

ISSN 2413-1865

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХЕРСОНСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ

ЗБІРНИК НАУКОВИХ ПРАЦЬ

ПЕДАГОГІЧНІ НАУКИ



Випуск LXXXI
Том 1

Херсон-2018

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Збірник наукових праць «Педагогічні науки»
включено до переліку наукових фахових видань України з педагогіки
на підставі Наказу МОН України від 10 лютого 2010 року № 1-05/1 (бюлетень № 3, 2010 р.);
Наказу МОН України № 241 від 09.03.2016 року (додаток № 9)

Журнал включено до міжнародної наукометричної бази Index Copernicus International
(Республіка Польща)

Рекомендовано до друку та поширення через мережу Internet
рішенням Вченої ради Херсонського державного університету
(Протокол № 7 від 26.12.2017 р.)

Свідоцтво про державну реєстрацію
друкованого засобу масової інформації – серія КВ № 7935
від 29.09.2003 р. видане Державною реєстраційною службою України

Офіційний сайт видання: www.ps.stateuniversity.ks.ua



Мамедова Гюнель Алимовсум кызы. РАЗВИТИЕ ТВОРЧЕСКОГО МЫШЛЕНИЯ У УЧАЩИХСЯ ПРИ ПРЕПОДАВАНИИ БИОЛОГИИ В ОБЩЕОБРАЗОВАТЕЛЬНОЙ ШКОЛЕ.....	174
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UDK 378

MARKET CONDITIONS AND THEIR INFLUENCE ON THE ACTIVITY OF A MANAGER IN THE AGRARIAN SPHERE

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Економічний розвиток України великою мірою залежить від розвитку аграрної галузі, оскільки вона є важливою сферою української економіки. Сільське господарство України може гідно конкурувати із розвинутими країнами світу завдяки кліматичним умовам, родючим ґрунтам та наявним трудовим ресурсам. Хоча висока продуктивність виробництва та конкурентоздатність аграрної галузі головним чином залежить від якості управління. Діяльність сучасних менеджерів аграрної галузі відбувається в умовах ринкових перетворень національної економіки, які відбуваються паралельно із процесами глобалізації. Тому актуальною стає проблема підготовки менеджерів аграрної галузі, які здатні здійснювати управління у сучасних умовах.

Ключові слова: менеджери, менеджери аграрної галузі, управління, аграрна галузь, конкурентоспроможність, ринок праці.

Экономическое развитие Украины в большей степени зависит от развития аграрной отрасли, поскольку она является важной сферой украинской экономики. Сельское хозяйство Украины может достойно конкурировать с развитыми странами мира благодаря климатическим условиям, плодородным почвам и имеющимся трудовым ресурсам. Хотя высокая производительность производства и конкурентоспособность аграрной отрасли главным образом зависит от качества управления. Деятельность современных менеджеров аграрной отрасли происходит в условиях рыночных превращений национальной экономики, которые происходят параллельно с процессами глобализации. Поэтому актуальной становится проблема подготовки менеджеров аграрной отрасли, которые способны осуществлять управление в современных условиях.

Ключевые слова: менеджеры, менеджеры аграрной отрасли, управление, аграрная отрасль, конкурентоспособность, рынок труда.

Martseniuk N.A. MARKET CONDITIONS AND THEIR INFLUENCE ON THE ACTIVITY OF MANAGERS IN THE AGRARIAN SPHERE

Economic development of Ukraine depends largely on the agrarian sphere. So far as the agrarian sphere is an important branch of Ukraine's economy. Agriculture of Ukraine can compete with developed countries worldwide due to its climatic conditions, rich soils and work force. However highly efficient production and competitiveness of the agrarian sphere depends greatly on the management quality. The activity of modern manager in agrarian sphere is taking place in the conditions of market transformations of national economy, which are going on the background of globalization processes. Thereby the problem of training of managers capable to administer in the agrarian sphere in modern conditions becomes urgent.

Key words: managers, managers of agrarian sphere, management, agrarian sphere, competitiveness, labor market.

The aim of the article is to study the conditions, in which modern managers of the agrarian sphere act and to distinguish main characteristic features, which will help managers to perform their necessary functions and to administer in modern economic conditions.

Brief Literature Review. Prospects of the agrarian sphere development and modern activities of manager in the agrarian sphere must be taken into account in professional training of future managers. Accordingly, scientific works of not only scientists in pedagogics, but specialists in agrarian sphere and economists were analyzed.

The problems of training of specialists in agrarian sphere investigated by scientists-pedagogues, such as L. Baranovska,

H. Berehova, N. Borodina, L. Viktorova, I. Herasimova, I. Svistun, S. Zaskalieta, O. Klochko and others. Scientists A. Haydutskyi, V. Esaulov, D. Lukyanenko, M. Martyniuk, A. Oliinyk, T. Ratoshniuk, L. Sishchuk, S. Skrypnyk, I. Soloviov studied questions of the development of the agrarian sphere production. The questions of managers teaching and training studied by such scientists, as I. Herasimova, L. Vlodarska-Zola, Z. Homeniuk, E. Sheiko, V. Ponomarenko and others.

The main results of the investigation. The activity of modern manager in agrarian sphere is taking place in the conditions of market transformations of national economy, which are going on the background of globalization processes. After the Ukrainians' entering



into the World Trade Organization (WTO) we can observe competitive relations increasing. Which cause rising of responsibility of managers for the decision, making concerning both production and realization of agriculture products.

The Ukrainian economy began actively integrate into the world one in the 90th of XX century, since that time many barriers in the free capital flow were removed. Since then the process of bringing in and use of money from abroad and defense of foreign investments has begun, that naturally results into the increase of degree of convergence between national and international financial markets.

Such scientists, as L. Sishchuk, A. Oliinyk, D. Lukianenko notice, that market transformation processes in the economy of Ukraine and globalization of financial markets caused the substantial changes of the essence and mechanism of agro-industrial complex functioning of [9; 6; 12]. The objective process of globalization of modern world economy requires the new level of development of national markets, which become more computer-integrated. Realization of entrepreneurship, making profit, expansion of competitiveness on the market, need increase of investment attractiveness for foreign investors and permanent inflowing of foreign investments into the economy of Ukraine.

The essence of globalization composes the process of influence on public life, which appears in deepening of interdependence both in production and in investment and financial spheres and also in internationalization of production and turnover of capitals, liberalization of trade, growth of expansion of multinational corporations, creation of international financial institutes and distribution of their influence on the global market. Globalization of world financial market or financial globalization is one of staples of economic globalization. This process needs to be examined as integration of the national financial systems with an international financial market and institutions.

Professional activity of managers will take place in the conditions, when globalization processes in financial sphere characterized as strengthening of interdependence and interference of countries in the field of financial relations, growth of the role of international credit relations, international movements of capitals and sources of profits and allocation of assets in other countries. In the basis of financial globalization is free movement of capitals and currency, their crossing of national boundaries, which leads to forming of global financial markets and world financial environ-

ment. Globalization of financial market means, that capital passes national boundaries, which leads to forming of world financial market.

An investor from any country can invest his free money in financial assets in other countries. Moreover, due to computerization and development of modern facilities of communications and use of Internet-technologies, a financial market receives a new impulse for the development. In conditions of globalization it must be taken into account also strengthening of international competition and its influence on the efficiency of financial market of the concrete country. It is also important to determine and take into account the degree of his openness for a foreign capital.

We must also take into consideration, that globalization make the newest stipulations to the quality of commodities and services of the agro-industrial sector of the economy and requires to take into consideration modern progress of world markets trends. The population of the Earth can be provided with high-quality food-stuffs due to the use of new alternative intensive models of agricultural activity, which gather the high-quality harvest without doing damage to the environment due to the studying and taking into account natural processes. Organic farming, bio intensive mini-farming, biodynamic agriculture, ecological agriculture, effective microorganism technologies, low input sustainable agriculture – LISA, precision farming, regenerative agriculture are the alternative methods of agricultural production today. Globalization in an agrarian sphere combined with the dynamic processes of volumes increase of inter-industrial and intra-branch exchange, deepening of interdependence of agricultural markets and technologies, strengthening of influence of world macroeconomic factors, which gives the possibility to competitive enterprises of agro-industrial complex and separate countries to attain substantial economic advantages [7].

Globalization processes follow the development of market economy and give specific character to manager activity. Among characteristic feature of which scientists [4; 5] name a competition and competitiveness and underline the relation between them. So long as competitiveness is possible to talk about only in the presence of competition, the level of which can substantially differ both on separate markets (prepared products and capital goods, internal and external) and in different periods on the same market.

Foreign investments play an extraordinarily important role in the development of national economy. Having analyzed papers of scientists such as M. Bakanova, T. Ratoshniuk, we



will notice that money of foreign investors facilitate the activation of investment process, introduction of new technologies, use of the foremost foreign experience, development of small and middle business, growth of investment potential of territories and others [1; 8]. Therefore, in conditions of market transformation of Ukraine's economy a requirement in considerable foreign investments is very sharp. Besides an agrarian sphere is perspective enough for foreign investors as potentially high attractiveness of food and processing industry; stable market of sale; rapid recouping of investments; local authorities are interested in the development of AIC. Thus new technologies of equipment, know-how, freely converted foreign currency have the greatest value. Production base upgradability, new workplaces, development of important industries of economy are possible due to the foreign investments.

Competitiveness on the international labor market is a collection of characteristics, which determines comparative positions of a certain worker on this market and allows him to pretend a certain vacancy. Accordingly, a competitiveness of workers on the labor market is the accordance of quality of labor force to market necessities, a possibility to win in a competition on the labor market, that is to satisfy the requirements of employers according to the level of knowledge, abilities, skills, better than other workers do.

An extraordinarily development of information technologies are actively used in agriculture today. Research workers A. Gaidutskyi, S. Skripnik notice, that information technologies provide the requirements of users and bring characteristics of the supply in accordance with the parameters of consumers' demand [2; 10]. We will paraphrase the author's opinion as to the peculiarities of manager's activity in agrarian sphere. That its basis, in particular of marketing strategies of subjects of management in agrarian markets system there must be exhaustive information about quality, nourishing value, provisions security and following an enterprise requirements.

Information technologies provide co-ordination of enterprise efforts in the food supply chain. Which gives possibilities of competitive advantages. Though intercommunications in enterprise system are determined by a present market structure and by technological and information providing. Modern technologies of collection of information and data processing are necessary for the achievement of strategic enterprise aims. Complete awareness of subjects of economic relations about the terms of competition is one of pre-conditions of market mechanism efficiency. Modern information

technologies application is an important condition of agrarian markets functioning. Management of food supply channels requires careful collection and analysis of data, on the base of which strategic decisions are possible to be made. A low level of information market development in Ukraine is an obstacle to the global economic intercommunications strengthening. Information technologies improvement closely related to the organizational changes of enterprise structures and problems of economic connections improvement in the conditions of market transformation of economy. The development of global food markets is closely related to the modern communication systems, which allow to pass information about price and high-quality descriptions of food of separate special purpose marketing niches. In conditions of globalization an important direction of management of agro-industrial complex competitiveness is an assistance of access of producers to the marketing niches of domestic and world markets.

One of the aspects of contemporary information technologies development is the phenomenon of the Internet-trading. The Internet-trading is the possibility to effect transactions of all the classes of assets and currencies over the Internet. The Internet-trading gives the possibility to buy and sell the actions of the Ukrainian enterprises from any point of the Earth, if there is a computer and Internet, using direct access of the stock exchange.

All mentioned above give grounds to attract attention on the growth of requirements to the intellectual and creative capabilities of managers in an agrarian sphere, which provides their competitiveness on labor market.

Extraordinarily important aspects of modern manager activity in agrarian sphere are features of agriculture. Having analyzed scientific works of such scientists, as I. Gerasimova and I. Soloviova, we will distinguish the following, which on our opinion will be represented on professional activity of manager of AIC. In particular: close co-operating of man and nature, less influence of economic laws predetermined by specific character of agriculture production; high diversity of climatic conditions and plots of land location; natural conditions of production, productivity and intensity of use of agricultural lands; significance of gross output, which make special demands to its production, storage and transportation; time divergence of production of goods and their consumption; seasonal prevalence of production, which results into partial employment of workers during a year and instability of wages; diversified character of agriculture; variety of forms of ownership in the system of agro-industrial complex, which



make special demands to the methods of marketing researches; presence of different organizational forms of management [3; 11].

Therefore, agriculture is developing in conditions of not only market economy, but also globalization. Such terms predetermine special requirements to the activity of specialists in the field of management, which must be ready to work in competitive environment, providing the competitiveness of agricultural production. Interdependence of production, which connected to the process of globalization, is favorable to the growth of international credit relations and international capital movement. Which in its turn predetermines attraction of foreign investors to the markets of agrarian production in order to provide harvests of high quality without damage to the environment. Just foreign investments are able to provide introduction of new technologies, use of foreign experience, modernization of production base, development of inter-industrial economy and so on.

Such terms anticipate the competitiveness of manager and availability of such characteristics, which will satisfy the requirements of employers in knowledge, abilities, skills and personal wealth.

So, far as the activity of modern manager of agrarian industry is taking place in the conditions of rapid development of information technologies, it becomes an obliging requirement for the specialist on labor market to possess such features of character.

The specific activity in the field of agriculture underlines multidimensionality of necessary professional training of manager in agrarian industry, necessity of flexible reaction in suddenness circumstances, possibility to switch over from one aspect of activity to another.

Consequently, professional activity of manager of agrarian sphere expects training of future managers, who will be capable and ready to show professional mobility with proper foreign language knowledge, which will provide possibility not only to co-operate with foreign partners, but also to master significant volumes of professional foreign language infor-

mation. Modern conditions of professional activity anticipate proper mastering of modern computer technologies by a specialist. All the mentioned above will promote the competitiveness of manager in agrarian sphere and the competitiveness of the agrarian sphere in its entirety.

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