement promotes growth, in the long and short run, through supporting research and development initiatives, investment in physical and human capital and bringing discipline in the economy. The endogenous growth model shows that an increase in government spending raises the steady state rate of growth as a result of spillover effects on investment in both human and physical capital [39]. This study is motivated by the endogenous growth theory which supports the use of fiscal policy initiatives to promote growth.

2.2: Empirical review

This section reviews previous studies linking economic growth and fiscal policy in different economic settings using different approaches. The aim, in this case, is to bring out the key discussions in previous studies and identify areas that have not been fully addressed to justify the discussions in this study.

[13] decomposed public spending and tax revenue into their various components to determine their impact on economic growth. The study found a non-linear relationship between growth and government spending on education, fuel and health. The relationship between growth and expenditure on housing, social security and transport communication is U-shaped. Budget surplus has a positive effect on growth, expenditure on education and social amenities have a stronger positive effect on growth in poorer countries while expenditure on health has a weaker effect. This is supported by [37] who showed that economic growth is enhanced by expenditures on employment, goods and non tax income. Other studies [28; 41; 16; 15] show that, among other forms of government expenditure, education positively contributes to growth. They show that education is a key sector in which resources are to be channeled to promote growth. According to [70] public expenditure on education has direct and indirect effects on growth. Public recurrent expenditure on education has greater positive effect on growth while capital expenditure has effect on education attainment. [53] argue that while government expenditure on education is positively related to growth it does not contribute significantly to the rate of growth. On the other hand several studies [43; 54; 24] argue that expenditure on education adversely affects the rate of economic

growth. This may be explained by increased corruption, bureaucracy and underinvestment in education in developing countries. In a recent study [32] education was found not to have any effect on economic growth.

Evidence [66; 57; 39; 52; 50; 43] also show that government consumption expenditure, foreign direct investment, gross fixed capital formation, exports and tax receipts have a positive effect on growth while budget deficit had no effect. However, [27] argue that fiscal deficits and government consumption expenditure have negative effect on growth and others [52; 43] show that, specifically, capital expenditure by government has a negative effect on growth. Previous studies [39; 23] further argue that the positive relationship between government expenditure and growth is long term in nature. The existence of a long run relationship is further supported by [36], in their recent study, which show that capital expenditure and recurrent expenditure have significant and positive effect on growth. Evidence from Jordan shows a positive effect of current expenses and tax revenue on economic development. Current expenditure exhibits a strong effect than tax revenue [3].

Employed time series data for Kenya and found that unproductive government expenditure and non distortionary tax revenue had a neutral effect on growth which confirms economic theory [46]. Productive expenditure had a strong and negative effect on growth and distortionary tax revenue had no effect. Investment by government has a positive long run effect on growth. However, these findings were dismissed by [9] using Nigerian data who found that productive expenditure had a positive impact on economic growth over the long run. This is supported by other researchers [12; 60; 71] who found that growth is enhanced through the use of non distortionary taxation and productive government expenditures while the effect of distortionary taxation is neutral. Previous studies [20; 47] suggest that an increase in the rate of tax reduces the rate of economic growth. This is supported by [23] who showed that total tax revenues have a negative impact on growth. However other studies [68; 33] support increasing taxes to enhance economic growth [7] used a sample of eighteen European Union countries and found that fiscal consolidation drags economic growth in the short run. The study finds that expenditure based adjustments are less harmful than revenue based adjustments. However reductions in government investment and consumption were found to reduce economic growth.

Examined a causal relationship between money supply, fiscal deficit, exports and economic growth using time series data [8]. The study finds a significant causal relationship between fiscal policy and all variables employed. Several studies [43; 23; 67] found a positive unidirectional causal relationship moving from economic growth to fiscal policy variables. However results by [18] suggest a negative causal relationship between economic growth and fiscal revenues. Furthermore other studies [58; 40; 65; 19] found a unidirectional relationship from government expenditure and taxation (fiscal policy) to economic growth which supports the Keynesian hypothesis.

Previous studies have produced mixed results on the relationship between fiscal policy variables and economic performance. The causal relationship was found to be unidirectional moving from fiscal policy to economic growth and vice versa. There are no conclusive results on whether the relationship between the two variables is short or long term in nature. There is no consensus on the effect of fiscal policy on economic growth which has been found to be both positive and negative. Results have been influenced, mainly, by the differences in methodologies, measurement of variables, sample selection and country settings or environment. This leaves the need to verify the relationship in the case of Botswana which has made a decision to spend more funds aiming to influence the future growth patterns.

3. Data and Methodology

Data employed in this research was obtained from [72] for thirty nine (39) years from 1975–2014. The model captured important variables that the government can target in order to improve the performance of the economy. The general model is as follows:

$$gdppercapita_t = f(fiscalpolicy, gfcf, fdi) \qquad (1)$$

The study used economic performance as dependent variable being measured as percentage annual rate of growth of Gross Domestic Product per capita (gdppercapita) based on constant local currency divided by the midyear population. It is the gross value added by all resident producers in the economy including net taxes (taxes minus subsidies) that have not been included in the value of products. Fiscal policy is the key dependent variable which has been broken down into two components as follows: education expenditure (eduexp) as a percentage of GDP which is used as proxy for human capital development. It is expected to have a positive impact on economic performance since it increases the skills base for the work force. It includes current operating expenditures in education which includes remuneration for employees and excludes capital expenditure. The square of education expenditure is represented as eduexp2 and tax revenue (tax) measured as net taxes on products as a percentage of

GDP. The study employs two control variables: physical capital (gfcf) as a percentage of GDP consisted of outlays on additions to fixed assets plus equity capital, reinvestment earnings, short and long term capital. A higher gfcf increases the capacity of the economy to produce hence is expected to have a positive effect on economic performance and foreign direct investment (fdi) is measured as net inflows as a percentage of GDP. It is the sum of equity capital, reinvestment of earnings, other long term capital and short term capital as shown in the balance of payments. It is expected to have a positive impact on economic performance. Thus the economic performance production function is of the form:

$$Gdppc = (tax, eduexp, eduexp2, fdi, gfcf) \quad (2)$$

The econometric relationship among variables used is as follows:

$$gdppc_t = \beta_0 + \beta_1 gfcf_t + \beta_2 edu\exp_t +$$
$$+\beta_3 edu\exp 2_t + \beta_4 tax_t + \beta_5 fdi_t + \mu_t \quad (3)$$

Where, β_0 is a constant, $\beta_1, \ldots, \beta_8$ are coefficients of the dependent variables explaining the effect of the fiscal policy variable on growth and $\propto_t$ is an error term.

Econometric Procedure

This study employs the Autoregressive Distributed Lag (ARDL) approach and Bounds testing to examine both the short and long run dynamic relationship among the variables. This model has been employed in previous studies [62; 59; 5; 45] to examine the link among economic variables. The study uses time series data which require some preliminary tests to be conducted as follows: stationarity tests were done to avoid using non stationary data which may give spurious results. This is achieved using the Augmented Dickey Fuller (ADF) Tests and the selection of the lag length was done automatically in e-views and tests for heteroskedasticity were done using Breusch-Pagan-Godfrey test.

The Autoregressive Distributed Lag (ARDL) model

The ARDL model has been employed for several decades to examine the connection between economic variables. The model shows that the cointegration of nonstationary variables is the same as what is involved in the error correction process. The existence of a long run relationship among variables is assessed using the error correction representation by employing the bounds testing procedure which does not require knowledge of the order of integration of variables [62]. Earlier studies show that the ARDL models were used to analyze the long run relationship when data was integrated of order one. Recent studies have employed the model even where series have different levels of integration [26; 61]. The ARDL approach has several advantages: it can be estimated by

ordinary least squares (OLS) once the order of the model has been identified which differs from the method by [38], using the bounds testing procedure, an extension of the ARDL framework which use F and t-statistics, the long run relationship among variables can be examined even where the order of integration is both I(0) and I(1), it can be applied where sample size is small and it is useful even where variables are both stationary and nonstationary [62]. The bounds test approach is, however, not applicable where some of the variables are integrated of order two. Following [5; 64; 6] the estimated ARDL model (s) is modeled as a general vector autoregressive model of order (p) in z_t as follows:

$$z_t = \beta_0 + \theta_t + \sum_{m=1}^{p^t} \varphi_i z_{t-m} + \mu_t, \ t= 1, 2, 3, \ldots, T \quad (4)$$

Where: β_0 is a (k+1) vector of intercept and θ is a (k+1) vector of trend coefficients

A vector error correction model (VECM) of the following form is derived

$$\Delta z_t = \beta_0 + \theta_t + \pi z_{t-1} + \sum_{m=1}^{p} \varphi_i \Delta z_{t-m} + \mu_t, \ t=1, 2, 3, \ldots T \quad (5)$$

Where $\pi = I_{k+1} + \sum_{m=1}^{p} \phi_m$ and $\varphi_i = -\sum_{j=m+1}^{p} \phi_j, \ m = 1, 2, \ldots,$ $p-1$ contains the long run multiplier and short term dynamic coefficients of the VECM. Z_t becomes a vector of variables y_t being the dependent variable (gdp per capita) and x_t is a vector of I (0) and I (1) independent variables (tax, eduexp, fdi, gfcf). The VECM with unrestricted intercepts, unrestricted trends and the error correction term was employed as follows:

$$\Delta gdppercapita_t = \beta_0 + \theta t + \beta_1 gdppercapita_{t-1} + \beta_2 tax_{t-1} +$$
$$+\beta_3 edu\exp_{t-1} + \beta_4 edu\exp 2_{t-1} + \beta_5 gfcf_{t-1} + \beta_6 fdi_{t-1} +$$
$$+\sum_{m=1}^{p} \varphi_m \Delta gdppercapita_{t-m} + \sum_{c=1}^{q1} \chi_c \Delta tax_{t-c} + \sum_{d=1}^{q2} \lambda_d \Delta edu\exp_{t-d} \ (6)$$
$$+\sum_{g=1}^{q3} \omega_g \Delta edu\exp 2_{t-g} + \sum_{h=1}^{q4} \eta_h \Delta gfcf_{t-h} + \sum_{l=1}^{q5} \delta_l \Delta fdi_{t-l} + \gamma D_t + \mu_t$$

where β_s are the long run multipliers, β_0 is the intercept, t is the time trend, μ_t represents white noise and the short run parameters are represented by coefficients $(\varphi, \chi, \lambda, \omega, \eta, \delta)$ of the first difference variables. The ARDL model is the basis upon which the bounds test is done. In conducting the bounds test procedure equation (6) is estimated using OLS to test for the existence of the long term relationship among variables. The null and alternative hypotheses are as follows:

$H_0 = \beta_1 = \beta_2 = \ldots = \beta_6 = 0.$ (no long-run relationship)
Against the alternative hypothesis

$H_1 \neq \beta_1 \neq \beta_2 \neq \ldots \neq \beta_6 \neq 0$ (a long-run relationship exists)

The determination of whether or not a long run relationship exists is done by evaluating the value of the

F-statistic against the critical values in Table 1 as obtained from [62].

The decision is made as follows: if the computed F-statistic is lower than the lower bound values then the null is accepted which shows that there is no long run relationship; if the value falls between the lower and upper bounds then results are inconclusive and if the value is greater than the upper bound then there is a long run relationship among variables. After establishing the existence of long run relationship the ARDL $(p, q_1, q_2, \dots q_5)$ model is estimated as follows:

$$\Delta gdppercapita_t = \beta_0 + \theta t + \sum_{m=1}^{p} \beta_1 gdppercapita_{t-m} +$$

$$+ \sum_{m=0}^{q1} \beta_2 tax_{t-m} + \sum_{m=0}^{q2} \beta_3 edu\exp_{t-m} + \sum_{m=0}^{q3} \beta_4 edu\exp 2_{t-m} + \quad (7)$$

$$+ \sum_{m=0}^{q4} \beta_5 gfcf_{t-m} + \sum_{m=0}^{q5} \beta_6 fdi_{t-m} + \gamma D_t + \mu_t$$

Table 1. – Bounds Test for Cointegration Analysis

Critical value	Lower Bound Value	Upper Bound Value
1%	3.74	5.06
5%	2.86	4.01
10%	2.45	3.52

The lag structure of ARDL model (7) is selected using Akaike's Information Criterion (AIC), [1], which avoids under fitting the model. The model with lowest AIC is selected and used for estimations. It is also important for errors of the ARDL model to be serially independent otherwise parameters will be inconsistent. This can be verified by extracting the correlogram – Q-statistics. The p-values should be insignificant in the absence of autocorrelation in the model's residuals. The last step is to obtain the short run dynamic parameter which is done by extracting the error correction term (ecm) associated with long run parameters. The estimations are done using:

$$\Delta gdppercapita_t = \beta_0 + \theta t + \sum_{m=1}^{p} \varphi_m \Delta gdppercapita_{t-m} +$$

$$+ \sum_{c=1}^{q1} \chi_c \Delta tax_{t-c} + \sum_{d=1}^{q2} \lambda_d \Delta edu\exp_{t-d} + \sum_{g=1}^{q3} \omega_g \Delta edu\exp 2_{t-g} + \quad (8)$$

$$+ \sum_{h=1}^{q4} \eta_h \Delta gfcf_{t-h} + \sum_{l=1}^{q5} \delta_l \Delta fdi_{t-l} + \xi ecm_{t-1} + \mu_t$$

Where ξ is the speed of adjustment which should be negative and significant in the presence of a long run connection. In estimating model (8) there is need to extract the cointegration and long run form of the model. This will give short run parameters, error correction term and long run coefficients or cointegrating equation.

4. Results and Discussion

The overall statistics, Table 2, show that expenditure on physical capital as a percentage of GDP was the highest at 43.41% followed by per capita GDP at 15.83% while expenditure on education was the lowest at 0.015%. The rate of growth of GDP per capita suggests an improvement in welfare which was supported by an acquisition of physical capital. High variability was noticed in physical capital as the government made efforts to improve the capital base and the stock of fixed assets. All variables are positively skewed except for the rate of growth of per-capita GDP and physical capital (gfcf) and all variables are normally distributed except for taxation and gfcf.

Table 2. – Summary statistics

	GDP_PERC...	D (EDUEXP)	D (EDUEXP2)	D (TAX)	GFCF	FDI
Mean	4.622403	0.001677	0.000207	– 0.011507	31.41076	3.604639
Median	4.636350	0.001969	0.000248	– 0.015106	30.75319	2.805231
Maximum	15.83210	0.015184	0.002539	0.163448	43.40568	15.59413
Minimum	– 9.462539	– 0.009154	– 0.001465	– 0.180209	15.50083	– 6.897680
Std. Dev.	4.194007	0.005779	0.000763	0.094470	6.176753	3.661533
Skewness	– 0.566076	0.161548	0.458023	0.043180	– 0.235420	0.526867
Kurtosis	5.438831	3.000964	4.251587	2.088489	2.663823	5.660464
Jarque-Bera	11.74820	0.169637	3.909115	1.362253	0.543895	13.30619
Probability	0.002811	0.918679	0.141627	0.506046	0.761894	0.001290
Sum	180.2737	0.065394	0.008069	– 0.448777	1225.020	140.5809
Sum Sq. Dev.	668.4083	0.001269	2.21 E-05	0.339137	1449.786	509.4593
Observations	39	39	39	39	39	39

The study tested the null hypothesis for unit root using ADF tests and results (Table 3) show that the null hypothesis was rejected at levels for GDP per capita, foreign direct investment net inflows (fdi) and physical capital (gfcf) at levels of significance of 1%, 1% and 5% respectively.

The null hypothesis was rejected at 1% for expenditure on education and taxation after first differencing. This means that variables were stationary at different levels, which is ideal for using ARDL model. Since some of the variables follow an I(1) series it suggests that they are cointegrated.

Table 3. – Unit root test

Variable	Levels		First difference	
	Test statistic	p-value	Test statistic	p-value
Gdp percapita	– 4.593	0.0007		
Eduexp2	– 0.2813	0.9186	– 6.5218	0.0000
Eduexp	– 0.747	0.8228	– 7.050	0.0000
Tax	– 0.2456	0.1339	– 4.856	0.0003
fdi	– 4.7628	0.0004		
Gfcf	– 3.074	0.0370		

The test for autocorrelation is important to avoid using variables that are highly correlated in the model. Results (Table 4) show that there was no evidence for autocorrelation in the residuals because all the p-values were insignificant. Thus none of the variables are highly correlated hence they can be included in the same model for estimations.

Table 4. – Test for autocorrelation in Residuals

Autocorrelation	Partial Correlation		AC	PAC	Q-Stat	Prob*
		1	– 0.205	– 0.205	1.6350	0.201
		2	– 0.165	– 0.216	2.7292	0.255
		3	– 0.074	– 0.174	2.9576	0.398
		4	0.084	– 0.017	3.2608	0.515
		5	0.190	0.182	4.8456	0.435
		6	– 0.140	– 0.039	5.7384	0.453
		7	– 0.314	– 0.323	10.391	0.167
		8	0.055	– 0.151	10.537	0.229
		9	0.175	0.016	12.093	0.208
		10	– 0.160	– 0.238	13.436	0.200
		11	0.190	0.243	15.414	0.164
		12	– 0.109	0.087	16.096	0.187
		13	0.030	– 0.053	16.149	0.241
		14	– 0.062	– 0.252	16.392	0.290
		15	0.028	– 0.037	16.441	0.353
		16	0.014	– 0.095	16.455	0.422

Probabilities may not be valid for this equation specification

The variance of error terms should be constant to avoid spurious results. This was done by testing the null hypothesis that error terms have constant variance. Results, p-value of 0.5981, in Table 5 shows that there was not enough evidence to reject the null hypothesis. This shows that heteroskedasticity is not a problem in the model.

Table 5. – Tests for heteroskedasticity

Heteroskedasticity Test: Breusch-Pagan-Godfrey

F-statistic	0.879894	Prob. $F(16,19)$	0.5981
Obs*R-squared	15.32180	Prob. Chi-Square(16)	0.5012
Scaled explained SS	3.711467	Prob. Chi-Square(16)	0.9993

The results of bounds test for cointegration (Table 6) show that the null hypothesis of no long run relationship among the variables is being rejected at 1% level of significance since the computed F-statistic of 5.25 is higher than all the upper bound critical values in Tables 1 and 6. The results give strong evidence of the existence of long connection between economic performance and fiscal policy variables.

Table 6. – Tests for cointegration

Test Statistic	Value	κ
F-statistic	5.251525	5
Critical Value Bounds		
Significance	10 Bound	11 Bound
10%	2.08	3
5%	2.39	3.38
2.5%	2.7	3.73
1%	3.06	4.15

The estimation results for the ARDL model (Table 7) show the goodness of fit of the model is fairly high at 0.741 and a significant F-statistic at 1%. All the diagnostic tests (autocorrelation, heteroskedasticity, Durbin Watson) have the desired econometric properties. The results are valid for giving econometric inference since there is no problem of serial autocorrelation and heteroskedasticity. The ARDL combines both short and long run effects of variables. Generally the results (Table 7) show that economic performance is affected by expenditure on education and taxation, which are the fiscal policy variables, while physical capital and foreign direct investment have no significant effect. Findings show that economic performance is positively affected by expenditure on education in current period and the square of expenditure on education variable is negative and significant suggesting a nonlinear relationship. The model shows that taxation in the current period and that of the last two periods has a negative effect. This suggests that taxation has a distortionary effect on economic performance. However, the ARDL model can be understood better by decomposing the impact of variables into short and long term components. This was achieved by estimating error correction model (see Table 8) which shows how the short and long run behavior of variables are reconciled. The same table shows the error correction term which is reported together with short run parameters.

Table 7. – The ARDL model

Variable	Coefficient	Std. Error	t – Statistic	Prob*
GDP_PERCAPITA(– 1)	0.190145	0.186111	1.021672	0.3198
GDP_P E RCAP ITA(– 2)	– 0.241996	0.180512	– 1.340612	0.1959
D(EDUEXP)	1206.521	412.4888	2.924980	0.0087
D(EDUEXP2)	– 11025.55	3004.809	– 3.669303	0.0016
DCTAX)	– 14.66696	7.933349	– 1.848773	0.0801
D(TAX(– 1))	6.566382	9.243827	0.710353	0.4861
D(TAX(– 2))	– 17.65032	7.202951	– 2.450429	0.0241
GFCF	– 0.188865	0.119083	– 1.585987	0.1292
GFCF(– 1)	0.263846	0.169849	1.553414	0.1368
GFCF(– 2)	– 0.226991	0.159089	– 1.426816	0.1699
GFCF(– 3)	– 0.102242	0.112831	– 0.906151	0.3762
FDI	0.066900	0.211533	0.316263	0.7553
FDI(– 1)	0.295590	0.220097	1.342998	0.1951
FDI(– 2)	0.053227	0.198550	0.268080	0.7915
FDI(– 3)	0.198901	0.218228	0.911437	0.3735
FDI(– 4)	0.088376	0.171491	0.515337	0.6123
C	10.06371	3.976099	2.531052	0.0204
R – squared	0.741395	Mean dependent var		4.335696
Adjusted R-squared	0.523622	S.D. dependent var		4.222217
S.E. of regression	2.914179	Akaike info criterion		5.282418
Sum squared resid	161.3564	Schwarz criterion		6.030191
Log likelihood	– 78.08352	Hannan-Quinn criter.		5.543411
F-statistic	3.404446	Durbin-Watson stat		2.351894
Prob(F-statistic)	0.006223			

Selected Model: ARDL(2, 0, 0, 2, 3, 4)   Note: final equation sample is larger than selection sample

The results (Table 8) show that the error correction term (-0.9392) is negative and significant which suggests that there is dynamic adjustment in economic performance whenever fiscal initiatives are undertaken. All the fiscal policy variables are important in explaining economic performance in the short run. Economic performance is positively and negatively affected by expenditure on education and taxation in the current period respectively. For example a 1% increase in net taxes on products will lead to a 12.76% fall in the rate of growth of economic performance. This finding is consistent with previous studies [12, 20, 47] who showed that taxation may have distortionary effects on benefits associated with growth. When taxation is increased it reduces the funds available for reinvestment for firms which reduces the capacity to produce and capital tends to flow out of the country hence a reduction in rate of growth. The short run relationship suggests a non linear relationship between economic performance and expenditure on education. The result show a hump-shaped relationship in which economic performance increases up to a certain level beyond which expenditure on education results in a fall in economic performance. In the context of Botswana education is mainly financed by the government and forms part of the investment in human capital. The result suggests that expenditure on education improves the productivity of labour which enhances the rate of growth of the economy. It is vital for enhancing economic growth which is consistent with previous studies [63, 33, 16]. Physical capital in the previous two periods turns out to have a positive impact on economic performance while foreign direct investment remains insignificant.

Table 8. – Results for the cointegration and Long form model

Cointegrating Form

Variable	Coefficient	Std. Error	t–Statistic	Prob.
D(GDP_ PERCAPITA(– 1))	– 0.174735	0.170335	– 1.025829	0.3179
D(EDUEXP)	846.187567	469.218778	1.803397	0.0872
D(EDUEXP2)	– 8187.27...	3436.018023	– 2.382779	0.0278
D(TAX, 2)	– 12.762410	7.076872	– 1.803397	0.0872
D(TAX(– 1), 2)	8.217907	6.811616	1.206455	0.2425
D(GFCF)	– 0.115360	0.118998	– 0.969429	0.3445
D(GFCF(– 1))	0.183199	0.138769	1.320175	0.2025
D(GFCF(– 2))	0.208613	0.120419	1.732402	0.0994
D(FDI)	0.180326	0.193285	0.932955	0.3625
D(FDI(– 1))	– 0.355305	0.208005	– 1.708156	0.1039
D(FDI(– 2))	– 0.145151	0.186981	– 0.776284	0.4471
D(FDI(– 3))	– 0.067006	0.166212	– 0.403136	0.6913
CointEq(– l)	– 0.939203	0.207629	– 4.523469	0.0002

Cointeq = GDP_PERCAPITA - (1147.0450*D(EDUEXP) -10482.0400 *D(EDUEXP2) -24.4815*D(TAX) -0.2417*GFCF + 0.6683*FDI + 9.5676)

Long Run Coefficients

Variable	Coefficient	Std. Error	t–Statistic	Prob.
D(EDUEXP)	1147.044...	444.120624	2.582733	0.0182
D(EDUEXP2)	– 10482.0...	3452.103337	– 3.036421	0.0068
DCTAX)	– 24.481488	10.477947	– 2.336478	0.0306
GFCF	– 0.241718	0.128239	– 1.884900	0.0748
FDI	0.668339	0.254138	2.629827	0.0165
C	9.567616	3.656449	2.616642	0.0170

In the long run all fiscal policy and control variables are significant and help to explain economic performance. Consistent with short run relationship, the long term model shows that both taxation and expenditure on education have a negative and positive impact on economic performance. The two fiscal policy variables have maintained their signs as explained using the short run model. The long run model still confirms the existence of a non linear relationship between education expenditure and economic performance. However,

the adverse impact of taxation is more severe in the long than in the short term. The results shows that a 1% increase in taxation results in 24.48% fall in the annual rate of growth gdppercapita. Consistent with [50, 43] the study shows that the net inflows of foreign direct investment have a positive effect on economic performance in the long term while the effect of physical capital is negative. This means that the country benefits more from foreign direct investment inflows in the long term as opposed to increasing physical capital which has a positive contribution in the short term.

Findings (Table 9) on causality confirm that there is causation between taxation and the rate of growth per capita GDP. Spefically the study rejects the null hypothesis of lack of causality at 10% level of significance. Consistent with previous studies [65, 19] the study shows that there is unidirectional causality flowing from taxation to the measure of economic performance employed. This shows that taxation is important in explaining the rate of economic performance in the short term.

Table 9. – Pairwise Granger Causality tests

Null Hypothesis:	Obs	F-Statistic	Prob.
D(EDUEXP) does not Granger Cause GDP_PERCAPITA GDP_PERCAPITA does not Granger Cause D(EDUEXP)	37	1.06315	0.3573
		0.59014	0.5602
D(EDUEXP2) does not Granger Cause GDP_PERCAPITA GDP_PERCAPITA does not Granger Cause D(EDUEXP2)	37	1.57764	0.2221
		0.29924	0.7434
D(TAX) does not Granger Cause GDP_PERCAPITA GDP_PERCAPITA does not Granger Cause D(TAX)	37	2.79385	0.0761
		0.99261	0.3817

5. Conclusion and Recommendations

The study aimed to assess fiscal policy variables on economic performance in the context of Botswana using annual time series data for the period 1975–2014. The study employs the autoregressive distributed lag, Bounds testing approach and pairwise granger causality to examine the possibility of any short and long run connection between economic growth and fiscal initiatives. Furthermore the study tests the possibility of non linear relationship between fiscal variables and economic performance. It is also possible that other forms of government expenditure may affect economic performance. However, the study employed two fiscal policy variables: expenditure on education and taxation. The study, in both the long and short run, shows that there is a non linear, hump-shaped, relationship between expenditure on education and economic performance. Also it shows that net taxes on products have a significant negative impact on economic performance. Results using pair wise granger causality tests show that the direction of causality flows from taxation to economic performance. Provision of physical capital has positive and negative effects on economic performance in the short and long run respectively while foreign direct investment positively contributes to long run economic performance. The study supports the endogenous growth model which shows that an increase in government spending raises the steady state rate of growth as a result of spillover effects on investment in both human and physical capital.

In view of these findings it is imperative that the government increases the flow of non tax incomes (like export revenues, loans at concessionary interest rates) into the treasury to influence the rate of economic performance. This reduces the reliance on taxes which may have a distortionary effect on performance. Well designed policies on taxation and spending will increase economic performance. Reduction in tax rates on labour increases the incentive to work and hence productivity. The same policy on income tax would reduce the distortionary effects and stimulate private investments and excess funds would be availed to other critical areas like research and development. It is important for the government to widen the tax base to increase revenue flows which helps to reduce distortionary effect. The government should use a targeted approach as it spends money on education to improve efficiency and monitoring to avoid distortionary effects after reaching a certain level. More money should be targeted towards developing the skills base, as opposed to only meeting operating costs, within the education sector to improve future efficiency levels. Reaching the optimal expenditure levels, considering the existence of positive externalities of education, is possible as both government and private sector work together. The impact of taxation on human capital accumulation can be reduced by giving credits linked to educational expenses. This has an effect of increasing the stock of human capital and improving future economic performance.

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Environment and conflict management for research and development support

Abstract: A situational examination of research and development, with particular reference to public intervention and to the conflict management.

The research will focus on the contribution of the public sector in the innovation and research and on the necessity to avoid conflict in the working groups, in order to develop skills and attitudes useful for the company's success.

Keywords: environment, internal environment, conflict management, research, development.

1. Research and development: corporate objective and need

In economics, the term market failure refers to the situation where the allocation of goods and services, made through the free market, is not efficient or rather, for the same situation, another solution exists, i. e. another imaginable outcome in which an individual can be made richer without damaging another.

A market therefore is definable economically efficient when it reaches the perfect allocation of inputs and outputs, i. e. balances of Pareto efficiency are reached.

On the contrary, when there are imperfections that prevent from achieving an efficient allocation of resources, and therefore the maximum social welfare, for economists becomes acceptable the state intervention.

These deficiencies may result from the unwillingness of private companies to invest in this area, since the eventual investment could not ensure profits; the risk of some investments that turned out to be too high for a company, or by the fact that companies consider the negative externalities resulting from production.

Market failures are often associated with temporal preferences, non-competitive markets, inconsistencies and asymmetries but, whatever the cause, are often the reason why corporate self-regulatory organizations, national Governments or supranational institutions decide to intervene in a particular market, undertaking studies on the causes of the failure of the market itself and the possible means of correction of public policy.

The State can intervene with different modes, for example policies based on research, tax relief or finance for infrastructure projects, taking on a strategic role in support of business. From the perspective of welfare economics, the determination of optimal allocation of resources for invention will depend on the characteristics and on the nature of the invention process technological market knowledge.

We know that, under certain assumptions, competition ensures achieving a Pareto optimum. The model usually assumes, among other things, that the utility functions of consumers and producers are well defined functions of the goods in the economic system, preventing the uncertainty in relations of production and utility functions, and requiring that all relevant products for production or for the well-being of individuals may be marketed on the market.

Market failures can therefore be caused by lack of at least one of the conditions of the first theorem of welfare economics, i. e. that economic agents have the same level of asymmetric information; the goods produced and traded are private and not in the presence of externalities; the technology is given and there is absence of barriers to entry and exit; economic operators are all price taker.

In the study of the role of the public sector in the economy, alongside the justifications of redistributive interventions, based on subjective judgments, market failures are the undisputed biggest motivation and objective public intervention aimed at correcting the allocative inefficiency generated by the malfunctioning of markets. In these cases, the most common reason for public intervention comes from the observation that if the markets reach suboptimal equilibrium you can always get through an exogenous contribution, an improvement in Pareto efficient.

To investigate the desirability of improving Pareto efficient, and on the wide range of ways in which can be performed, it is important to understand the nature of the underlying allocative inefficiency market failures. Each case of market failure, as previously highlighted, is always connected to the disappearance of one of the conditions listed above. Can therefore experience a condition of market inefficiency, when there is an information asymmetry between economic operators. In this case then, considered suboptimal outcomes that, thus, reach markets result of opportunistic behaviour of operators that have a greater wealth of information, public intervention should be aimed at expanding the accessibility of information to all economic agents, using for example the imposition of disclosure obligations or other forms of regulation.

Public-sector intervention – by means of taxation and subsidies, intended to account for external costs and benefits, or through a careful definition of property rights on the resource, which aims to enable internalisation of external effects through private bargaining – can occur if the goods produced and traded are public goods and considered essential for the community, of which the State must ensure the production. In this case, the phenomenon of free-riders, or make use of a public good

without paying any price for it prevents you from creating a private market.

The absence of a market mechanism that can ensure fixing prices of scarce resources, influencing uncommon market, also manifests itself when you are in the presence of externalities, which we consider to be present when the utility of an individual depends not only of the goods/services that the individual himself buy/consume but also by the activity/behaviour of other individuals. Public intervention in the market can also occur even when markets are not contestable and is expressed through the use of antitrust and regulation with the aim to remove obstacles that prevent the development of the competitive dynamics within the market.

You are then in the presence of a market imbalance which is necessary, when economic agents have market power, since they, in such cases, they are able to fix the price, pushing the market toward suboptimal equilibria, and emerge as necessary rectification that are expressed through the use of antitrust and market regulation.

Approaching specifically the topic of research and development, market failures are determined also by the presence of externalities, information problems for operators in the search market, public good character of innovation, the risk and uncertainty of investments in research, the role of technological standards.

Externalities arise because the investment in research conducted by a company generates benefits to other businesses that do not invest in research, with the consequent spillover-fallout-of knowledge for the benefit of all the other companies, simply because the latter have relations with the enterprise "innovative", despite not having invested in research.

Literature has studied the origins of spillover, and identified the causes in almost all types of contact between businesses in addition to technological reports, which would promote the "leaking" unintended information from innovative company, the knowledge accumulated through investments in research can drain out in favour of other undertakings including through normal business relationships, subcontracting production or exchange of personnel between the two undertakings in question.

Many businesses use devote to research a laboratory seconded "ordinary" physically from the other activities of the enterprise in order to raise barriers to the flow of knowledge accumulated in the company.

The marginal benefit of the private entity that makes the investment may therefore be less than social advantage that the community receives thanks to positive externalities spread in the environment surrounding

the innovative company. The one who has made the investment in innovation to be more competitive can receive a benefit lower than it would have if the effects of innovation remained fully within the enterprise and, since the benefits of investment in research do not remain confined to the one company that made the investment, entrepreneurs can often tend not to make the investment in research or at least to do so with low intensity.

Investing in research then generates also a benefit for the community and it is therefore possible to assume a public intervention to support innovators as an incentive that will make him less reluctant to invest in research as a result of the spillover.

For the neo-classical economics, innovation has a good public or semi-public, since it is not excluded-the innovator because precisely of spillover, fails to exclude others from access to innovation – and no rival-the consumption of knowledge by an operator does not preclude the possibility of exposure of other operators. The spillover can be partly reduced by using intellectual property protection, which allows a temporary monopoly in favour of the innovator who files a patent, recognizing at the same time at least one advantage, but despite this, the effect of the public good — as we are now considering innovation-is to generate high production costs of innovation and lower costs for its imitation/distribution, which discourages enterprises to invest in research.

Research and innovation is further characterized by the risk and uncertainty, since in fact the high uncertainty on investment in research and development changes the normal evaluation mode of capital invested by the financial system, which generally remain very cautious in committing to fund innovative investments, because of asymmetric information to the detriment of the lender. Investors therefore have little information on innovation that need financing, because the innovator cannot provide them all complete information on innovation, or risk losing the technological edge and the accumulation of knowledge and this at the same time discourages investment.

Risk and uncertainty arising from asymmetric information cause then an under-funding of innovative activities, which are not made for lack of capital. Also the problem of technological standards helps to create innovative and market failure often requires government intervention, since for many products and services the market success and/or speed depend on the presence of universally accepted technical standards.

An example is the mobile phone since only in the presence of a single technological standard develops the demand for the new product that can be used in com-munications with all other consumers. On the contrary if there were multiple standards-for example, one brand of manufacturer-any consumer may call only to holders of only one brand of appliances with the consequence that the application does not develop an adequate market, where companies grow and compete.

In the case of standards, the market competition between the producers of that product, cannot always provide the optimum solution — as happened at the beginning of the development of VHS, when not all had the same standards/the same technologies and were not supported by the same VCR — and often public companies is required nationally and/or internationally.

Over the past few decades, the arguments that justify public intervention in the field of research and innovation on the basis of market failure have been incorporated with new theoretical innovation economy and can be summed up in the following contributions:

– the theory of endogenous technological development, which focuses on increasing the search returns, in terms of accumulation of knowledge resulting from the investment in new technologies and human capital;

– evolutionist theories, demonstrating that the accumulation of knowledge is a dynamic process of technological learning by firms;

– institutionalist theories, which highlight the need to develop institutions and procedures to manage the complex interdependence between the actors involved in the innovation process.

The process depends not only on the characteristics of firms and research centres but also from those of the educational system, the labour market and the capital market. Overall, these new theoretical contributions tend to broaden the scope of the need for public intervention starting from the observation that competitive and contestable markets is not sufficient to trigger a virtuous innovation process in which they play a variety of institutional, cultural and infrastructural factors influencing the relations between the various actors involved. A further aspect concerns the regional dimension resulting from the presence of significant economies of agglomeration locally and economies of scale in turn connected with the presence of innovative clusters characterised by interaction between different riders.

The need for the intervention of public policies to support the production of scientific and technological knowledge, so by investing in research for increasing competitiveness-both forms of financing to the formation of human capital in the form of direct funding to research — has been endorsed by economic policies by

all industrialized countries, partly because the cost of the policy for innovation is offset by the difference between the private benefit of innovation and public benefit guaranteed by the presence of externalities.

In recent times, many countries rely increasingly on the market as a mechanism for allocating resources but despite a growing confidence in the market, that didn't always work and work as efficient resource allocation mechanism. Public intervention aims, therefore, to achieve a goal of maximizing social welfare-or social-efficiency and equity.

We speak of social efficiency when the social fringe benefits of producing (or consume) a good in excess of the corresponding social marginal costs. In this case it is socially efficient produce (or consume) that good to a greater degree, since that increases social welfare. If on the contrary the social marginal costs of producing (or consume) an asset exceed the marginal social benefits, then it is socially efficient produce (or consume) less. If the marginal social benefits of an activity are equal to the marginal costs, the current level of social production (consumption) is socially optimal and should not be changed. Social efficiency is also an example of allocative efficiency, since it identifies the best allocation of resources among alternative uses.

In economic reality, the market leads social efficiency rarely spontaneously, because the social fringe benefits of many goods does not equal the corresponding social marginal costs. According to many economists, without State intervention, free markets is unable to achieve an equitable distribution of resources, sharing widely the idea whether the State itself to have a duty to redistribute income through the tax system and public transfers, providing in some cases of forms of social protection.

As analysed in part previously, the market does not lead to social efficiency if the shares of producers and consumers have direct effects on the well-being of other individuals, as well as on their own, without that the market could take into account. These factors were defined as externalities, as these are effects on third parties caused by production or consumption activities. Externalities can be positive when more people get health benefits from a certain activity or negative when they suffer side effects.

So the total cost for the society of producing a well are given not only by private costs borne by the producers but also by negative externalities of production, so Similarly, the total benefits to society due to the production of that good are given not only by consumers but also by the private benefits generated net positive externalities in consumption. A market economy don't

generally manage to reach the social efficiency and there are different types of market failure that provide one of the main reasons for the need for government intervention in the economy, also due to externalities are costs or benefits does not take into account market but outside that, when they occur, they ensure that a market economy cannot achieve spontaneously social efficiency.

In part this is due to the existence of externalities, partly due to the low degree of competition in the markets, in part to the lack of information both from buyers that sellers and partly to the fact that the adjustment of the market toward equilibrium takes time, given the frequent stiffness of the factors of production in the short term.

The conclusion is therefore that in modern economic systems, the development of knowledge must be based on incentives other than those of the market and, if definitely patents and property rights can give important impulses to knowledge production by enterprises, it is likewise imperfect instruments which cannot limit the appropriateness of returns and the trade off between benefits and private benefits.

In this perspective, therefore, remains valid the consideration that in advanced societies knowledge is a public good, freely accessible and largely produced by different institutions from enterprises, namely by universities and research centers but precisely because the scientific community normally would not profit from the production of knowledge, the latter — in the eyes of many economists — to be proactive and ensure new competitiveness must be sustained primarily through funding of research and development.

2. The support of the external environment

A further prerequisite for the economic development of the countries, although not enough, concerns the research and development and the consequent use of their results, within a system that systematically supports links between science and industry.

For the high intrinsic risk of basic research — in which it is never clear in departure as it will be the return on resources employed-is the State that usually takes care of this investment, which can therefore decide to intervene in research and innovation, considering them as necessary strategies for development but there is no denying that they tend to falter when you are in the midst of a severe economic and financial crisis sudden shift, especially in the face of urgent needs of enterprises towards themes of very short term, such as liquidity and credit.

R&I policies represent the only chance of hooking to growth for States, regions and lagging businesses and despite the economic difficulties that delay investment in

the sector, are in the medium to long term the only possibility in the same economic recovery since indeed manifest their effects on economic growth in the immediate future. Investments in R&I are the necessary conditions for the resumption but since research and development in the private sector tend to be pro-cyclical-as the expenses are usually pegged to a proportion of turnover-it is necessary to compensate for the pro-cyclical component of the market-cyclical manoeuvres of increase in public spending in R&I.

The crisis brings out the need for new environmentally sustainable technologies, with lower consumption of raw materials and energy, less social and urban congestion — all of which require an urgent and heavy investment in R&I. In other words you can then simply state that if it is true that the difficulties Fund reduced, or almost prevent, investment in research, in the same way it is true that these investments are needed to give an answer to the crisis itself, since only through research you can obtain an innovative entrepreneurship that will produce important results, learning from mistakes and improving policies.

Supporting R&D creates social benefits but can therefore expected the expected returns are inadequate to private investors, especially in times of difficulty and economic recession, and that is why the framework of research needs to be more far-reaching. Research support grants to the private sector, that otherwise no one would commit on this subject, a return given the benefit of the support itself since research and development programs often require costly studies, of whom we see a benefit in the short term and that the private sector often cannot sustain.

In the private sector, therefore, almost every actor wants to innovate their products to make them more competitive and attractive to the public, reducing production costs through which are obtained and overcoming competition, but creating a useful future-often temporally too far — is considered in many cases prohibitively expensive and risky.

Estimating the social return on investment R&D is not simple, since the evaluation of financial returns for subsidy programmes of research however is given by a number of empirical investigations and can be more specific unless there were more detailed case studies, and therefore more costly to sustain.

Supporting studies in R&D has positive effects, such as reducing the possibility of market failure, but despite that the investment in the study of innovations may give a number of economic benefits, the initial investment is often not easily sustainable. The research may lead to a

benefit but cannot afford the costs for all stakeholders, especially the private sector. The benefit also will never be in the short term — in which the investor has only the cost for the development of the research — and especially will have benefits that will fall on the investor not only itself but also on those who are your direct competitors in the free market.

Development and design of new products are therefore a crucial element in the survival of companies, especially in all those sectors fast growing, that grow and change very quickly. Technology and technological development, customer preferences and the position of the other competitors in similar areas have as a consequence that a firm to be competitive needs to invest in the development of innovations such as long term assets and future-oriented.

The research is indeed slow, measured in decades and often does not arrive in port; It is estimated that only a small percentage of funded projects is therefore a useful result and although the methods to reduce the risk of failure you are refined over time, the risk remains high and if you want to get reliable results, you have to support a large number of research projects, otherwise the probability of success approaches zero. To reduce the risk of failure is appropriate for this type of research is immersed in a much broader context which also facilitates faster development, data from more investment.

In an unfavourable economic moment, you have to invest so the development process of technology is promoted and it could find application in a short time, in response to the economic situation but because the search process is slow and long and is at the origin of the applications provided by the development.

You cannot fail to invest adequately in research, which also it is necessary to create the enabling environment in which growing development, whereas the decline in investment in research, in contrast, penalises accordingly also the development.

3. The internal environment of the enterprise and the conflict management

To promote research and development, but above all to reduce the risk of failure is critical then consider the environment, understood as support policies and any competitors but also as a human factor, i. e. human resources and skills of those working in a company.

The management should consider not only the exterior but also the Interior of the organizations, aiming at preventing, reducing and overcoming the problems, through the initiatives that allow fielded, among other aspects, to set a clear and transparent communication

about the business goals and the role of individual components, improving the working environment and the acquisition of specific skills for the prevention and management of conflicts overall, in a perspective of continuous improvement.

The conflict that can start in complex organisations is therefore a process that begins when one party perceives that the other part hinders an achievement considered relevant. These differences can be objective or subjective and respond to a variety of causes.

The existence of conflict within an organization or workgroup is not necessarily negative; the sharing of different perspectives and the re-negotiation of certain aspects may in fact encourage an improvement of organizational climate. In business, conflicts can be related to organisational or relational databases. Organizational conflicts regarding disagreements on how to conduct the tasks, roles, the interpretation of rules and procedures, time management, to name a few. Relational conflicts concern instead the discrepancies that emerge due to personal issues and not necessarily related to business aspects, such as between members of the organization are experiencing tension, enmity, race relations or aspects linked to the incompatibility of character.

Organizational and relational conflicts generate different consequences on performance and organizational well-being.

To prevent adverse effects of the conflict on the company, you must properly manage and contain the conflict and at the same time encourage the development of an appropriate organizational climate, implementing preventative strategies that can strengthen the role of trading by members of the organization. In conflict situations, individuals interact on the basis of perceptions and knowledge they have of each other and are influenced by mutual expectations.

In particular, when they must decide if cooperative or competitive relationships, their decision will be influenced by the actions that they imagine could undertake the counterpart and their understanding of the situation, whereby in conflicts becomes difficult sometimes to figure out who has made the first step and who has only reacted in response to the move of the other party. Almost all conflicts contain items that are real and unreal, and the first thing you should do those who want to take care of their operation, therefore, identify.

Real conflicts are based on differences between well identified interests, opinions and perceptions of the parties; the parties have examined these differences and are aware of their existence, but they couldn't figure it out.

Unreal conflicts instead are based on erroneous communications, selective perceptions and misconceptions which, if not addressed promptly, can result in conflicts sometimes more complex than real ones. In general it can be said that this type of conflict is difficult to resolve because the parties often find it hard to recognize them and exhibit sometimes spurious requests, instead of real reasons hampering the possibility of a fruitful dialogue between stakeholders.

Manage a conflict means to negotiation. The negotiation has its origin in the game and decision theory. In fact an analytical approach becomes in this case too hard, just because it is based on:

– Interests, positions and topics;
– Alternatives to the agreement;
– processes of creating and claiming value;
– Efforts by players to modify the game.

With this approach you consider crucial to distinguish between positions and interests of the parties, negotiation topics but in many cases these three variables become incompatible. Same thing happen to the alternatives to the agreement become uncertain unless you know the other party's perception. As for the value, in this case the analytical approach is outdated since usually every part opts for the option that seems to be the best among the alternatives, but this choice under negotiation never appears so obvious.

During the negotiation phase every part adopts a strategy but very often it is assumed that it is unchangeable.

In this case, efforts are used unnecessarily by the parties to reach the desired result; instead you should indeed consider that the rules of the game may change.

The best approach to negotiate is the strategic approach — which could lead to a set of transactions through which two or more actors come to a joint decision concerning one or more problems whose solution represents a common goal, but for which they intend (or are forced) to reach an agreement and both have goals, at least partially divergent interests and values.

The heart of the negotiation to resolve conflicts in organizations is to translate the interest in possible agreements, despite the arguments underlying the trading itself; every actor then sets trade-off, within a range of possible agreements between their own interests and negotiate the same arguments to compare them with the value attributed to the hypothesis of non-agreement.

The negotiation to be truly effective it must be an advantage for both sides in dealing with the conflict.

In the case of a negotiation that produces winners and losers, the dynamics of zero-sum games that what

one party gains corresponds exactly to what the other party loses. The negotiation must represent a win-win goal for both sides, i. e. must be a variable sum because the interests are many and the satisfaction of both parties is possible with different priorities.

Negotiating activity requires taking decisions in situations of uncertainty that should be limited, so unforeseen and unpredictable urge parties to modify and update several times its position at all stages of the negotiation, which then becomes strategic, situational since the parties change and update their targets.

The strategic action is thus governed by interdependence, albeit only potential. This mutual dependence is connected to the alternatives available to the opposing party, to get the same performance, and value that is

recognized in the latter. Bargaining power, and therefore as said the dependence of counterpart, is directly proportional to the value of the benefit and inversely proportional to the number and availability of alternatives.

In conclusion, with all these premises, we can say that to be competitive in the market, a company must be able to invest in research, because research means innovation and development, and so creating value and customer satisfaction goals. Research means, however, take risks and therefore the company cannot but consider the external environment which, as we have seen, can run to his aid and in his support but also must consider the conflict of the internal environment that must then be managed via the negotiation strategy.

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The experience of foreign countries in the sphere of state procurement of agricultural products

Abstract: In article the analysis of mechanism of state procurement of agricultural products. Studied the experience of foreign countries in the sphere of state procurement of agricultural products. There is a need for the formation of the state food funds in different schemes of realization of the contracts, allowing to carry out the fight against corruption on the part of agricultural producers and their cooperatives.

Keywords: public procurement, competitive bidding, regulation, agricultural production, economic-legal mechanism.

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Опыт зарубежных стран в сфере организации государственных закупок сельскохозяйственной продукции

Аннотация: В статье приведен анализ механизма государственных закупок сельскохозяйственной продукции. Исследован опыт зарубежных стран в сфере организации государственных закупок сельскохозяйственной продукции. Отмечается необходимость в формировании государственных продовольственных фондов при разных схемах реализации контрактов, позволяющих осуществлять борьбу с коррупцией со стороны сельскохозяйственных производителей и их кооперативов.

Ключевые слова: государственные закупки, конкурсные торги, правовое регулирование, сельскохозяйственная продукция, экономико-правовой механизм.

Рассматривая механизм государственных закупок сельскохозяйственной продукции, нужно отметить, что для России подходит более всего опыт тех стран, в которых сельское хозяйство находится под опекой государства. Закупая продукцию у фермеров, в основном на конкурсной основе, по минимальным ценам, государство компенсирует им возможные убытки необходимой техникой и другими материально — техническими ресурсами. У фермеров фактически нет проблем с реализацией произведенной продукции и приобретением технических средств, за исключением некоторых марок и моделей. К таким странам можно отнести, например, Канаду, Австралию и Новую Зеландию [1].

Используя конкурсные методы государственных закупок на электронной основе, и осуществляя строгий финансовый контроль, регулируемый соответствующим законодательством, находясь в тесном сотрудничестве на уровне межправительственных соглашений, эти страны занимают лидирующее положение в мире по применению крупномасштабных закрытых тендеров. Государственные закупки продукции осуществляются на основе созданной собственной электронной системы.

Хотя и в этих странах действуют общегосударственные рекомендации по конкурсным торгам и контрактам, в каждом штате имеются свои нормативные документы по регулированию государственных закупок. Государственные закупочные организации должны придерживаться общепринятых в мировой практике принципов (открытость и эффективность конкуренции, добросовестная отчетность, достижение высокой конкуренции производимой продукции).

Зависимость экономики Австралии и Новой Зеландии от транснациональных монополий не позволяет в полной мере реализовать механизм государственных закупок, за исключением агропродовольственной продукции. Но и в аграрном секторе приходится противостоять демпингу со стороны иностранных поставщиков, особенно при функционировании в условиях ВТО. Такие проявления отслеживаются правительственными агентствами, которые осуществляют контроль за тем, чтобы местным поставщикам были предоставлены справедливые возможности участия в конкурсе. Особенно это требование распространяется на штаты, где они менее освоены и их развитие ниже других территорий [2].

Исследуя опыт зарубежных стран в сфере организации государственных закупок сельскохозяйствен-

ной продукции, необходимо отметить, что довольно не простой является процедура получения статуса уполномоченного поставщика. Для этого необходимо пройти три инстанции: управление тендеров и контрактации Министерства финансов, а также администрирования содружества. Оценка поставщиков осуществляется по следующим показателям: благоприятные отзывы клиентов; соответствие товаров и услуг согласованным стандартам; критерии отраслевого развития (для информационных технологий и оргтехники); финансовая устойчивость; соответствие требованиям государственной политики; согласие с правилами статуса уполномоченного поставщика.

Только после прохождения такого своеобразного тестирования поставщик приобретает право заключения контракта с государственным покупателем, при условии его устойчивого финансового состояния. При этом его оценка производится финансовыми аналитиками правительства на основе австралийского законодательства.

Следует отметить, что изложенная процедура отбора уполномоченных поставщиков в лице аграрных корпораций может быть использована и в России. Однако для этого необходимо, на наш взгляд, соблюдать условие — подбор поставщиков целесообразно проводить из сельскохозяйственных кооперативов цивилизованного образца, как защищающих интересы аграриев.

Значительное внимание в Австралии и Новой Зеландии уделяется развитию системы экономической безопасности, которая включает следующие элементы планирования: определение конкретных целей защиты окружающей среды; перечень экологических вопросов и воздействий, связанных с выполнением подрядных работ; документацию о предпринимаемых мерах, подлежащих одобрению соответствующего ведомства и отвечающих требованиям тендерной документации; четное определение ответственности подрядчика и субподрядчиков в области охраны окружающей среды.

Закупка продукции для государственных нужд осуществляется в условиях максимальной открытости, в частности по приглашению участия в тендерах через электронную почту. На зерновом рынке Австралии действует прозрачная система отношений между производителями и потребителями, базирующихся на довольно стабильных условиях их экономического взаимодействия: зерновые брокеры за свои услуги получают только 10 долларов с тонны зерна,

примерно 20 долларов идет на транспортировку зерна, цена хранения составляет примерно 30–40 долларов за тонну. Фермеры получают около 300 долларов за тонну. На зерновом рынке в Австралии активно работают ассоциации производителей зерна в регионах и их объединениях. Управление имеет свои зернохранилища, зерновые терминалы в портах, оно покупает у фермеров пшеницу по гарантированной цене и далее самостоятельно осуществляет ее сбыт на внешнем рынке. Накопления, образующиеся в годы высокой конъюнктуры, идут на покрытие убытков, возникающих при падении цены на мировом рынке по сравнению с гарантированной. Позднее правительство Австралии приняло решение расширить рынок и улучшить конкурентную среду. В настоящее время на внутреннем рынке Австралии доминируют три крупных зерновых оператора — Grain Corp, Viterra и CBH Group. В их собственности находится большая часть из 20 зерновых экспортных портов, а также зерновых элеваторов страны [5].

В связи с участившимися природными катаклизмами, экономическим кризисом и ростом населения в большинстве стран возникает важная проблема увеличения государственных запасов зерна, включая его страховой фонд, как это уже давно практикуется в ряде зарубежных стран. Например, в странах ЕС и Китае они достигают около 20%, в Канаде – более 40%, в США объем резервного фонда зерна определяется государством в размере 12–15% от валового сбора фуражного зерна и 18–20% зерна пшеницы [4].

Из опыта США нужно отметить следующее. В США в основном централизованная система закупок. Закупки осуществляет Управление общих услуг. На основе заявок от министерств УОУ организует крупные оптовые закупки, используя конкурсные процедуры, особенно тендеры. Хранение товаров осуществляется на складах управления общих услуг и затем они перепродаются заказчикам по оптовой цене с удержанием небольшого процента, направляемого на обеспечение жизнедеятельности управления.

Важное значение придается мониторингу федеральных закупок, выполнение функций которого возможно на управлении федеральной закупочной политики. При этом координация в области политики осуществляется Советом по регулированию федеральных закупок. Законодательной основой системы государственных закупок в США являются правила закупок [3].

Основные принципы управления системой государственных закупок в США следующие: достижение справедливости (равноправное участие подрядчиков в конкуренции на госзаказ); соблюдение честности и борьба с коррупцией при государственных закупках; экономия и эффективность (обеспечение качества товаров при их закупке, низкие цены и минимальные затраты).

К основным достоинствам американской информационной системы можно отнести следующее: обеспечивает оперативность и точность предоставления конгрессу, администрации президента, федеральным ведомствам и частному сектору данных о состоянии дел в контрактной системе на закупки продукции для государственных нужд; позволяет получить сведения по федеральным закупкам и потребности в ресурсах. Недостатки системы: неполное представление данных отдельными федеральными ведомствами; недостаточная активность использования информационных ресурсов со стороны властных органов и населения; недостаточная информационная совместимость между звеньями системы.

Если рассматривать из опыта Европейского союза, то особенности организации государственных закупок заключаются в следующем:

1) размещение госзаказов регламентируется в зависимости от объемов по трем уровням законодательства – международным, в рамках ЕС и национальным;

2) при заключении контрактов на поставки продукции для государственных и общественных нужд учитываются социальные цели, реализуемые в социальных программах (правильный выбор поставщиков, требования по условиям работы, исключение из числа поставщиков тех, которые не соответствуют законодательству, использование совокупности социальных критериев, включая экологические);

3) обязательность соблюдения целей законодательного характера.

В ЕС используются в основном две модели государственных закупок: децентрализованная и централизованная. Распределение моделей проводится в департаментах и министерствах в соответствии с необходимостью в закупках. Для централизованной модели характерно создание закупочного центра, в котором концентрируются заявки на закупки. Данная модель обеспечивает низкие цены, используя большие объемы оптовых закупок. Однако при этом утрачивается гибкость в проведении закупочных операций. В условиях ЕС используются обе модели, когда общее руководство закупками выполняет министерство финансов или экономики (планирование, контроль, регу-

лирование), а непосредственно закупками занимаются специализированные закупочные отделы. Лучшей закупочной процедурой считаются конкурсы (тендеры), которые используют большинство стран, реализуя следующие основные принципы: прозрачность, подотчетность и соблюдение процедур, открытость и эффективность конкуренции, справедливость [8].

Далее рассмотрим опыт Германии по ограничению в сфере государственных закупок. В Германии система контроля включает две инстанции: апелляционную (в форме независимого учреждения) и судебную (в форме судебного органа). Принимаемое решение о размещении госзаказа может быть оспорено в судебном исполнении, причем в ускоренном порядке рассмотрения жалоб, направляемых заказчику. Большое значение при этом имеют предложения общественной организации экспертов и ученых «Форум госзаказа», дающих свои предложения правительству. Особенно это касается двух недостатков в сложившемся механизме госзаказа: уход от дополнительных обязательств, прописанных в соответствующем положении, и проявление действий недобросовестной конкуренции, а также подкупа представителей заказчика. Для предотвращения этих проявлений в государственных учреждениях назначаются независимые лица, которые не могут быть уволены. Их работа по размещению госзаказов контролируется органами надзора и счетной палатой [6].

В мировой практике применяются следующие виды торгов: на поставку товаров (при закупке в основном промышленной продукции); на выполнение работ (для выполнения строительных и строительно — монтажных работ); на оказание услуг (в случаях привлечения квалифицированных специалистов — консультантов для выполнения различных проектов). Основными критериями отбора претендентов на победителя торга являются цена и качество продукции или выполнения услуг.

Зарубежный опыт электронных закупок состоит в том, что использование интернет — технологий позволяет:

– сократить время на подготовку известных документов на конкурсные торги;

– повысить численность поставщиков продукции и упростить процедуру участия в конкурсах;

– снизить потери бюджетных средств и продукции, возникающие из – за коррупции в сфере государственных закупок.

В ряде стран (Канада, Австралия, Саудовская Аравия и других) перешли на так называемую систему «электронного правительства» для более эффективного взаимодействия поставщиков, подрядчиков и непосредственно правительства. При этом деятельность «электронного правительства» осуществляется с учетом следующих факторов: развитие коммерции, включая электронную; готовность законодательства; структура экономики по формам собственности; уровень развития интернет — технологий [7].

Если исходить из отечественного опыта продовольственной безопасности страны, то неизбежно возникает необходимость в формировании государственных продовольственных фондов. В период планово — распределительной системы данная проблема решалась на основе заготовок продовольствия при использовании закупочных цен, устанавливаемых государством в одностороннем порядке.

Одной из остро насущных проблем в системе государственных закупок, характерной для большинства стран, в том числе и России, является несоответствие действий государственных чиновников, осуществляющих подбор производителей аграрных продуктов для проведения закупок, с интересами государства, что порождает коррупцию.

По опыту зарубежных стран целесообразно было бы в российскую законодательную базу включить весь известный комплекс требований:

1) оптимизация закупок для государственных нужд при минимальных расходах на данный процесс;

2) обеспечение равных условий конкуренции при заключении контракта;

3) соблюдение требований публичности;

4) выполнение требования честного и открытого бизнеса;

5) оказание помощи малым и средним предприятиям в получении правительственных заказов;

6) введение двойной системы контроля за действиями организаций планирования государственных закупок сельскохозяйственной продукции при разных схемах реализации контрактов, позволяющей осуществлять борьбу с коррупцией со стороны сельскохозяйственных производителей и их кооперативов, а также гражданских советов сельских населенных пунктов, с подключением отдела аграрной политики при Госдуме России.

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Section 12. Economic theory

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Die Rolle der räumlichen Faktoren in der Entwicklung der Wirtschaft in Russland

Zusammenfassung: Dieser Artikel spiegelt die Entstehung einer neuen Theorie der Raumwirtschaft im Kontext der Erhöhung der Komplexität der räumlichen Organisation der Wirtschaft, die Bildung neuer Produktionsfaktoren, neuer Technologien, die ihre Mobilität beschleunigen, die Entstehung der neuen territorialen und organisatorischen Formen.

Der Schwerpunkt liegt auf Trends in regionalen Konzepten, die Vertiefung der theoretischen Vorstellungen über die Faktoren und die Prioritäten ihrer Entstehung.

Schlüsselwörter: raumwirtschaft; region; wirtschaft; raumentwicklungspolitik; faktoren der raumentwicklung.

Ungleiche räumliche Entwicklung in einer oder der anderen Art ist inhärent für die meisten Volkswirtschaften.

Die theoretische Erklärung dieses Prozesses schlagen zwei Konzeptionen vor, die in der Weltwirtschaft bekannt sind.

Die erste ist die Konzeption der Zentrum-Peripherie-Raumentwicklung von G. Friedman [1].

Sie geht davon aus, dass es in jeder Volkswirtschaft, sowie in jeder Weltwirtschaft als Ganzes, ein Zentrum (Zentren) und Peripheriegebiete gibt.

Die Zentren ziehen eine Vielzahl von Ressourcen (Personal, Finanzen, Investitionen) von der Peripherie an und dank der Konzentration dieser Ressourcen entsteht eine Möglichkeit für ihre Entwicklung.

Die Peripherie nach Grad der Entfernung vom Zentrum kann in der Nähe sein, eng mit dem Kern verbunden sein und direkt von ihm Entwicklungsimpulse erhalten und entfernte Peripherie, die die mobilisierten Impulse des Zentrums praktisch nicht erreichen.

Zwischen Zentrum und Peripherie entstehen Gegenströme von Kapital, Arbeitskraft, Waren und Informationen.

Als „Driver" dieser Ströme tritt die Innovationsdiffusion auf, diese Innovationen werden im Zentrum generiert und sie erstrecken sich an die Peripherie.

Die Innovationsdiffusion ist durch eine geordnete Hierarchie gekennzeichnet: sie erscheinen zunächst in den großen Städten, dann verbreiten sie sich in kleine Städte im ganzen Land, sowie in die anliegende Umgebung, vor allem in diejenige, die Agglomeration um die wichtigsten Städten bilden.

Die Dominanz des Zentrums über die Peripherie wird durch zwei Faktoren bestimmt:

• konstante Produktion der Innovation schafft eine „kritische Masse" von günstigen Bedingungen, die die Weiterentwicklung innovativer Aktivität fördern: leichter Zugang zu Informationen, die Möglichkeit informeller Kontakte, die Verfügbarkeit der notwendigen Infrastruktur;

• in dem Zentrum gibt es einen konstanten Fluss der menschlichen, finanziellen, Investitionsmittel aus den peripherischen Gebieten, dadurch werden sie geschwächt, das erhöht räumliche Differenzierung.

Der Mechanismus der Reproduktion der Beziehungen nach dem „Zentrum-Peripherie-Typ" wird auf die

kontinuierliche Verbesserung der Wirtschaftsstruktur im Zentrum basiert, wo sich neue High-Tech-Industrien konzentrieren, die progressive Veränderungen der Qualität der Arbeitskräfte, Erhöhung des Bildungsniveaus der Bevölkerung vorkommen.

Auf der anderen Seite, ersetzen neue Industrien veraltete Produktion, die in die nähe und dann weite Peripherie geht.

Dieser Prozess, der als „Diffusion der sekundären Innovationen" bekannt ist, wird ein Leiter der Wachstumsimpulse zur Peripherie.

Die Konzeption der „Zentrum-Peripherie" Entwicklung betont eine besondere Rolle von Großstädten in der Raumentwicklung.

Als Zentren der Entwicklung der Innovation und neuer High-Tech-Industrien sind sie die treibende Kraft der Entwicklung des gesamten Wirtschaftsraums des Landes, einschließlich der Peripherie.

Die zweite theoretische Konzeption, die die Gründe der ungleichen räumlichen Entwicklung erklärt, ist die „neue Wirtschaftsgeographie" von P. Krugman [2].

P. Krugman hat zwei Gruppen der Faktoren hervorgehoben:

• die erste Gruppe von Bedingungen hat er den Faktor der „ersten Natur" genannt: die Präsenz auf dem Territorium der natürlichen Ressourcen, günstige geographische Lage.

• die Faktoren der „zweiten Natur" sind das Humankapital, das institutionelle Umfeld, Infrastruktur, sie werden durch die Regierungspolitik und Businessaktivitäten gebildet.

Ein wichtiger Trend in der Raumentwicklung wurde der Übergang von der Politik der wirtschaftlichen Ausgleichung der sozial-wirtschaftlichen Entwicklung von den Territorien durch die Förderung der industrielle Produktion, die Schaffung von Arbeitsplätzen und der Entwicklung der Infrastruktur zu einer differenzierten Politik der Entwicklung von den einzelnen Gebieten, die fähig sind, eine hohe Wachstumsrate, mit Hilfe der Einbeziehung der Investitionen von außen zu sichern. Zu solchen Gebieten gehören nicht nur Regionen, sonder auch grosse Städte.

Die Strategie der Steigerung der Rolle der Grossstädte als wichtige Motoren des Wirtschaftswachstums wurde Glokalisierung genannt [3].

In ihrem Rahmen werden die wichtigsten Ziele der Politik der wirtschaftlichen Entwicklung der Städte die Einbeziehung der globalen Kapitalströme. Dieses Ziels wird durch spezielle Maßnahmen sowohl auf der staatlichen Ebene als auch auf der Ebene der lokalen Behörden erreicht.

Innovationsfaktor der Raumentwicklung ist ein wichtiger Faktor für die wirtschaftliche Entwicklung.

In dem Verhältnis „Innovation/Räumlichkeit" werden zwei Aspekte hervorgehoben:

• es gibt eine ungleichmäßige Verteilung der Innovationstätigkeit in dem Raum;

• der Raum selbst verändert sich unter dem Einfluss von Innovationen.

Innovative Tätigkeit ist gekennzeichnet durch eine hohe Konzentration, die durch die Besonderheiten der räumlichen Verbreitung von Innovationen erklärt wird.

Dieses Phänomen verstärkt sich.

Bis zu einem gewissen Grad ist das aufgrund des hohen Niveaus der industriellen Entwicklung und der damit verbundenen Beschleunigung in ihren Forschungsaktivitäten erklärt.

Dadurch entsteht ein günstiges „Ökosystem der Innovation", da für die Entstehung von Innovationen heute die Kooperation und die Zusammenarbeit, die Förderung der Beziehungen von der Seite der lokalen Behörden wichtig sind [4].

Aber nicht alle Regionen haben die Fähigkeit zur selbständigen Generation der Innovation.

In diesem Zusammenhang kann man verschiedene Typen der Regionen hervorheben:

• Regionen sind innovative Wachstumspole;

• Regionen der sekundären Innovationen;

• adaptierbare Regionen;

• konservative Regionen.

Regionen des ersten Typs sind die globalen Zentren der Entwicklung der Innovation, wo die grundlegende Wissenschaft weit vertreten ist, das System der Kommerzialisierung von Technologien ausgetestet ist. Sie können von zwei Arten sein: große differenzierte Agglomeration, die einen bedeutenden Teil der nationalen Innovationsressourcen konzentrieren, und hochspezialisierte Agglomeration.

Ein bekanntes Beispiel von einem hochspezialisierten Region ist das berühmte Silicon Valley.

Zu den Regionen des zweiten Typs gehören Bereiche, die in das Innovationszyklus in späteren Phasen eingeschlossen sind, wo Grundinnovationen, die in den Regionen der ersten Art entwickelt sind, auf den Markt gebracht werden.

Regionen einer dritten Art sind Bereiche, wo es keine Entwicklung von Forschungsinfrastruktur gibt, aber es gibt Industriebetriebe, die in der Lage sind innovative Technologien anzupassen. Beispiele für solche Bereiche sind die Rohstoff-Regionen, die die äußeren Innovation mit den Elementen ihrer Anpassung an die örtlichen Gegebenheiten benutzen [5].

Zu den Regionen des vierten Typs gehören überwiegend landwirtschaftlich schwach entwickelte Gebiete, die in der Lage sind die Technologien, die aus anderen Regionen stammen, einfach zu benutzen.

Wie die Weltpraxis zeigt, ist es notwendig in der Raumpolitik mehr Aufmerksamkeit neuen Faktoren zu schenken: infrastrukturellen, außenwirtschaftlichen, agglomerativen, innovativen, die einen deutlichen globalen Kontext haben.

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