

MINISTRY OF EDUCATION, SCIENCE, YOUTH AND SPORTS OF UKRAINE
KHARKIV NATIONAL ACADEMY OF MUNICIPAL ECONOMY

МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ
ХАРКІВСЬКА НАЦІОНАЛЬНА АКАДЕМІЯ МІСЬКОГО ГОСПОДАРСТВА

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SUPPORTING LECTURE NOTES

on course

ECONOMY OF ENTERPRISE

*(for the students of 2-3 courses daily form of studies,
study direction 6.030504 «Economy of enterprise»)*

ОПОРНО-ЛОГІЧНИЙ КОНСПЕКТ ЛЕКЦІЙ

з дисципліни

«ЕКОНОМІКА ПІДПРИЄМСТВА»

*(для студентів 2-3 курсів денної форми навчання
напряму 6.030504 «Економіка підприємства»)*

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The purpose: formation of system knowledge about the economic relations as to the public mode of production, problems of an effective using of the limited productive resources and ways of satisfying of public needs in different socio-economic formations.

The subject matter: the economic relations in their unity with productive forces, political, ideological, national and other institutes of a society.

Мета вивчення: опанування студентами основних розділів прикладної економіки, методами організації та ефективності господарювання на рівні основної ланки суспільного виробництва – підприємства, набуття необхідної сукупності теоретичних і практичних знань з управління ринковою економікою на сучасному етапі її розвитку.

Предмет дисципліни: вивчення конкретних форм прояву економічних законів і закономірностей розвитку суспільного виробництва в господарській діяльності підприємства.

Made to order by the department of city and regional economy,
protocol of meeting № 1 from 29.08.2011

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Theme 1. THEORIES AND MODELS OF ENTERPRISES

Enterprise theory

This model leans against the picture of enterprise as about the sphere of appendix to enterprise initiative and present for a businessman resources. It is considered that in basis of enterprise business and there is a figure of businessman in the center of activity of such enterprise - independent, active, vigorously directed to success, to feel like a risk, to persistent, adaptive, man of feel legs, which is able to use contradictory circumstances in the aims.

Neoclassical theory

An enterprise is examined as integral objekt, that carries out bringing in of resources in a production and transformation of them on products. The model of enterprise consists of production function which expresses dependence of results of production on the spent resources. It is foreseen that an enterprise is produced by such volume of products, at which maximum charges equal a market price, that is the condition of maximization of income. An income comes forward here as a form of expression of effectiveness

Evolutional theory

An enterprise is examined as one of objekts in the environment of similar objekts, which can be likened to biological populacii. The conduct of enterprise is determined mutual relations between the inshmi participants of this population, in a friend - by some internal descriptions of objekt, to the number of which in this theory take withstand rules of making decision in reply to those or other internal or external changes.

Institucional theory

An enterprise is examined as organization, created people for more effective use of their possibilities. Expenses on acquisition of necessary materials the equipments of transakciyni expense in the case of formation of enterprise appear below than at the production of that goods without his organization.

Enterprise model

A high-level model of an enterprise's mission, process, and information architecture used as a standard reference for constructing data and activity models and information systems.

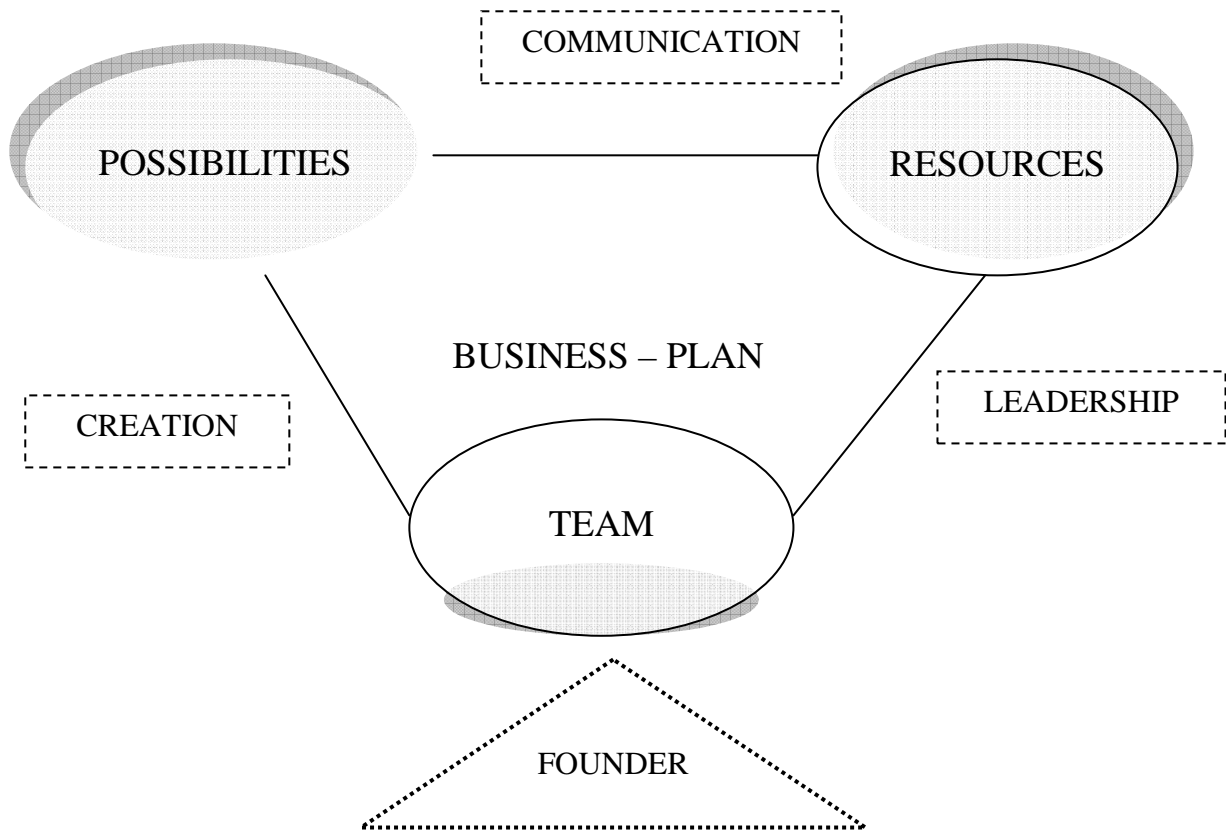
In accordance with integration conception an enterprise is examined as relatively bar, integral and marked off from an environment independent socio-economic system which integrates in time the spacious processes of production (realization) of goods recreation of resources. An interlink between these processes is its potential - aggregate of resources and possibilities which determine the expected descriptions of its development at those or other real scenarios of change of environment.

Basic objekt acceptance of decisions is allocation of resources and efforts of enterprise between the increase of potential and his use, between a recreation and production, between today and future. In the defined value in this conception all those aspects of activity are reflected enterprises which make basis of listed above four approaches.

Conception of agent model of enterprise represents mutual relations between proprietors and managers of enterprise. In obedience to this conception proprietors which are not the leaders of enterprise as a rule, do not own that information, that managers have it. In such terms they must be sure in that managers will act on behalfs of enterprise, that proprietor. In practice co-ordination of interests of proprietor and manager is arrived at by the system of stimulation of service mechanism.

Theme 2. BASES OF ENTREPRENEURSHIP

ENTREPRENEURSHIP MODEL



| FACTORS OF PRODUCTION | | | |
|--|---|--|---|
| Resources needed to produce goods and services | | | |
| <i>LAND</i> | <i>CAPITAL</i> | <i>LABOR</i> | <i>ENTREPRE-NEUR</i> |
| All types of natural resources: earth, water, biological, mineral and others like that | The total funds provided by lenders in the form of term loans (borrowed capital) and the owners or shareholders (owners' equity) for use in business. | A factor of production defined to include all physical and mental contributions to economic activity provided by people. | An economic agent who perceives market opportunities and organizes, manages, and assumes the risk of an enterprise. |

PRINCIPLES OF COURSE OF BUSINESS

- Free choice of types of activity (production of goods, grant of services, implementation of works)
- Bringing in on a voluntary basis of resources, necessary for establishment and expansion of such activity
- Independent realization of all economic businesses(determination of the program of production, establishment of price, search of suppliers)
- Free use of profit which stopped behind after payment of state payments

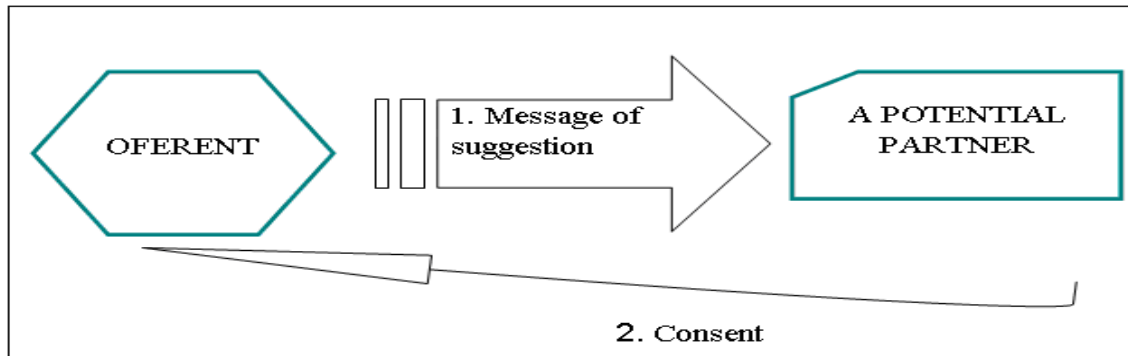
A CONTRACT (AGREEMENT)
 is a form of the documentary fixing of partner connections in relation to the subject of agreement, mutual rights and duties, consequences of violation of agreements.

| Types of contracts: | |
|--|---|
| <i>CONSTITUENT</i> | <i>ENTERPRISE</i> |
| document which certifies will of physical or legal persons in relation to foundation of new business for realization of concrete entrepreneurial activity. | document which represents an astipulation on realization of co-operations in the select sphere of enterprise. |

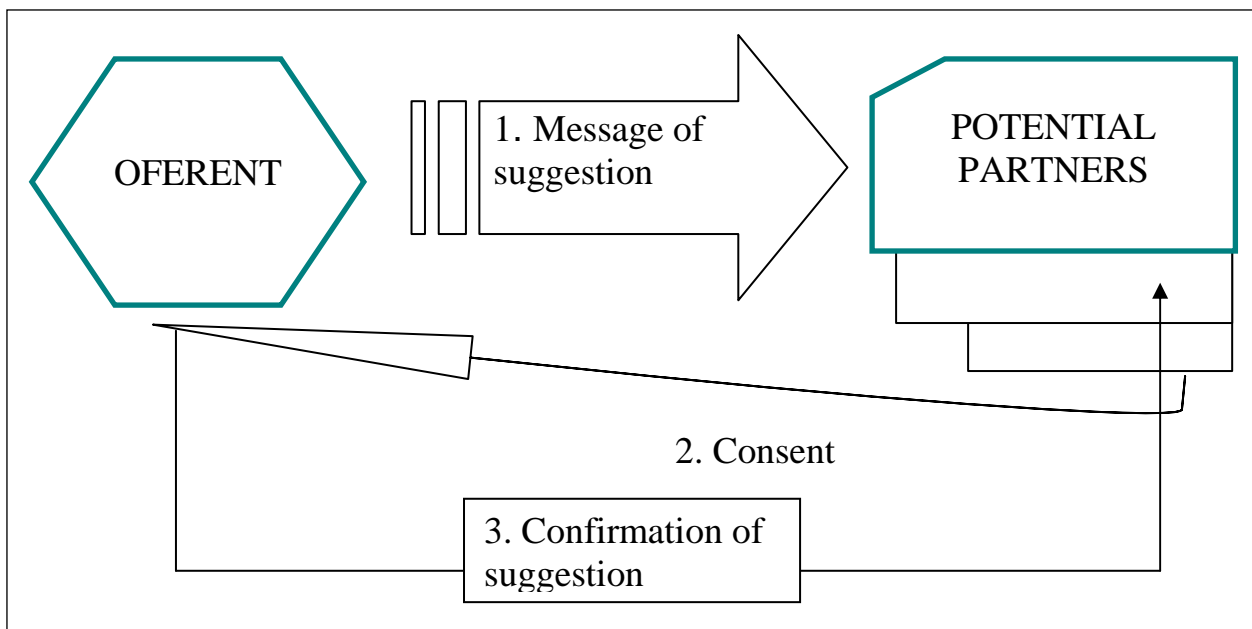
OFFER

is writing suggestion is in relation to establishment of contractual relations.

DIRECT OFFER



SPARE OFFER

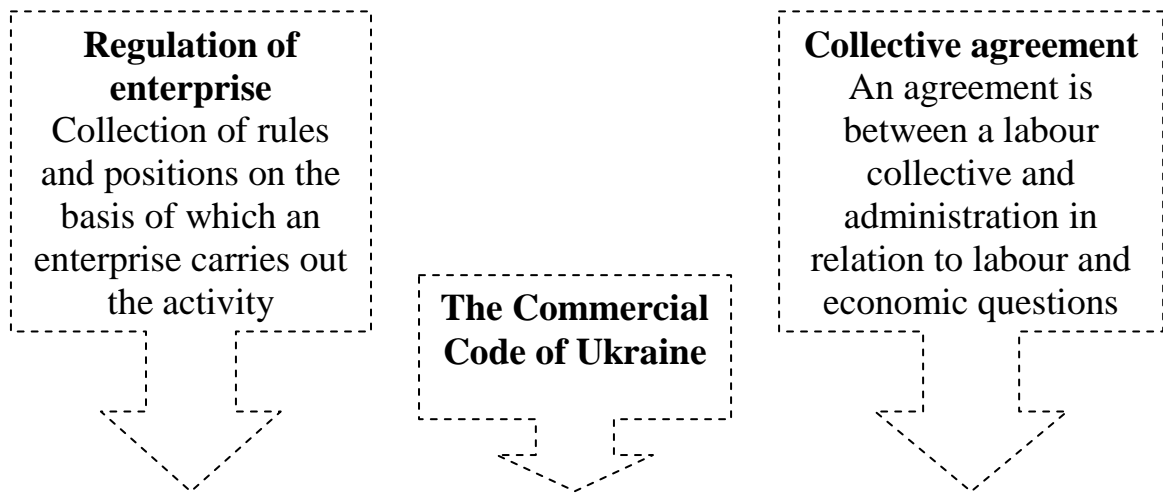


AN ECONOMY OF ENTERPRISE

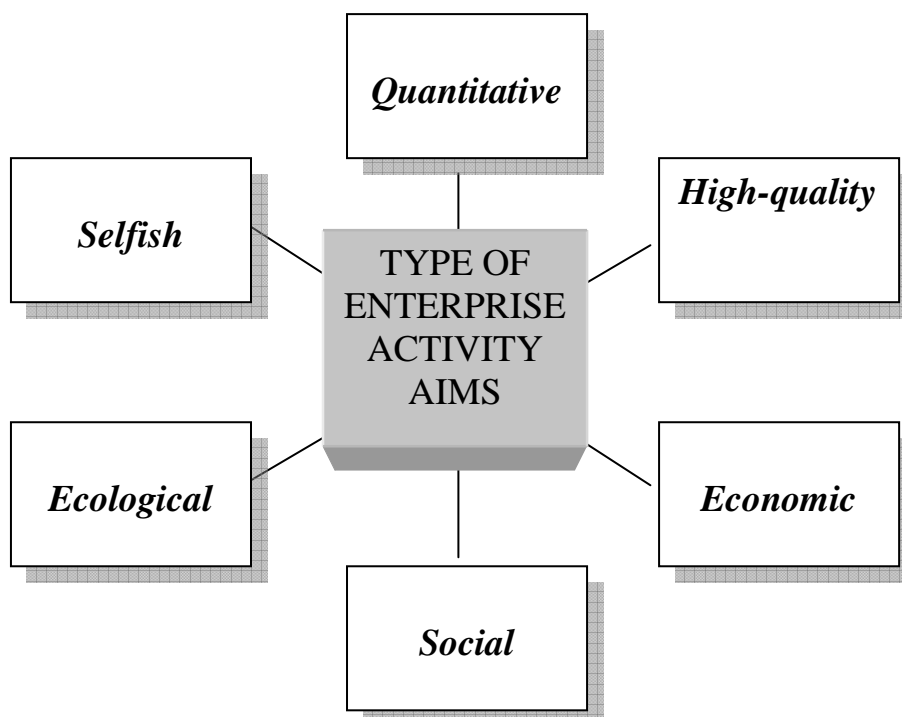
is science about the jointly organized production in the conditions of narrow-mindedness of his factors.

Theme 3. TYPES OF ENTERPRISES, THEM LEGAL FORMS

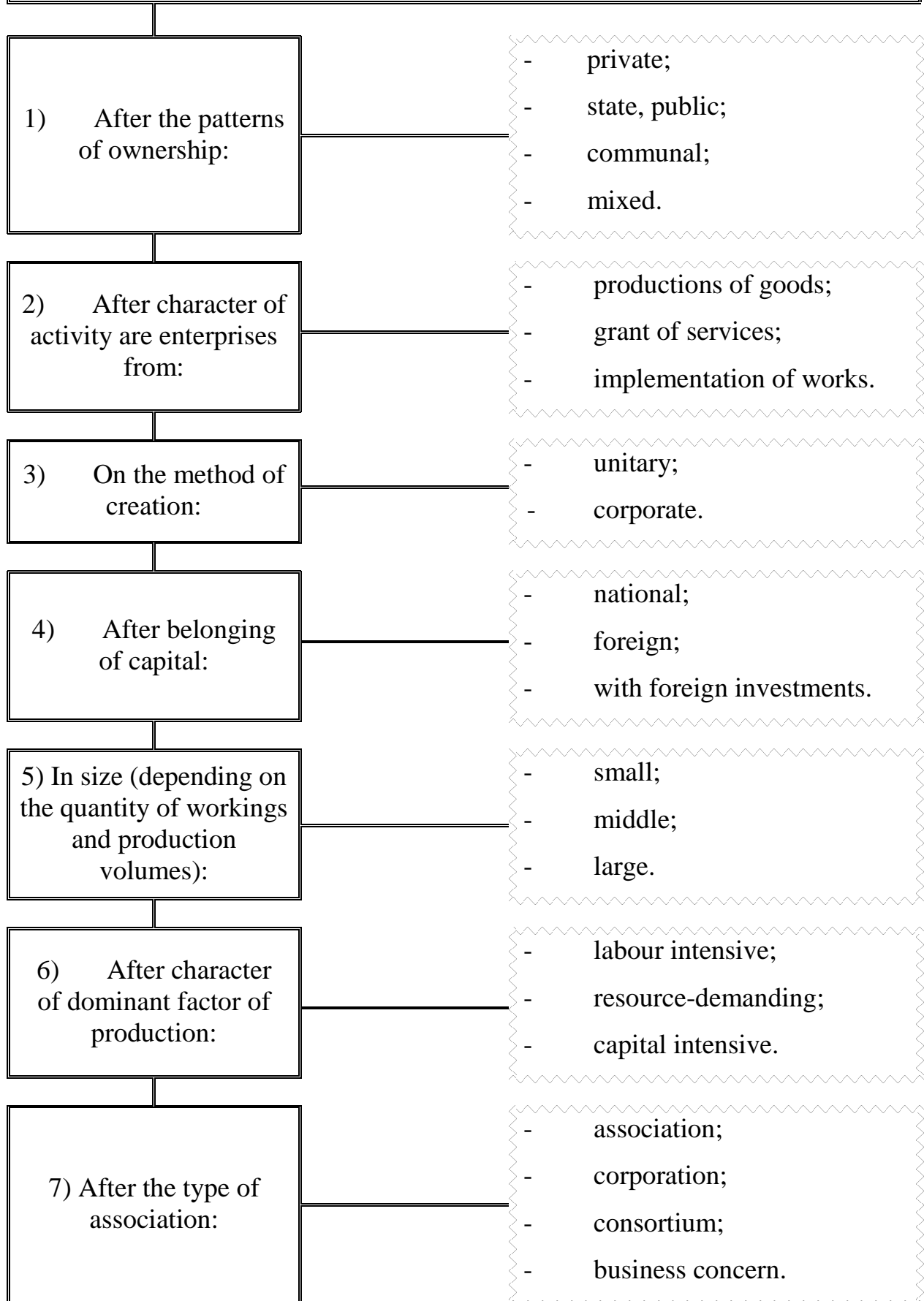
Legal certificates which regulate all directions of activity of enterprise



ENTERPRISE
The aggregate of all functional elements participating in a business process improvement action regardless of the organizational structure housing those functional elements.



CLASSIFICATION OF ENTERPRISES



LEGAL FORMS OF ENTERPRISES

Individual,
that based on the right of ownership of one person which get all profit and carry all risks from business (private enterprises)

Corporate,
that based on participating in activity of enterprise of persons by acquisition (private and public joint stock)

Partner,
that based on the association of property of different individuals and participating in entrepreneurial activity (complete, komandete, limited liability company and company with additional responsibility)

Complete company

is a company the participants of which carry out entrepreneurial activity on behalf of company and carry responsibility on the obligations of company all property.

Komandete company

is a company in which even one participant carries complete responsibility on the obligations of enterprise.

Limited liability company

is a company charter fund of which parts on parts participants carry responsibility within the limits of holdings.

Company with additional responsibility

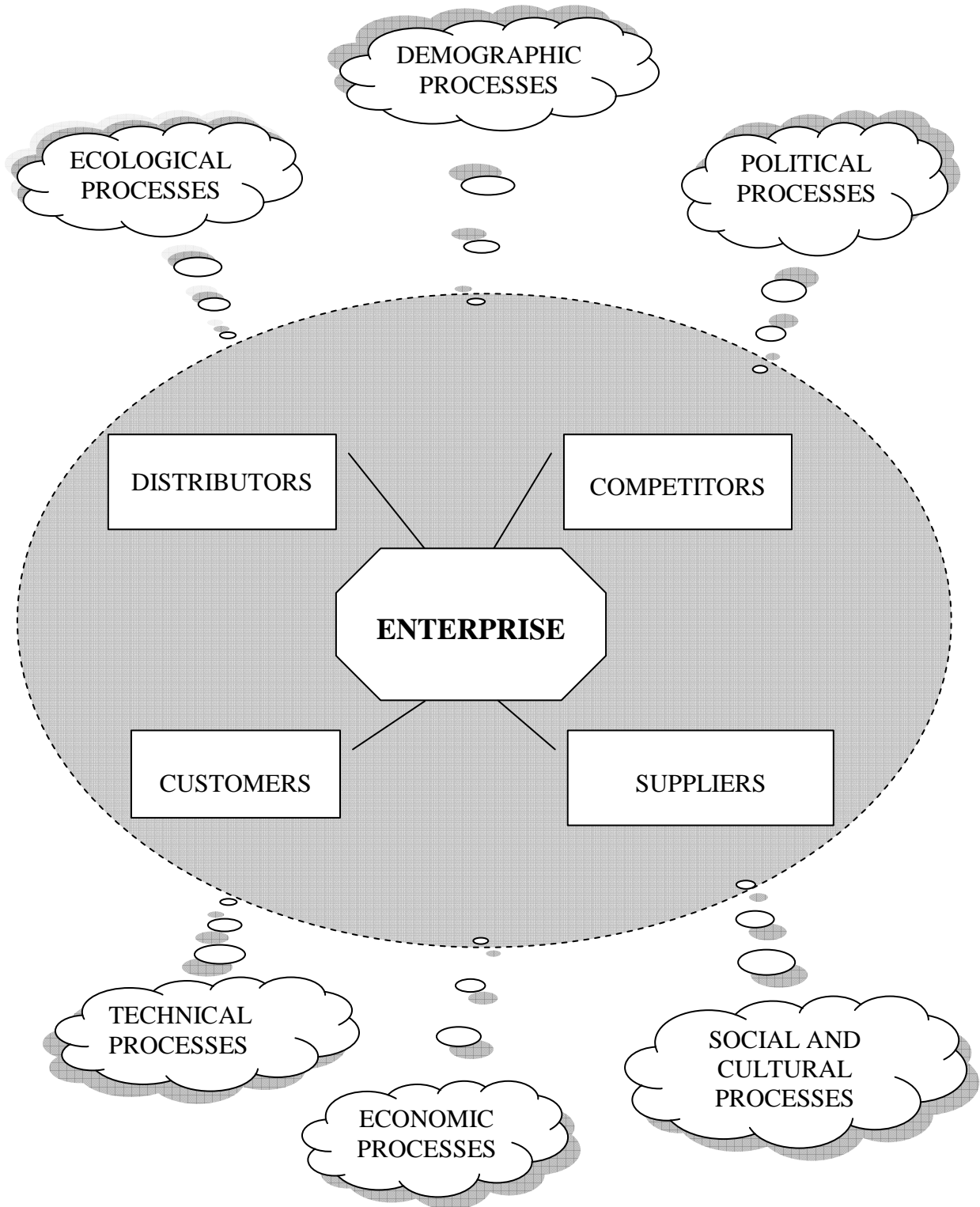
is a company charter fund of which parts on parts participants carry responsibility within the limits of holdings, and in the case of his insufficiency is additional solidarna responsibility by the property, proportionally to part of deposit.

Joint-Stock company

A company consisting of individuals organized to conduct a business for profit and having a joint stock of capital represented by shares owned individually by the stockholders and transferable without the consent of the group.

Theme 4. EXTERNAL ENVIRONMENT OF MANAGE ENTERPRISE

An external environment
is an aggregate economic subjects, economic, public and natural terms and other external in relation to an enterprise terms and factors which operate in global surroundings.



MIKRO ENVIRONMENT

Suppliers of resources

Enterprises which provide an enterprise necessary him by material and technical, labour and informative resources. It is those organizations which help producers in realization of their commodities on the proper markets. To them point-of-sale mediators, firms-specialists, behave from organization of commodity turnover, agency, from the grant of marketings services, and also credit-financial establishments of commercial activity.

Competitors

That enterprise, which studies the competitors comprehensively and systematic, offers to the buyers competitive products, labours for commercial success on internal and external markets. Development and observance of certain market strategy and tacticians taking into account many factors, which influence directly on a level and degree of inflexibility of competition, has a decision value

Customers

Enterprises must carefully and constantly to study the clients (users of products, services) in an order to watch the state of affairs of market and operatively to react on its changing. Thus it costs to mark that such monitoring must be carried out on different clientele markets

| | |
|---|--|
| MAKRO ENVIRONMENT | Economic processes |
| | For providing of favourable terms of the activity of enterprise must carry out the permanent monitoring of economic situation and estimate its changes from point of reliable on your own consequences. To these factors belong: level and inflation, growth, rates and downstream, oscillation of currency national exchange rate, in relation to currencies of other countries, taxation, terms of receipt of credit and interest bank rate, level of dynamics of prices, distribution of incomes and demand of buyers |
| | Political processes |
| | An unstable political situation draws the outflow of capital from industries which need considerable long-term investments, and at the same time sends entrepreneurial activity toward a short circulating cycle, what incident to point-of-sale business. In a period growth of political activity new possibilities are opened for mass medias – they become extraordinarily cost-effective through the high cost of the political advertising and can extend it |
| | Social and cultural processes |
| | These factors are formed within the framework of concrete company and represent the features of basic looks, values and codes of conduct of people which influence on acceptance by them administrative decisions. To them take: attitude of people to toward itself and to other, attitude toward public institutes, nature, basic cultural values and others like that. |
| | Demographic processes |
| These factors characterize the change of structure of population after age-old, national, qualifying signs, level of education, profits, by consumer advantages and others like that. Their analysis is given by possibility to understand, in particular, whether a sufficient educational and qualifying level of population of region is for providing of positive perception of products or services of enterprise. | |
| Scientific and technical processes | |
| Uneven motion of scientific and technical progress, divergence in space and time of creation and use of technical novelties is required account of level and tendencies enterprises tekhniko-technological to development and that, how drawn on his accomplishments competitors. It is Therefore necessary to analyse possible influence of world scientific and technical environment the leaders of enterprises on creation and introduction of technological innovations. | |
| Ecological processes | |
| The comprehensive ground of enterprise strategy foresees its accordance of criterion of safety of man and environment also. To the basic factors of influence on an environment, that must be taken into account and forecast in entrepreneurial activity belong: volumes of extrass are in the environment of contaminating and poisonous matters; a level of physical influence is on an environment; reliability and social-and-ecological safety of the production systems; state of natural environment, which an enterprise and sizes of possible irreversible negative consequences is in. | |

Theme 5. STRUCTURE AND MANAGEMENT AN ENTERPRISE

TYPES OF PRODUCTION STRUCTURE

A worksection production structure

foresees such constituents of production process: basic worksections, auxiliary worksections, attendant worksections.

A worksection free a production structure

is used on small with a simple production process enterprises. A basic link is a production station – aggregate of the territorial separated workplaces on which homogeneous works are executed technologically.

A corps production structure

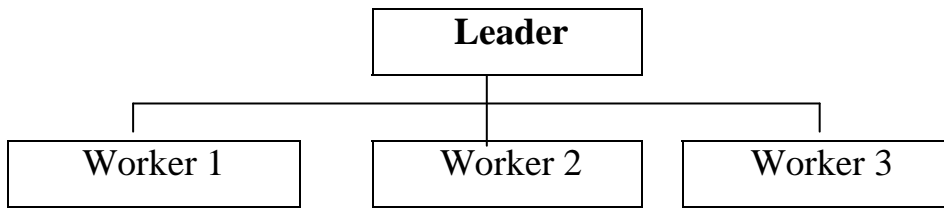
is used on large enterprises, where a few of the same type worksections can be incorporated in a corps.

A combine production structure

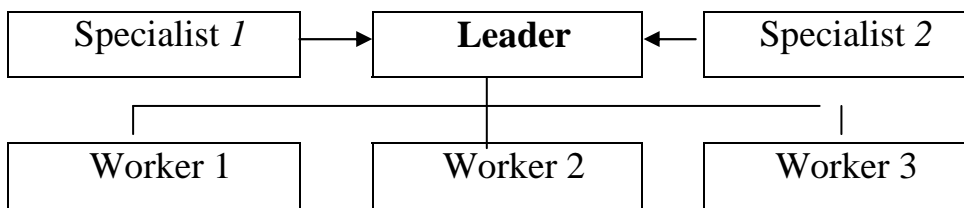
is used on enterprises the characteristic sign of which is a sequence of processes of processing of raw material. Basis is made by subsections which make the completed part of the prepared products.

FORMS OF ORGANIZATIONAL STRUCTURE OF MANAGEMENT

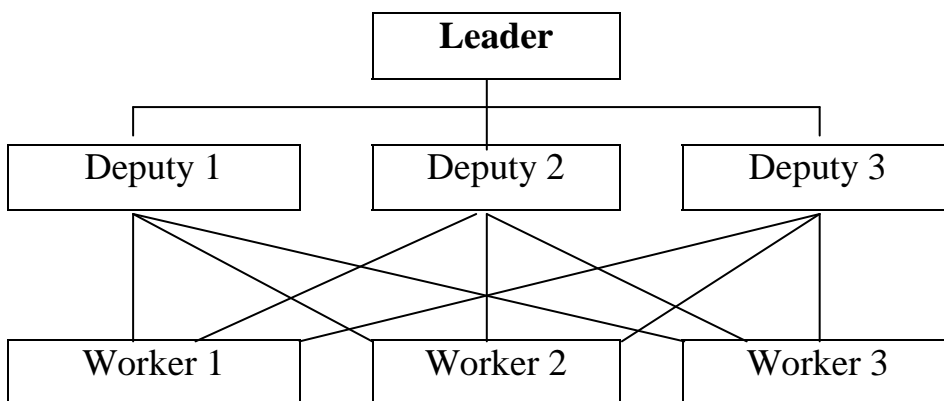
Linear organizational structure



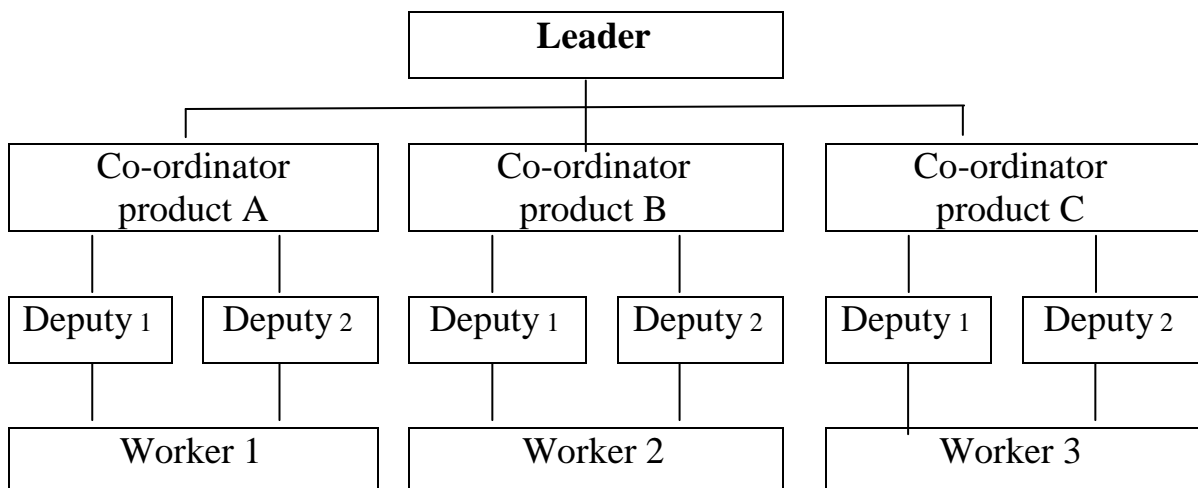
Staff organizational structure



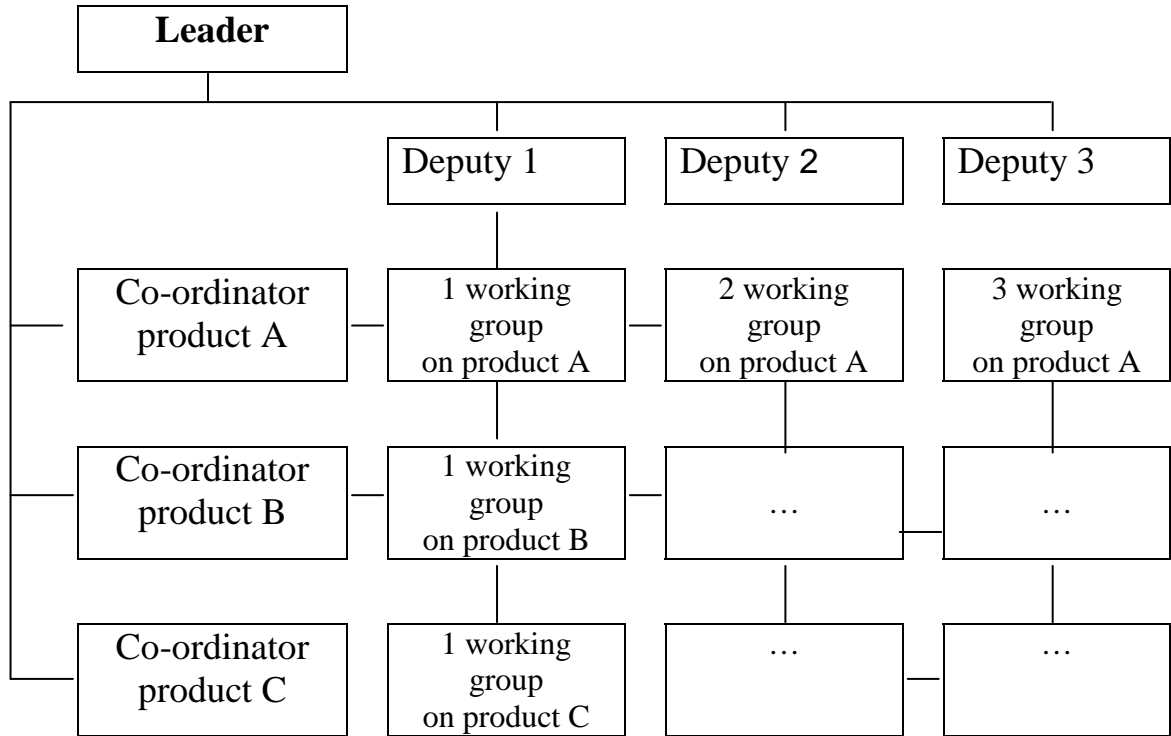
Functional organizational structure



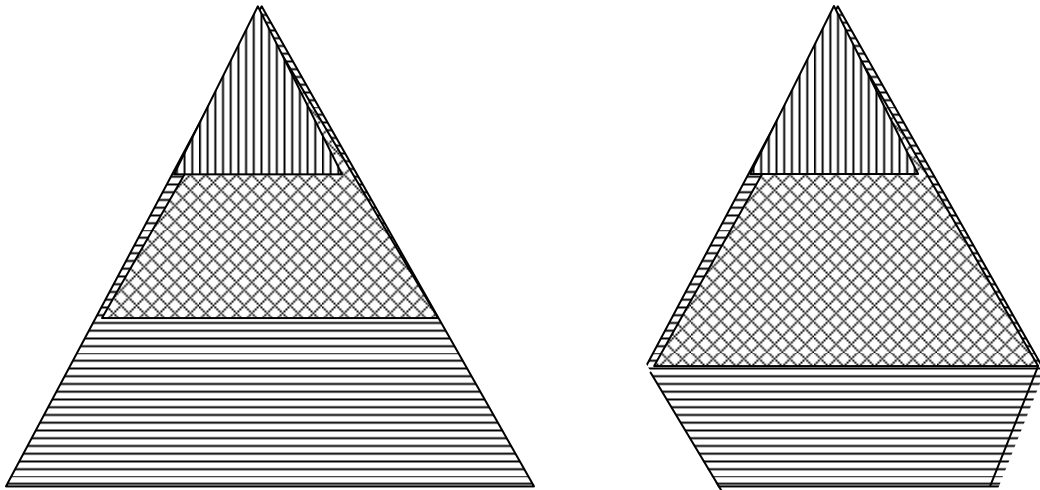
Organizational structure on a product



Matrix organizational structure



TRANSFORMATION OF ORGANIZATIONAL STRUCTURES



HIERARCHY

DIAMAND

- Top-managers
- Middle-managers
- Wokers

Theme 6. MARKET AND PRODUCTS

Commodity

it all, that must satisfy a necessity and it is offered to the market with the purpose of bringing in of attention, acquisition, use or consumption.

As a transmitter functionally useful property, a commodity can be considered from the general, extended and concrete positions:

- ◆ The Generalized product is a purpose for the sake of satisfaction of which a client carries out a purchase.
- ◆ The Actual product is the generalized product in concrete form (taking into account a color, quality, design, packing and others like that).
- ◆ The Extended product is the generalized and actual product, which are complemented services and privileges for a client.

CLASSIFICATION OF COMMODITIES AND SERVICES

1. On the sign of longevity:

- are durableness commodities which are used the protracted enough period of time;
- commodities of the brief use are consumer goods which are outlaid after 1 or a few cycles of consumption

2. On the sign of setting:

- consumer goods are goods and services which will be acquired for the personal(domestic) use:

- commodities of everyday demand:
 - commodities of permanent demand;
 - commodities of impulsive purchase;
 - commodities of exigent necessities, caused a vital situation;
- commodities of pre-election – buy at first comparing possible variants after the criteria of quality, price, design.
- commodities of the special demand – have unique signs or popular brands which do them prestige

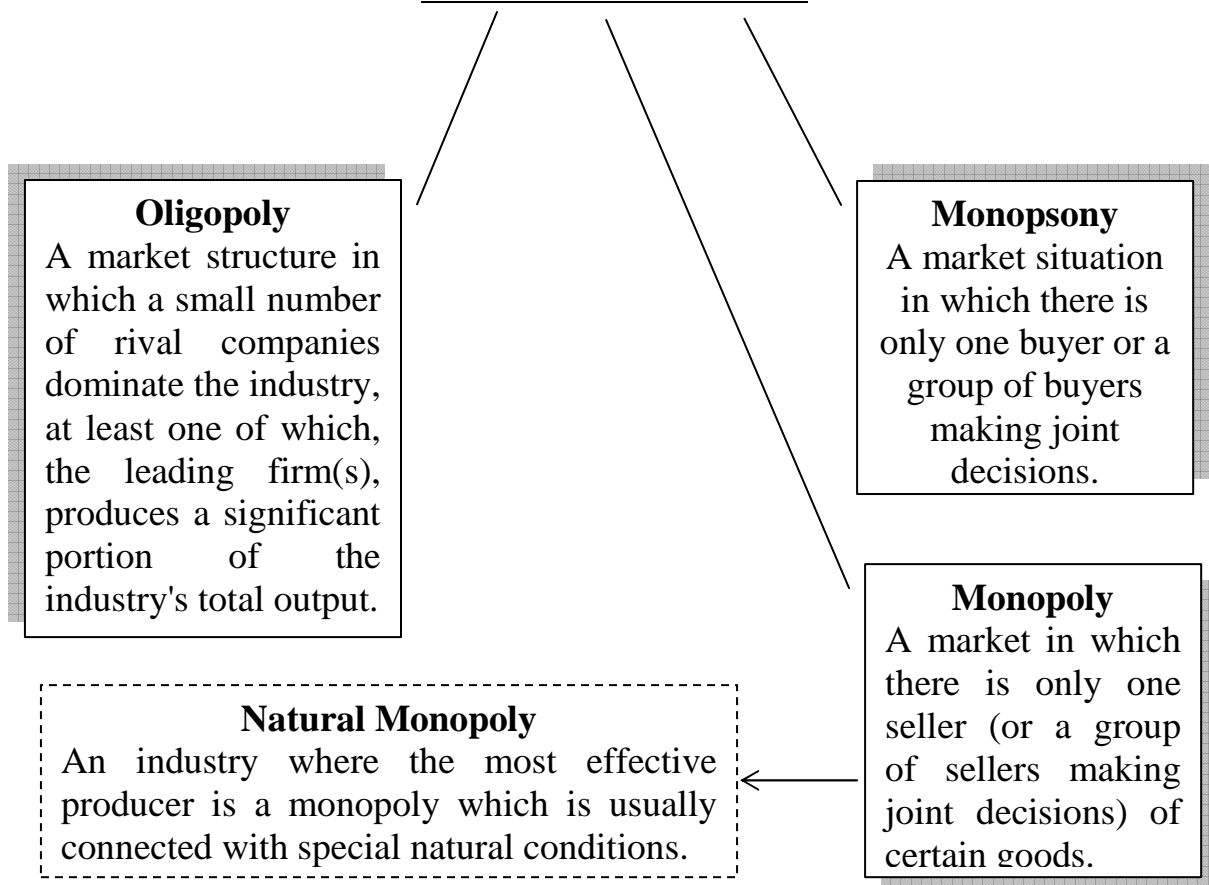
- are commodities of the production setting is commodities which will be acquired private individuals or enterprises for the subsequent production use:

- Capital equipments
- Additional equipments
- Raw material, materials, ready-to-cook foods and details
- Services of the production setting

CHARACTERISTIC COMMODITIES OF THE PRODUCTION SETTING

| | Types of commodities | | | | |
|---|----------------------|-----------------------|--------------|-----------|----------------|
| | Capital equipments | Additional equipments | Raw material | Materials | Supply details |
| Management level of making decision in relation to a purchase | High | Middle | Low | Low | Low |
| The relative charges on acquisition | High | Middle | Low | Low | Low |
| Speed of consumption | Very low | Low | High | High | High |
| Becomes organic part of the finished production | - | - | + | + | + |
| Changes natural form | - | - | + | + | - |

TYPES OF MARKET



Theme 7. COMMODITY AND PRICE POLICY OF ENTERPRISE

A commodity policy

is determination of optimum structure of range of goods taking into account the current and of long duration aims of enterprise.

Determining an optimum nomenclature, different enterprises restrain temper own directions of commodity policy. If demand on a separate commodity constantly grows during many years, an enterprise must possibility be specialized on his production and increase an issue.

Diversification

In general business practice, extending the range of goods and services and/ or of geographic region, in order to spread the risk and to reduce dependence upon cyclical activities.

Distinguish three types of strategies of diversification of commodity policy:

- Strategy of horizontal diversification. An enterprise adds to the commodities of a withstand nomenclature new products which is produced with the use of those technologies.
- Strategy of vertical diversification is based on that the operating production program is complemented the products of previous and next degrees.
- Longitudinal diversification is carried out then, when an enterprise is accepted by a decision to enter in industries which do not coincide with his main activity, and that is why there is not a single intercommunication between traditional and new products.

A price

is an exchange equivalent of cost of point-of-sale in the money measuring.

FORMING OF WHOLESALE AND RETAIL PRICES

| implementation phases | <i>Producer</i> | | | | <i>Mediator</i> | | | <i>Retail business</i> | | |
|-----------------------|-----------------------------|--------|--------|----------------------|-----------------|--------|----------------------|------------------------|--------|----------------------|
| | Total cost | Income | Taxes | | Expenses | Income | tax on a value added | Expenses | Income | tax on a value added |
| | | | excise | tax on a value added | | | | | | |
| Types of price | Internal production price | | | | | | | | | |
| | Wholesale realization price | | | | | | | | | |
| | Wholesale purchasing price | | | | | | | | | |
| | Retail price | | | | | | | | | |

PRICE “FRANCO-“

| Transport xpenses | Types of price | | | | | |
|--|---------------------------------------|--------------------------------------|--|------------------------|--------------------------------------|--|
| Cost of products on composition of supplier | Price franco- composition of supplier | Price franco- the station of sending | Price franco- a carriage of dispatch-station | Price franco- – border | Price franco- the station of setting | Price franco- carriage on the stancikh setting |
| Expense on transporting to the station of sending | | | | | | |
| Expense on a load in carriages at the station of sending | | | | | | |
| Expense on processing of documents at crossing of border | | | | | | |
| Expense on transporting to the station of setting | | | | | | |
| Expense on unloading from a carriage on the stancikh setting | | | | | | |
| Expense on transporting in the complement of user | | | | | | Price franco- the complement of user |

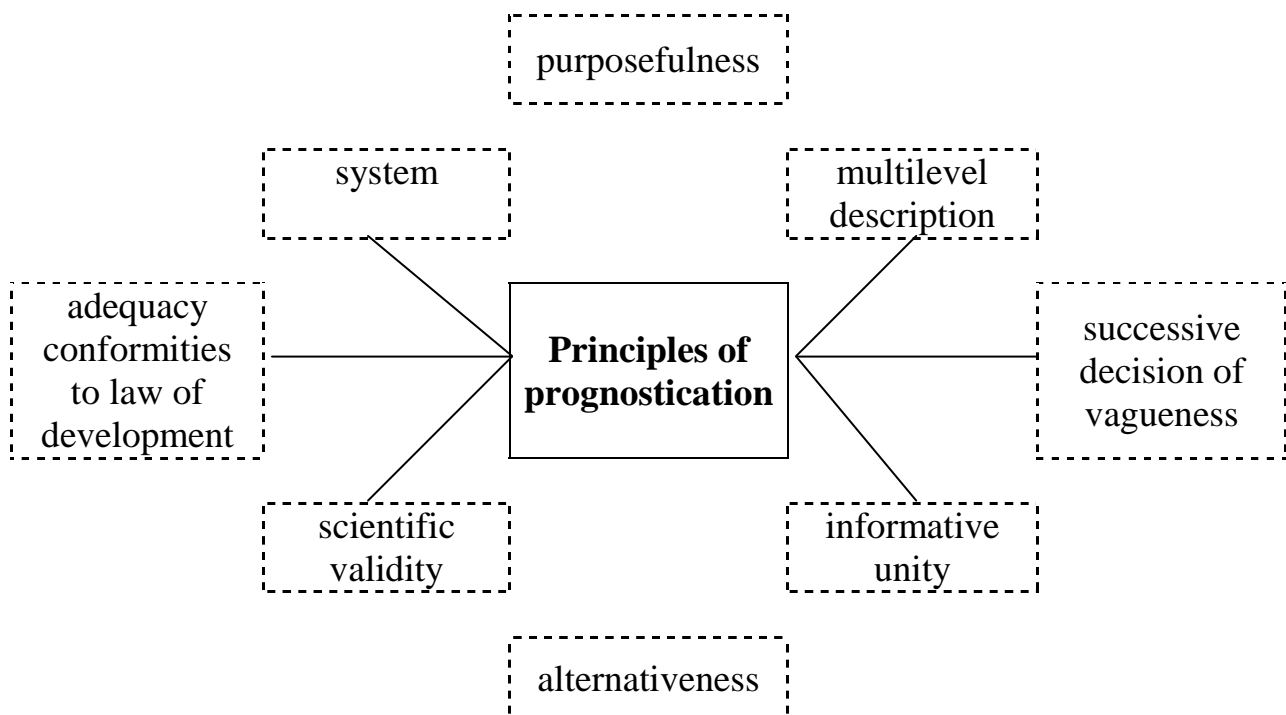
The choice of pricing policy is rendered by properties of commodity:

| | |
|--|--|
| <p>For realization of policy of the planned income a price is set adding to the general charges on a production and sale of commodity of the desired income. Decisions accept about producing goods, coming from that a market price in the future due to properties of commodity will do possible the receipt of permanent profits a firm.</p> | |
| <p>The policy of low prices is used in relation to commodities with high elasticity of demand. It is most suitable for the commodities of the protracted use.</p> | |
| <p>In relation to commodities with high elasticity of demand the policy of optimum standard of prices is used also, when a price is set at such level which provides a maximal difference between general incomes and charges on a production and maximal sale of commodities.</p> | |
| <p>Taking into account elasticity of demand the policy of price segmentation is conducted also, when prices on an identical commodity are differentiated on the different segments of market. Where in demand are not elastic, high prices are inculcated, at high elasticity — prices go down.</p> | |
| <p>Policy of high prices on commodities with unique descriptions directly depends on properties of products which will be realized. An enterprise must possibility set enhanceable prices, if the offered commodities differ from existing quality, level of organization and functioning of sale network.</p> | |
| <p>The policy of «removal of creams» is used to the new commodities and related to establishment of maximally possible initial offering price and it by a gradual decline which enables an enterprise to cover additional charges on the stage of introduction of commodity.</p> | |
| <p>If a new commodity does not have reliable patent defence, the price policy of penetration is used. At a high competition on such commodity low prices, more low from the prices of competitors, are set, what the contingent of users is increased due to.</p> | |

Theme 8. PROGNOSTICATION AND PLANNING OF ACTIVITY OF ENTERPRISE

Prognostication of development of enterprise

is a scientific ground of possible quantitative and high-quality changes of his state in the future, and also alternative methods and terms of achievement of the expected state.



TYPES OF PLANNING

Current planning
 consists in development of plans on all levels of management an enterprise and after all sending of his activity to the short periods (quarter, month). The variety of the current planning is operatively calendar planning, which calendar concordance of production process between structural subdivisions taking into account a sequence and parameters of technological process.

Strategic Planning
 is the top management decision process that focuses on the longer range direction of the enterprise and establishes the means by which that direction is reached. It includes the definition of missions and objectives - how the enterprise sees its purpose and where it wants to go.

The tactical planning of activity of enterprise is development middle- and short-term plans. Tactical plans only specify and complement strategic. If strategic plans outline a mission and inferior this mission of purpose of activity of enterprise, and also general facilities of achievement of such are on principle important, the tactical must expressly define all aggregate of concrete practical facilities, necessary for realization set aims.

Semantic description of tactical plans foresees a selection after the certain signs of indexes also, that after them the planned tasks are set, the degree of their implementation is determined, and activity of enterprise is estimated in general.

The operative planning is a finishing link in the system of planning of activity of enterprise, mean of implementation of lohg-, middle- and short-term plans, basic lever of current management of operations. In the process of the operative planning the working-out of plans of enterprise and his subsections — separate productions, workshops, production areas, brigades is carried out, even workplaces — on the short intervals of time (month, ten-day period, workweek, days).

Between-section-operative planning

carried out in the scale of all enterprise has for an object to provide the co-ordinated activity and production proportions are needed between the worksection s of enterprise in obedience to the sequence of technological processes (purveying, frame-clamping) and taking into account workshop functions — basic, auxiliary, attendant.

Intersection operative planning

is carried out for separate worksections - in the cut of areas and workplaces and includes development of calendar plans of production for areas and control of their implementation, distributing of works, after areas, taking to the workplaces, operative adjusting of production processes.

METHODS OF PLANNING

Classification signs

| | |
|---|--|
| Initial position for development of plan | <ul style="list-style-type: none"> ✓ Resource ✓ Having a special purpose |
| Principles of determination of the planned indexes | <ul style="list-style-type: none"> ✓ Extrapolation ✓ Interpolation |
| Method of calculation of the planned indexes | <ul style="list-style-type: none"> ✓ Experimentally statistical ✓ Factor ✓ Normative |
| Co-ordination of resources and necessities | <ul style="list-style-type: none"> ✓ Balance ✓ Matrix |
| Variant of plans | <ul style="list-style-type: none"> ✓ Onevariant ✓ Multivalent ✓ Ekonomic mathematical optimizations |
| Method of implementation of calculation operations | <ul style="list-style-type: none"> ✓ Hand ✓ Mechanized ✓ Automated |
| Form of presentation of the planned indexes | <ul style="list-style-type: none"> ✓ Tabular ✓ Arcwise graphic ✓ Logical structural |

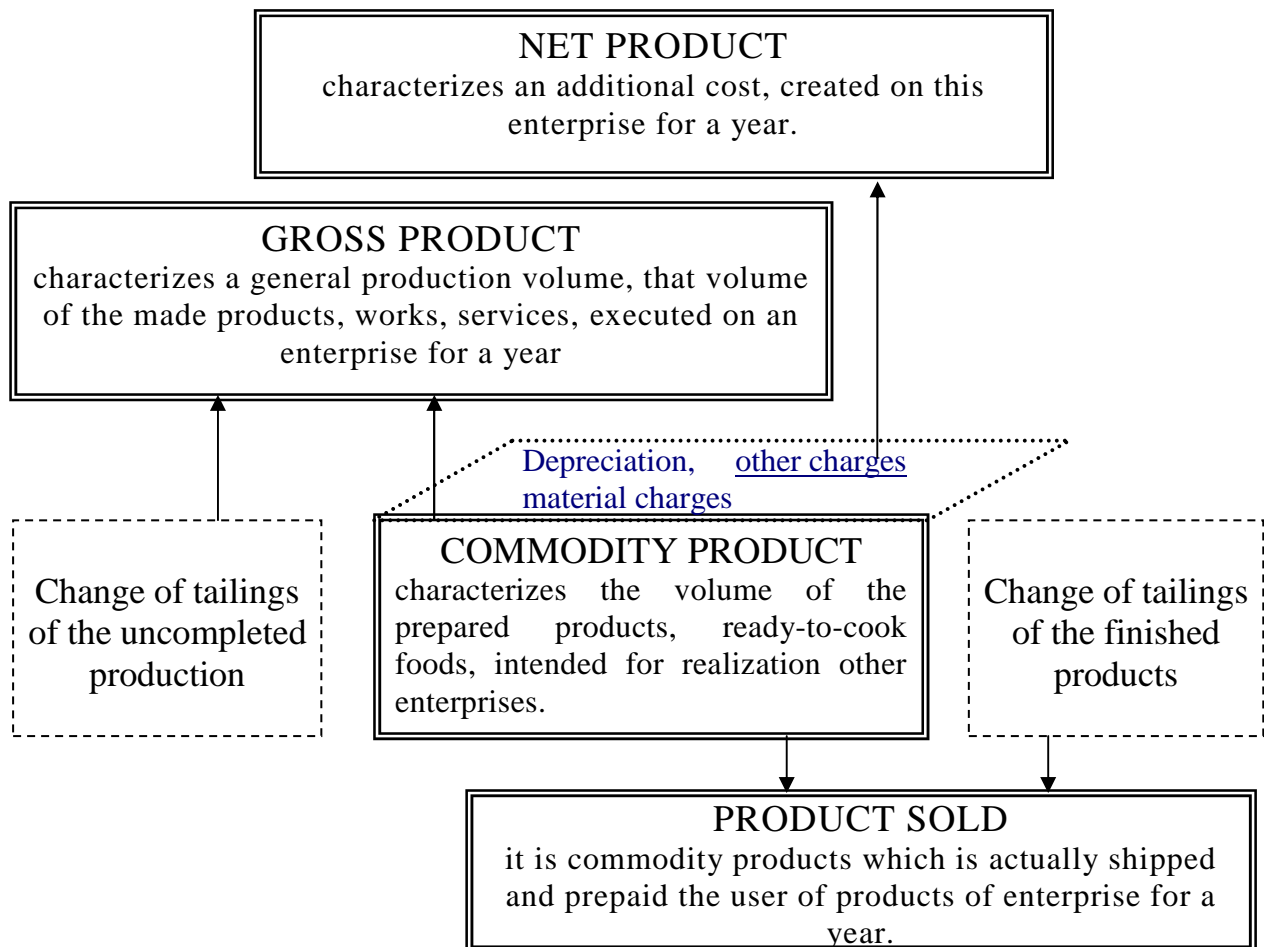
Theme 9. GROUND OF THE PRODUCTION PROGRAM OF ENTERPRISE

The production program

is a concrete aggregate of tasks in relation to a production of goods of certain nomenclature volume and assortment, and also the proper quality, on a calendar period is certain (month, quarter, year, a few years).

Nomenclature of products - it the list of the names of wares, task, from the issue of which is foreseen the plan of production of goods.

An assortment of products is an aggregate of varieties of products of every name, which differ after the proper technical and economic descriptions (after sizes, power, productivity, by a design and others like that).



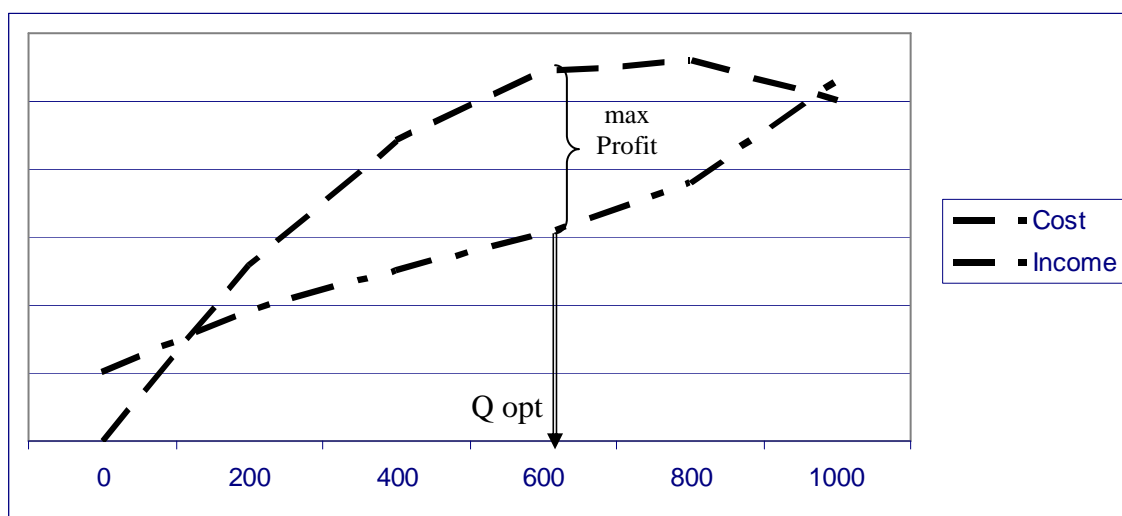
THE BALANCE METHOD of development of the production program is foreseen by the concordance of calculations of spozhivanya and production possibilities of enterprise. For this purpose:

1. The size of demand determined on products;
2. Production marketability products is estimated taking into account an existent production capacity, to motion of capital assets, improvement of quality of service, and others like that;
3. Two is compared calculation sizes are got and the eventual size of the production program is set.

THE OPTIMIZATION METHOD of development of the production program is foreseen by the calculation of production volume which is answered by the receipt of the most possible income.

The use of this method is required by the account of row of suppositions:

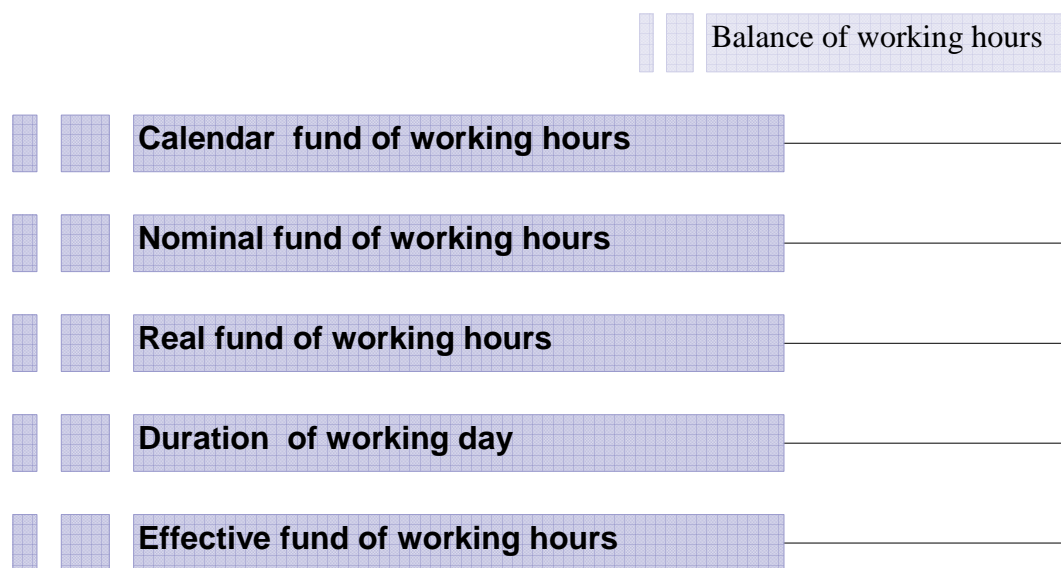
- the purpose of activity of enterprise is maximization of income;
- an enterprise produces and will realize one type of products;
- optimizations are subject only price and volume of products;
- a production volume equals the volume of realization.



Theme 10. PERSONNEL OF ENTERPRISE, PRODUCTIVITY AND PAYMENT OF LABOUR

A personnel

is an aggregate of workers different professionally qualification groups which are busy on an enterprise and included in his registration composition.



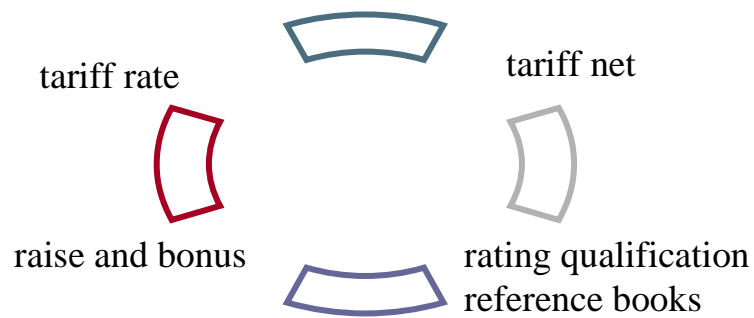
INDEXES OF THE USE OF LABOUR RESOURCES:

- Coefficient of turn of personnel from a reception
- Coefficient of turn of personnel from leaving
- Coefficient of fluidity of personnel
- Labour productivity

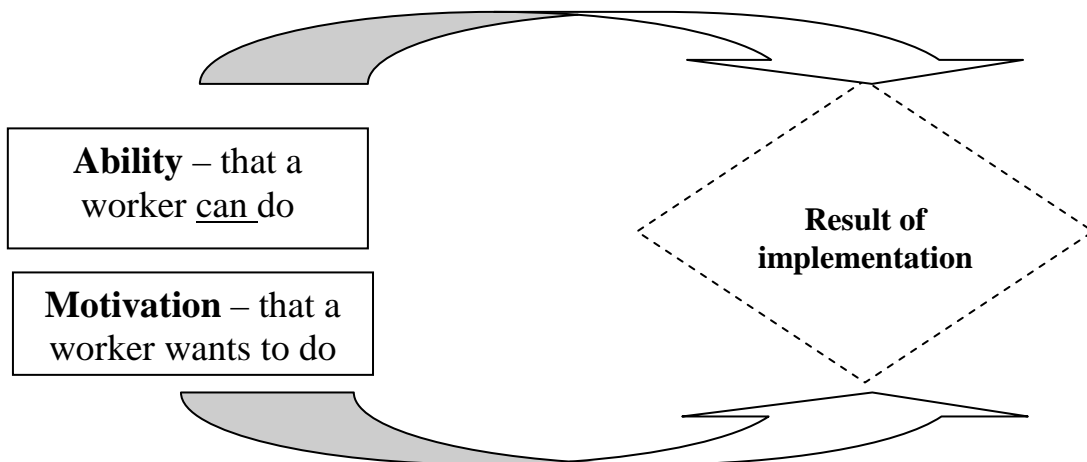
Productivity

A relationship between the output of goods and services and the inputs of production factors used to produce them. Productivity is usually measured by ratios of changes in inputs to change in outputs using index numbers.

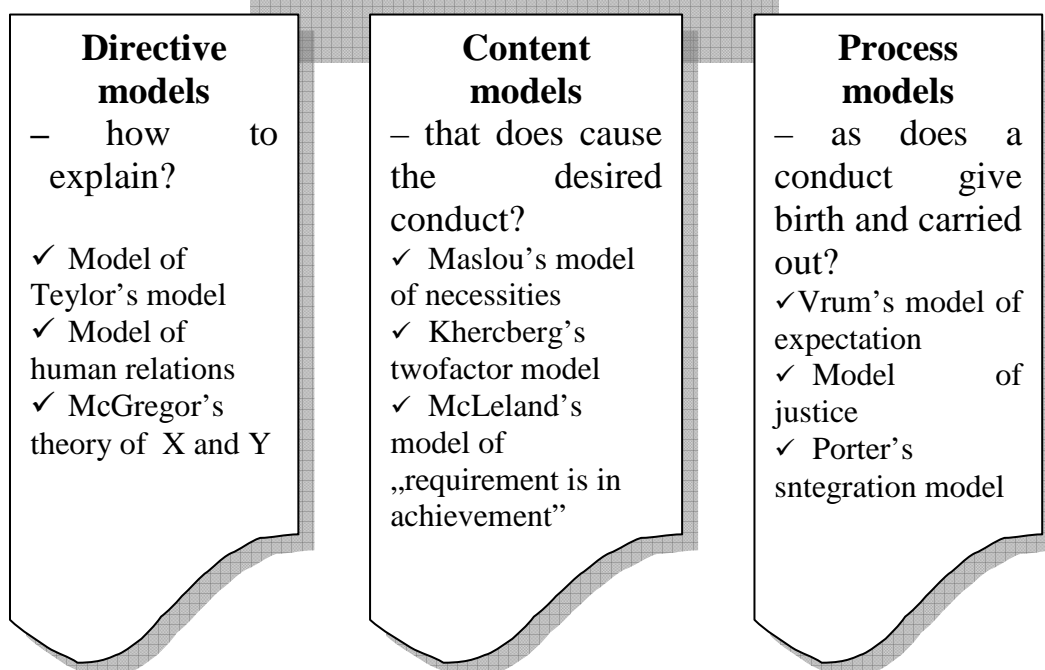
BASIC ELEMENTS OF THE TARIFF SYSTEM OF PAYMENT OF LABOUR



MOTIVATION IS TO IMPLEMENTATION



MODELS OF MOTIVATION



Theme 11. INTELLECTUAL CAPITAL

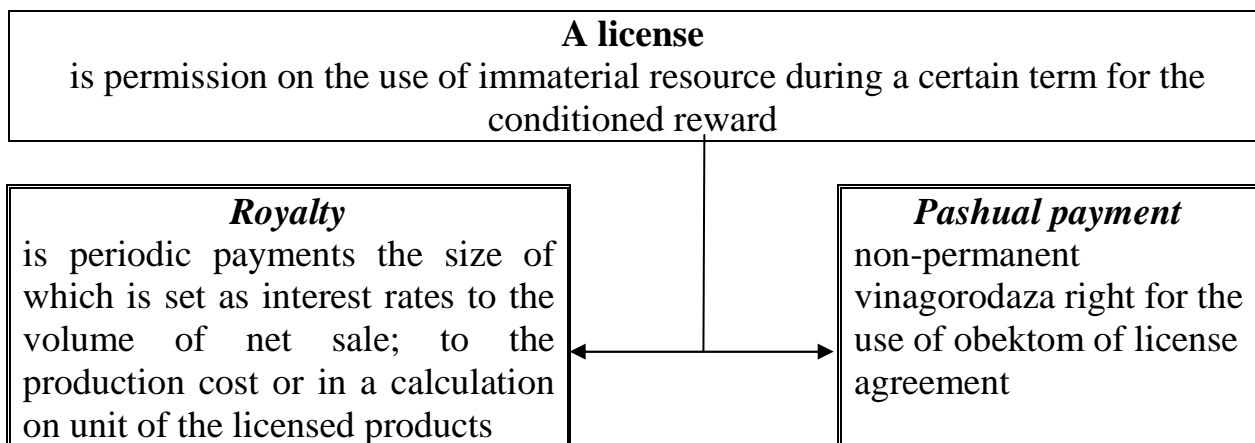
Intellectual capital

is intellectual property is advanced, that in the process of the motion brings a greater cost due to an additional cost.

COMPOSITION OF INTANGIBLE RESOURCES

| <i>Immaterial resources are objects of intellectual property</i> | | |
|---|--|---|
| <i>Objects of industrial propert</i> | <i>Objects which are guarded a copyright</i> | <i>Other (untraditional) objects</i> |
| <ul style="list-style-type: none"> ▪ Inventions ▪ Useful models ▪ Industrial prototypes ▪ Are there signs for commodities and services ▪ Brandname | <ul style="list-style-type: none"> ▪ Computer programs ▪ Databases ▪ Are there works in the area of science, literature and art ▪ Rights for performers, organizations of broadcasting | <ul style="list-style-type: none"> ▪ Rationalizati on suggestions ▪ Now-how ▪ Commercial secrets |

FORMS OF THE LICENSED PAYMENTS



Intangible Assets (Intangibles)

An asset that has no physical substance, such as the protection provided by an insurance policy or goodwill.

For determination of cost of separate objects of intellectual property use such basic approaches:

Most widespread is expense approach which consists in the calculation of charges on the recreation of immaterial assets.

Profitable approach goes out from a prediction, that the economic value of concrete asset on a present moment is predefined the size of profit, which hope to get from the use of asset in the future.

Market approach is based on the cost of analogical objects which were realized at the market.

Amortization

The gradual writing off of an intangible asset such as goodwill, royalties or patents. Writing off insurance or bond premiums may also be referred to as amortization. Depreciation is a form of amortization when applied to the write off of fixed assets.

Charging of immaterial assets amortization is carried out with application of methods, certain in a subitem 145.1.5 Tax Code of Ukraine, during the term of action of right for the use.

For rights on the objects of industrial property this term must be not less than 5 years, for copyrights and contiguous with him rights – not less than 2 years.

Theme 12. FIXED CAPITAL

Capital

The total funds provided by lenders in the form of term loans (borrowed capital) and the owners or shareholders (owners' equity) for use in business.

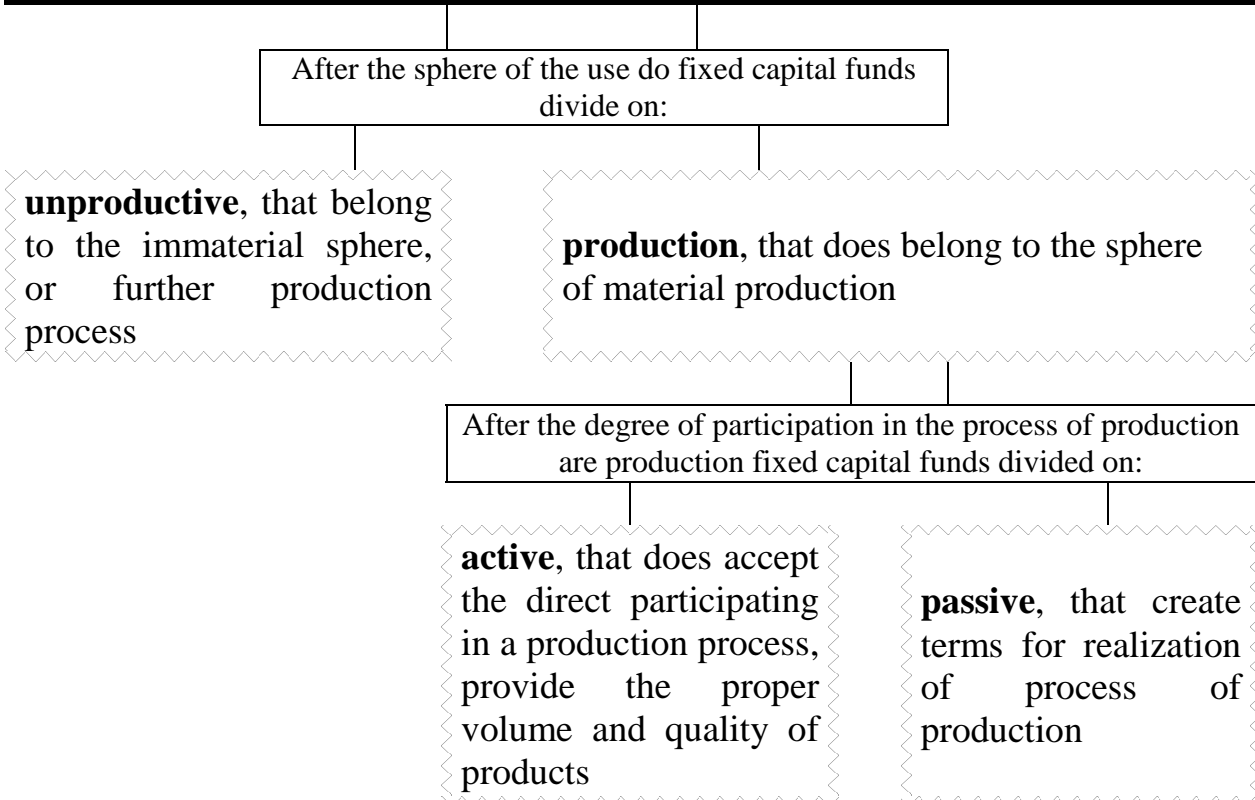
| | | |
|------------------------|--|---|
| | Advanced capital | |
| Initial capital | the money is invested in the purchase of own means of production and hire labor in order to obtain benefit (profit). | |
| | Fixed capital | Current capital |
| | part of advanced capital, which consists of the cost of means of production | advanced part of the capital spent on the purchase of work and ensure the circulation of money. |
| | Owners' capital | Borrowed capital |
| | capital supplied by equity investors and the entity's retained earnings. | An amount of money or other property owed by one person or organization to another. |

INDEXES OF EFFICIENCY OF THE USE OF CAPITAL

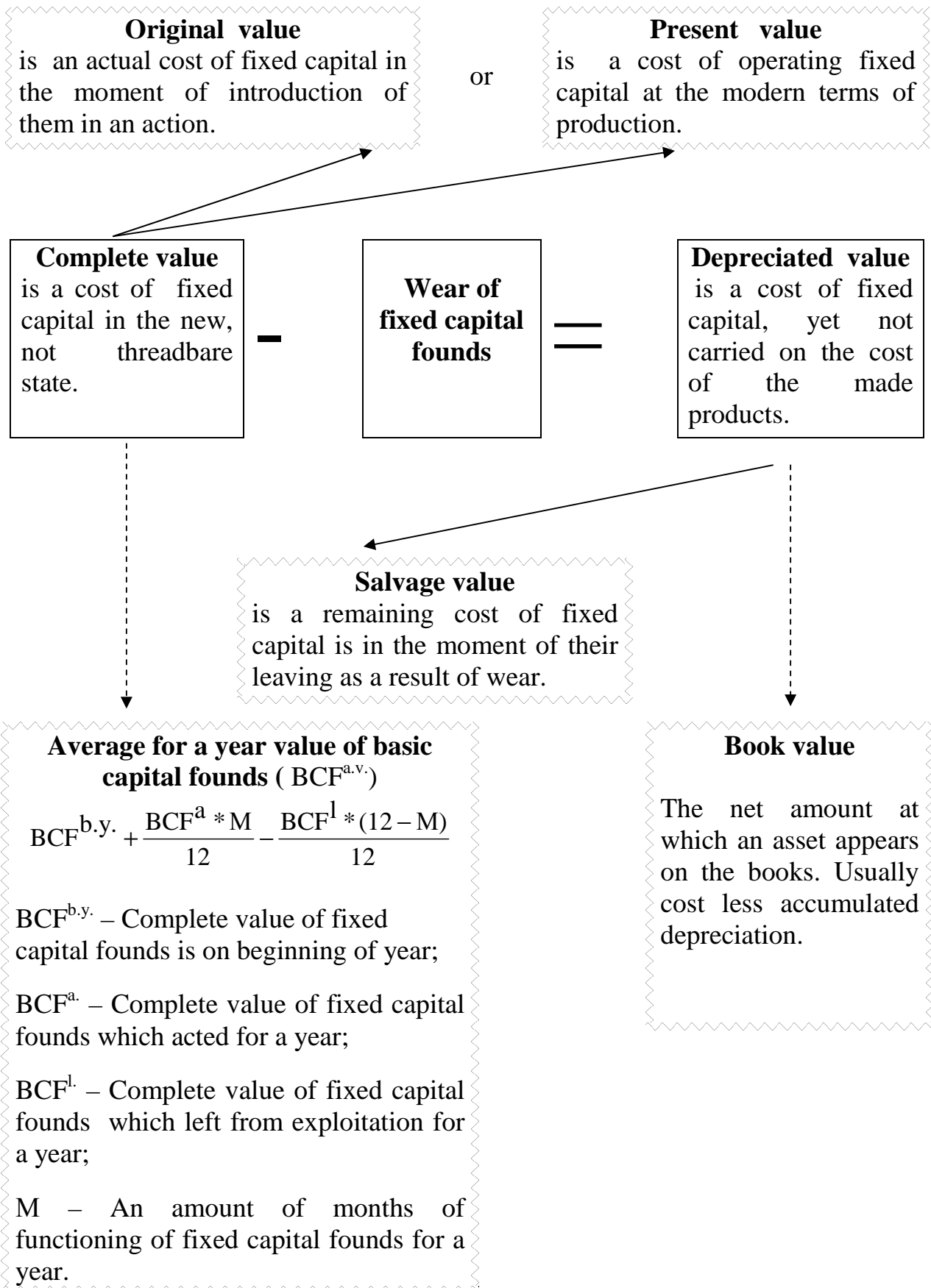
| | | |
|--|---------------------------------|--|
| | Capital productivity(CP) | A ratio obtained by dividing sales revenue by the amount of capital. $CP = \frac{Net_sales}{Capital}$ |
| | Return on capital (ROC) | A ratio obtained by dividing income by the amount of capital. $ROC = \frac{Profit_before_tax}{Capital}$ |

| FIXED CAPITAL | | | |
|--|---|---|---|
| <i>Fixed assets</i> | | <i>Intangible assets</i> | <i>Financial investments</i> |
| <ul style="list-style-type: none"> - Buildings - Contractions - Transmission devices - Machines and equipments - Transport vehicles - Working instruments and economic implement - Long-term planting - Draught and productive animals - Other fixed assets | <ul style="list-style-type: none"> - Library funds - Temporal (untitled) buildings - Natural resources - Inventory container - Articles of renta - Other irreversible tangible assets | <ul style="list-style-type: none"> - Objects of right intellectual ownership - Objects of right for using natural resources - Objects of right for using economic, organizational and other values - Gudvil | <ul style="list-style-type: none"> - Long-term investments are uncompleted - Long-term investments in other enterprises, shares, bonds - Long-term loans - Cost of property, financial leasing passed on rights - Long-term account receivable |

Fixed assets are part of production funds as facilities of labour, which take part in many production cycles, keep naturally form and cost is carried on the cost of the made products parts as depreciation charges.



TYPES OF BASIC CAPITAL VALUE

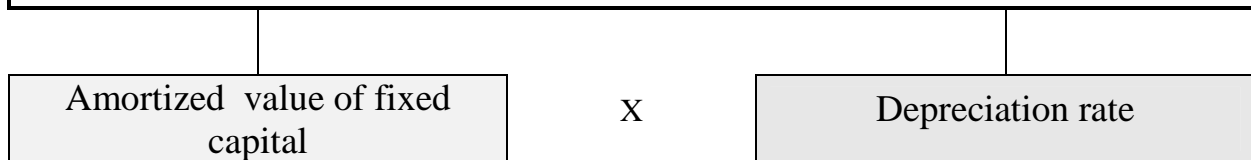


Depreciation

In accounting this refers to the process of allocating a portion of the original value of a fixed capital funds to each accounting period so that the value is gradually used up (written off) during the course of the asset's estimated useful life.

Depreciation expense

Is a part of value of fixed capital, which joins in the cost of the made products



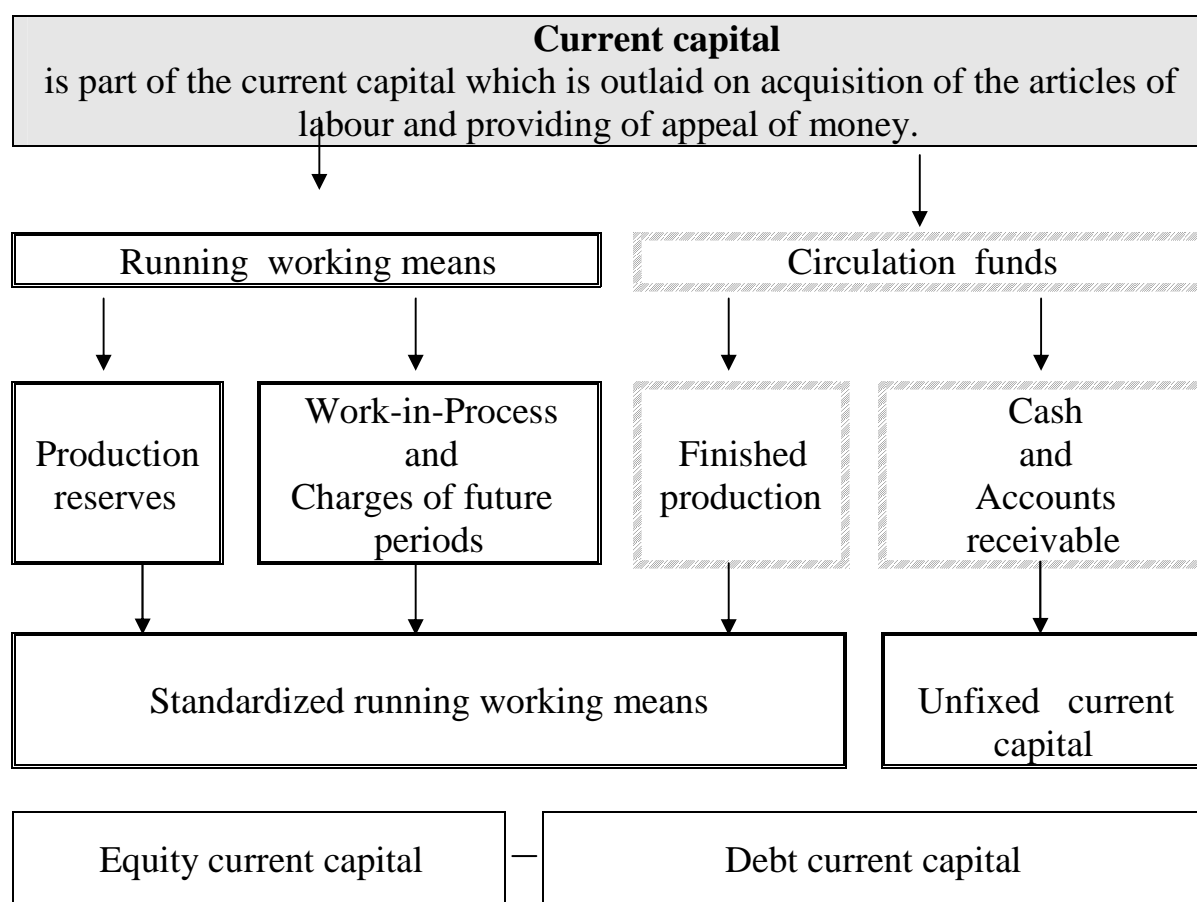
| Depreciation methods | Amortized value of fixed capital | Depreciation rate |
|---|----------------------------------|--|
| 1. Straight-line method | Complete value - Salvage value | $N_d = \frac{1}{T} * 100\%$ <i>T</i> – estimated useful life |
| 2. Geometry degressive method | Depreciated value | $N_d = (1 - \sqrt[T]{\frac{SV}{CV}}) * 100\%$ |
| 3. Sum-of-the-years-digits method | Complete value - Salvage value | $N_d = \frac{T - i + 1}{\frac{T(T + 1)}{2}} * 100\%$ |
| 4. Double-declining-balance method | Depreciated value | $N_d = 2 * \frac{1}{T} * 100\%$ |
| 5. Production method, Units of production | Complete value - Salvage value | $N_d = \frac{Q_i}{\sum Q} * 100\%$ |

INDEXES OF THE USE OF FIXED CAPITAL

| <u>I. Indexes of the technical state</u> | |
|--|--|
| Coefficient of wear | $K_w = \frac{Wear}{Complete_value}$ |
| Coefficient of useful | $K_{us} = \frac{Depreciated_value}{Complete_value}$ |
| <u>II. Indexes of motion</u> | |
| Coefficient of receipt | $K_r = \frac{BCF^r}{BCF_{e.y.}} * 100\% ,$ BCF ^r – fixed assets which receipt for year BCF _{e.y.} – value of fixed capital is on the end of year |
| Coefficient of update | $K_{upd} = \frac{BCF^{new}}{BCF_{e.y.}} * 100\%$ BCF ^{new} – new fixed assets which receipt for year |
| Coefficient of leaving | $K_{leav} = \frac{BCF^{left}}{BCF_{b.y.}} * 100\% ,$ де BCF ^{left} - fixed assets which left for year BCF _{b.y.} – value of fixed capital is on the begining of year |
| Coefficient of liquidation | $K_l = \frac{BCF^l}{BCF_{b.y.}} * 100\%$ BCF ^l – liquidated fixed assets for year |
| Coefficient of increase | $K_{inc} = \frac{BCF^r - BCF^{left}}{BCF_{e.y.}} * 100\%$ |
| <u>III. Indexes of efficiency of the use</u> | |
| Fixed capital productivity | $CP = \frac{Q}{BCF_{a.v.}} ,$ Q – net income; BCF _{a.v.} – total fixed capital |
| Fixed capital intensity | $CI = \frac{BCF_{a.v.}}{Q}$ |
| Profitability of fixed capital | $P_{BC} = \frac{Profit}{BCF_{a.v.}} ,$ |

Theme 13. CURRENT CAPITAL

CLASSIFICATION OF CURRENT CAPITAL



| | |
|---|---|
| <p style="text-align: center;">Production reserves</p> <p>is aggregate of consists of raw materials, based and auxiliary materials, spare parts.</p> | <p style="text-align: center;">Work-in-Process</p> <p>Goods still in the process of being produced and recorded as inventory at the time of compiling a balance sheet.</p> |
| <p style="text-align: center;">Finished production</p> <p>a cost of commodities, created in a production and ready to realization, cost of commodities which are on composition.</p> | <p style="text-align: center;">Charges of future periods</p> <p>are a cost of the preliminary prepaid charges.</p> |
| <p style="text-align: center;">Cash</p> <p>Money, negotiable money orders and checks – classified as a current asset.</p> | <p style="text-align: center;">Accounts Receivable</p> <p>Amounts owed to an enterprise by its customers for the purchase of goods or services provided on credit.</p> |

NORM OF INTERNAL CURRENT CAPITAL

Norn of materials

$Nm = D * M$

Nm – amount of days of supply of materials(days of of transport reserve, days of preparatory supply, days of working stock, days of security stock)
M – expenses of materils for a one day.

Work-in-Process

$Nwp = C * Dpc * K$

де C – production cost of goods for a one day,
Dpc – duration of production cycle,
K – coefficient of charges growth

Charges of future periods

$Ncfp = CFP_{b.y.} + CFP - CFP_c$

$CFP_{b.y.}$ – Charges of future periods is on the begining of year,
CFP – Charges of future periods
 CFP_c – Charges of future periods included on production cost.

Finished production

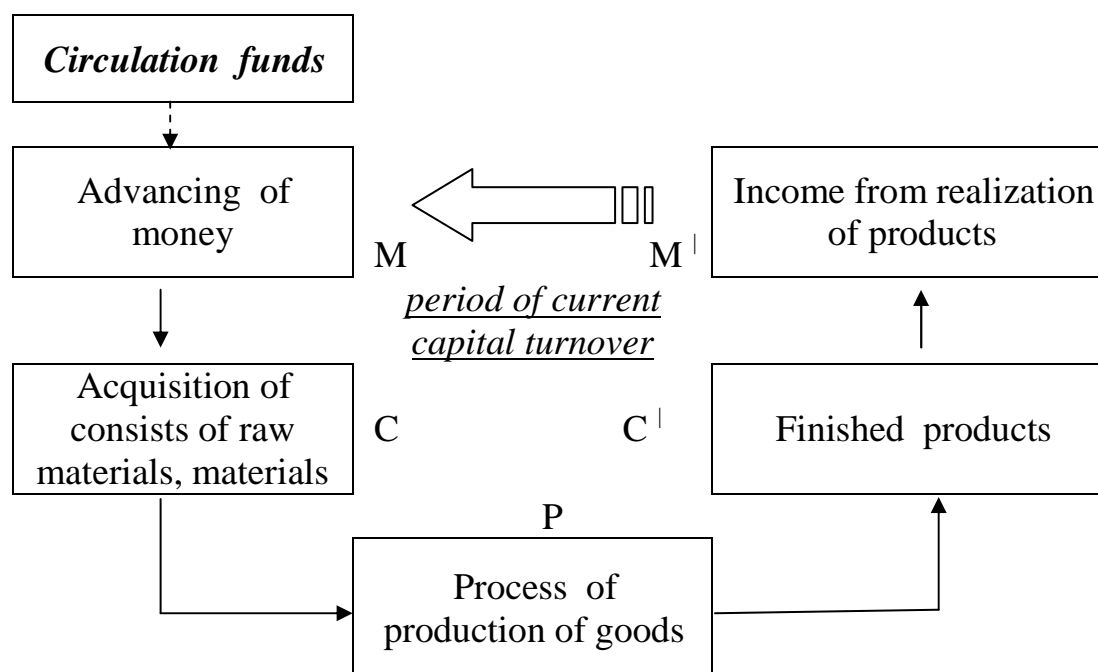
$Nfp = D * FP$

D – amount of days of supply of goods
FP – finished production for a one day.

Aggregate norm of internal current capital

$\Sigma N = Nm + Nwp + Ncfp + Nfp$

DESCRIPTION OF ROTATION OF CURRENT CAPITAL



Stages of capital turnover: $M - C - P - C' - M' \dots$

M – money C – commodity P - production

| INDEXES OF EFFICIENCY OF THE USE | |
|---|---|
| Current capital turnover | $K_r = \frac{Q}{\overline{RCC}}$ <p>де Q – net sales; \overline{RCC} - average total current assets.</p> |
| Average current capital collection period | $P_1 = \frac{T}{K_r} = \frac{T * \overline{RCC}}{Q}$ <p>де D – amount of days, in a calendar period (year –360, quarter –90, month –30).</p> |
| Current capital utilization | $K_{ut} = \frac{\overline{RCC}}{Q}$ |
| Current capital productivity | $K_{in} = \frac{Q}{\overline{RCC}}$ |
| Profitability of current capital | $P_{cc} = \frac{Pr\ of\ it}{\overline{RCC}}$ |

Theme 14. INVESTMENTS

An investment

is an economic operation, which foresees acquisition of capital assets of immaterial assets, corporate rights and securities, in an exchange on facilities or property. Investments are divided into capital, financial and reinvestments.

▼

Financial determination of investments is all of types of assets that laid in economic activity with the purpose of receipt of profit.

▼

Economic determination of investments is charges on creation, expansion, reconstruction and technical rearmament of the fixed assets, and also on related to it changes of floating capital, as changes in the inventories of supply mostly depend on motion of charges on the fixed assets

CLASSIFIED OF INVESTMENTS AFTER DIFFERENT SIGNS:

| | |
|--|--|
| 1. After the objects of investments distinguish the real and financial investments. | |
| Under the real investments understand the investment of facilities in the real assets: both material and immaterial (innovative investments). | Under financial investments understand the investment of facilities in different financial assets, among which the most considerable part is occupied by investments in securities. |
| 2. After character of participating in investing distinguish direct and indirect investments. | |
| Under the direct investments is understood direct investment of facilities by an investor in the objects of investing. | Under indirect investments -investing, mediated other persons is understood (by investment or financial mediators). |
| 3. After a period, investing distinguish short-term and long-term investments. | |
| Under short-term investments the investments of capital understand usually on a period no more one year | Under long-term investments understand the investment of capital on a period anymore one year. |
| 4. After the patterns of ownership of investors investments distinguish state, foreign and general . | |
| 5. On a regional sign distinguish internal and abroad investments. | |
| Under internal investments understand the investment of facilities in objects investing, placed within the limits of this country. | Under investments abroad (foreign investments) understand the investment of facilities in the objects placed outside this country. |

Financial investments are assets, which are contained an enterprise with the purpose of increase of income (percents, dividends and others like that), growth of cost of capital or other benefits, for an investor. Under financial investments understand the investment of facilities in different financial assets, among which the most considerable particle is occupied by investments in securities. A financial investment foresees acquisition of corporate rights, and other financial instruments. Financial investments are divided into **direct** and **portfolio investments** .

A **capital investment** is charges on buildings and installation works, acquisitions of buildings or their parts, equipment, instrument, to the inventory, other capital works and charges on project-searching works, geological survey and borings works, and also charges, on taking of lot lands and migration in connection with building, on training of personnels for enterprises which are built but other

Direct investments are a direct investment of facilities by an investor in the objects of investing. The direct investing is carried out by investors which have enough information about the object of investing and know the mechanism of investing. Direct investments, as a rule, are carried out in form credit without investment mediators with the purpose of capture of actions of company a control package. A direct investment foresees bringing of facilities and property in charter the fund of legal entity in an exchange on corporate rights, issued such legal entity.

Portfolio investments are investing, mediated other persons (by investment or financial mediators). Not all of investors have sufficient qualification for the effective choice of objects of investing and subsequent management by them. A portfolio investment foresees acquisition of financial assets for facilities at the exchange market.

Investment activity it the aggregate of practical actions of citizens, legal entities and state, in relation to realization of investments. Investment activity is carried out on basis:

- investing, carried out citizens, non-state enterprises, economic associations, unions and societies, and also by public and religious organizations, other legal entities, based on a collective propert;
- state investing, carried out the organs of statepower of Ukraine, Autonomous Resubliki Crimea, off-budget funds and borrowed facilities, and also by state enterprises and establishments due to the personal and borrowed funds;
- foreign investing, carried out foreign citizens, legal entities and states;
- general investing, carried out citizens and legal entities of Ukraine, foreign states.

An **investment policy** is national of principle decisions and measures, which determine directions of the use of capital investments in spheres and industries of economy with the purpose of providing of efficiency and proportion of its development. Factors for the estimation of investment climate:

- political and financial stability;
- level of development of country;
- level of development of market and investment infrastructure;
- capacity of internal market;
- cost of labour;
- purchasing power of population; ecological and other risks.

Theme 15. INNOVATIVE ACTIVITY

Innovative activity

is activity, directed on the use and commercialization of results of scientific research-and-developments, placing to the market of new commodities and services.

The object of innovative activity is an innovation.

An **innovation** (innovation) is end-point of innovative activity, a new or improved product shown out to the market, new or improved technological process which is used in practical activity; new going social services.

It follows to distinguish terms "innovation" and "novation".

A **novation** is a product of intellectual activity of people, the result of the fundamental or experimental researches in any sphere of human activity, directed on the increase of efficiency of implementation of works.

Novations are: opening, invention and processes, methods, standards, results of marketings researches, are improved.

Making of new product can carry out other enterprises also, getting a license on it.

There is diffusion of **innovation** - process of his expansion for the use in new places, spheres or terms.

The wide use of diffusion is carried out in technological innovations.

THE BASIC STAGES OF INNOVATIVE PROCESS ON AN ENTERPRISE ARE:

- ⇒ a generation of idea is for satisfaction of public necessities;
- ⇒ development of project and estimate market attractiveness;
- ⇒ an analysis terms of project realization and necessary charges, comparison, is with financial possibilities;
- ⇒ designer and technological development of new commodity;
- ⇒ commercial realization of innovation.

Life cycle of innovations

It is a period from the origin of idea, creation of innovations and their practical use to the moment of their removal from a production.

After the character the life cycle of innovations answers the life cycle of commodity and passes stages:

I. Design time includes the stages of origin of idea, converting of idea into a necessary making product, development technology of his production.

II. The stage of leading out to the market. On this stage, adjusting of technological process is carried out and it market approbation, forming on market strategy.

III. The stage of growth is a period of rapid acceptance of new commodity by a market and hasty growth of income.

IV. The stage of maturity is characterized slowing down sale. A commodity does not become an innovation. An income is stabilized or goes down in connection with growth of costs. The life cycle of innovation is halted this stage.

V. The stage of slump is the sharp falling of sale and decline of income. A commodity is taken off from a production. The size of stable profit of organization is provided by the correct distributing of efforts between products.

To the methods of innovative management take: methods of analysis, prognostication, methods of analysis of operations (linear and nonlinear programming), strategic and tactical marketing, methods of pricing.

Science, technology, economy and education, is the components of the integral system of innovative activity. The elements of the complex providing of innovative activity is the legal providing, normatively methodical providing, financial and financial providing, informative providing.

Theme 16. TECHNOLOGICAL BASE AND PRODUCTION CAPACITY OF ENTERPRISE

COMPONENT ELEMENTS TECHNOLOGICAL BASES OF ENTERPRISE

TECHNOLOGICAL BASE

Technical constituent:

- ***production base*** (facilities of labour, which accept the direct participating in a technological process);
- ***power base*** (an aggregate of settings and networks is for providing of energy all kinds);
- ***technical base of informative processes*** (information-computer technique and communication means).

Technological constituent:

- ***resource providing*** (booty, treatment, transporting, warehousing, control);
- ***technological providing*** (methods of processing of resources and making of the prepared products);
- ***documentary providing*** (document of the general and special setting).

Production capacity of enterprise

is the annual volume of output products of condition of the most complete use of progressive technology and organization of production is maximally possible.

FORMS OF DEVELOPMENT OF TECHNOLOGICAL BASE

Supporting forms of development:

- **permanent repair** (regular repair-prophylactic operations with the purpose of removal of shallow defects prevention of physical spracyuvannya facilities labour);
- **major repairs** (workovers are with the purpose of maximal renewal of primitive tekhniko-ekonomichnikh parameters of facilities of labour);
- **replacement** (in place of the worked equipment will be acquired or the new is made such exactly technical level).

TB

Other forms of development:

- **new building** (used for the increase of volume of output products, diversification of production, transference of production, on new territory);
- **expansion** (acquisition or making of additional amount of existent equipment);
- **modernization** (improvement of operating production equipment by structural changes, replacement and strengthening of elements, knots and details, providing, automation of production processes new priborami);
- **reconstruction** (build and organizationally technical measures with the purpose of improvement of basic tekhnical and ekonomical indexes of operating buildings, buildings, and others like that);
- **technical rearmament** (improvement of technical level of separate production areas).

Excess Capacity

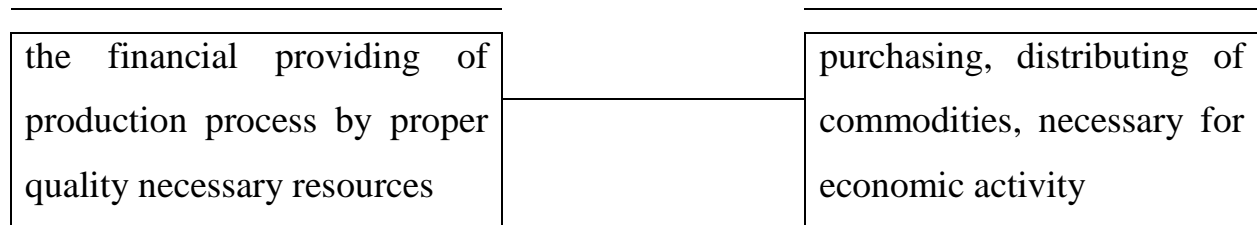
1. The difference between the actual output and the highest possible output in a firm, industry, sector, or economy.
2. The amount by which actual output falls short of maximum short-run average total cost. In perfect competition, excess capacity may only exist in the short term, whereas sustained excess capacity is a feature of firms in monopolistic competition.

Theme 17. MATERIAL-TECHNICAL PROVIDING AND LOGISTICS

Providing of permanent, rhythmic work of enterprise needs study on the stage of development plan of logistical support production activity. The activities which are related to logistical support are:

- search of suppliers,
- purchase of necessary materials,
- control after implementation of delivery's agreements,
- organization and distributing storage of resources.

The task of logistics can be divided into two basic groups:



Logistics plan is included:

- determination of requirement is in materials, equipment, fuel, energy, on the base of norms of their charges;
- a calculation of supplies of all material assets is on the planned period;
- account, control and analysis of fulfilling the plans of providing;

Planning is carried out in a certain sequence:

- preparatory work (providing, instructing, forms-forms and others like that);
- determination of source of providing of requirement is in materials;
- a calculation of requirement is in financial resources;
- development of norms of production supplies;
- planning of requirement is in financial resources;
- forming of supplies and adjusting of their sizes;
- determination of necessity of workshops is in financial resources.

METHODS OF CALCULATION OF REQUIREMENT ARE IN MATERIALS

Method of direct calculation

He is based on the progressive norms of charges of materials and plans of issue of products. The methods of direct calculation take on production unit basis on analogues, typical representatives, compounding etc.

$$P_i = \sum_{j=1}^n A_j * N_{ij}$$

where n - is an amount of types material;

P - need in material resource;

A_j - the production program;

N_{ij} - the norm of charges of i- material.

Index method (method of dynamic coefficients)

After this method a requirement in financial resources on the planned period is determined going out from actual charges for past period and indexes of the program of production and norms of material's charges after a formula:

$$P = V * I * In$$

where V — expenses of certain material in past period;

I- an index of the production program;

In- index of material's charges.

Wilson's model

is used for supplying with a resource identical parties. The optimum size of party (OP) can be certain as:

$$OP = \sqrt{2 * O * VO / VZ}$$

where I- is a volume of requirement in a resource,

VI - organizations costs of one delivery;

VZ - keeping costs per one unit of resource.

Theme 18. ORGANIZATION OF OPERATING ACTIVITY

PUBLIC FORMS OF ORGANIZATION OF PRODUCTION

concentration is socialization of production through a jumboizing enterprises, concentration of processes of production, labour force, facilities of labour and issue of products, on more large enterprises

specialization is a process of concentration of activity of enterprise on making of certain products or implementation of certain types of works

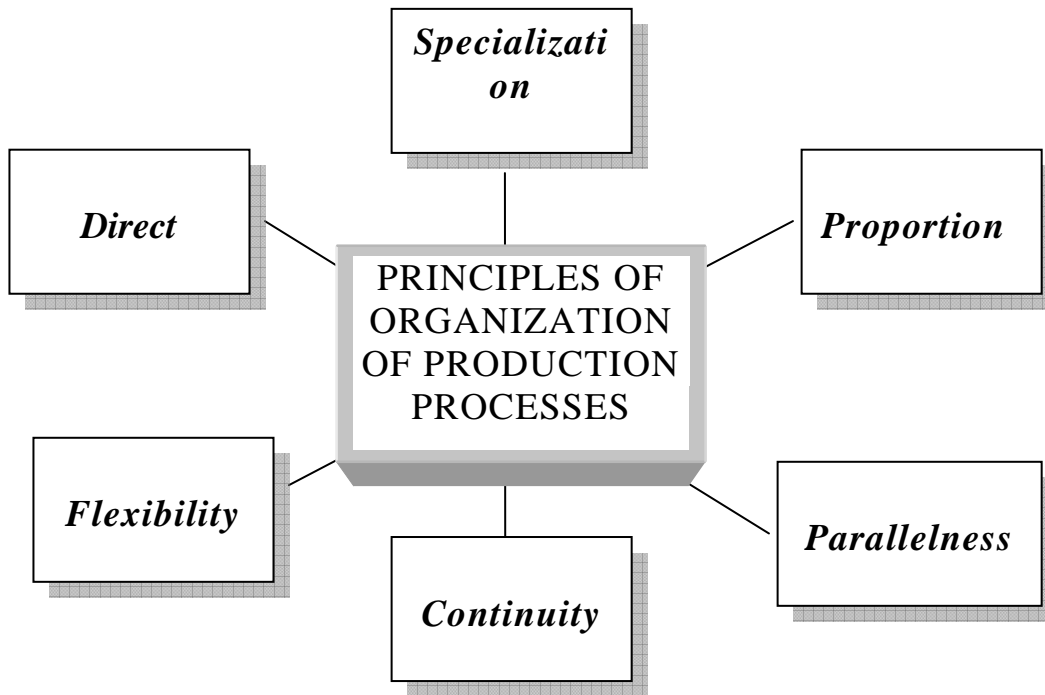
conversion is passing to other specialization of part or all production potential of enterprise on the production of other goods under act of native change of market environment or global factors of development of economy

combining is a process of organic combination in one enterprise of many productions which belong to different sphere of industry or national economy

diversification is development many technologically not relation between itself types of production

Production process

is an aggregate of actions of people, facilities and articles of labour, natural processes, necessary for making of products.



ORGANIZATIONAL TYPES OF PRODUCTION

Single production is characterized the wide nomenclature of products and small production volume. The repeated production of such goods does not almost take place.

Series production is characterized the limited nomenclature and considerable enough production volume. Making of separate wares periodically repeats oneself certain parties (by series).

Mass production is characterized the narrow nomenclature of products, large protracted production volume.

Theme 19. SYSTEMS OF PROVIDING THE COMPETITIVENESS OF PRODUCTS

Competitiveness

Aggregate of quality and cost descriptions of products, which are instrumental in creation of advantage of this product before products-competitors in satisfaction of concrete necessity of buyer.

The parameters of **competitiveness** - quantitative descriptions of properties of products which take into account.

Normative parameters determine accordance of commodity the set norms, standards and requirements which are conditioned legislation and other normative documents.

Economic parameters determine the level of consumption cost and utilization of commodity. Economic parameters are divided into non-permanent and current:

- non-permanent costs are costs on acquisition of products, transporting, trial start, if they are not plugged in the cost of products.
- current outlays include charges on payment of work of auxiliary personnel, expense, on a fuel and electric power, additional charges, related to delivery, loading and unloading of fuel, expense, on raw material, basic and auxiliary materials, which are needed for the use of products, expense, on repair, awaiting-parts and other charges.

Technical parameters are description of technical and physical properties of commodity which determine the features of industry and methods of his use, and also to the function which executes a commodity in the process of his application. Technical parameters are divided into the parameters of setting, structural and ergonomics parameters.

The parameters of setting are characterized by the areas of the use of products and function, that it is called to execute. The parameters of setting can be divided on classification parameters which characterize belonging of products to the certain class.

Structural parameters characterize basic project-designer decisions.

Ergonomics parameters show as far as products answer properties of human organism at implementation of labour operations or consumption.

Aesthetically parameters characterize informative expressiveness.

INDEXES OF COMPETITIVENESS AFTER THE LEVELS OF HIERARCHY

- Integral index of quality of products
- Cost of products
- Average annual costs on exploitation and repair of products
- Productivity (average annual, normative, for the term of service of products)
- Reliability of products
- Prime price of making of products
- An income of producer is on unit of products
- Guarantees of safety of products
- Charges are on transporting and editing
- Cost of one permanent repair
- Faultlessness of products
- A table of contents of harmful admixtures is in the products of combustion
- A sound-level is during exploitation of products

MATRIX OF TYPE / TO THE IMAGE (EXAMPLE)

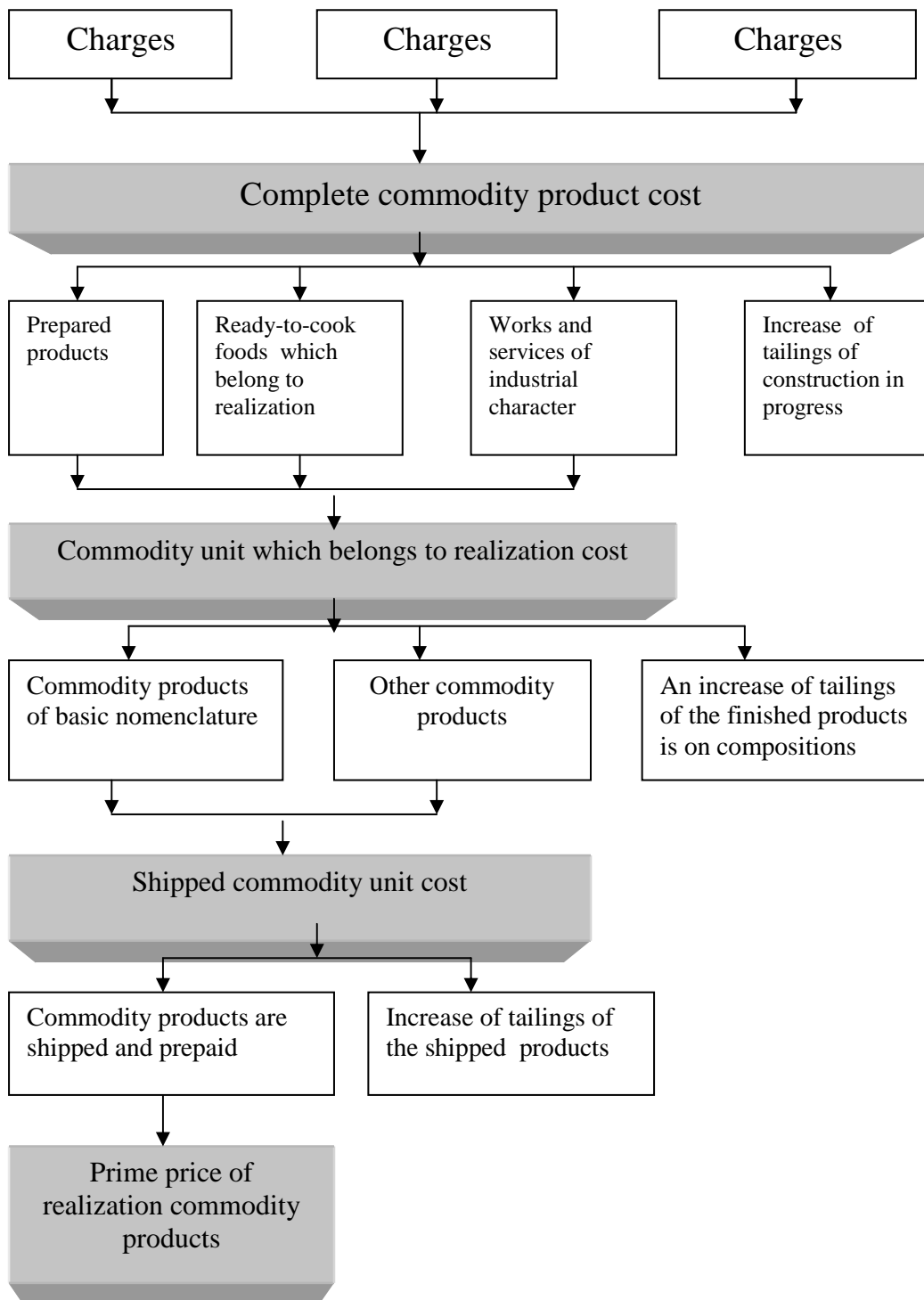
| Indexes | Estimation of index | | | | |
|---|---------------------|--|--|--|--|
| Quality | | | | | |
| Reliability | | | | | |
| Excellent features | | | | | |
| Guarantee term | | | | | |
| Sizes | | | | | |
| Accordance international or and to the national norms | | | | | |
| Cost of products | | | | | |
| Running expenses | | | | | |

Theme 20. CHARGES OF ENTERPRISE

CLASSIFICATION OF MANUFACTURING EXPENSES

| <u>Classification signs</u> | <u>Classification groups</u> |
|--|---|
| After economic elements | <ol style="list-style-type: none"> 1. Material charges 2. Charges on payment of labour 3. Deduction on social measures 4. Depreciation of capital assets and immaterial assets 5. Other charges |
| After the concrete types of charges | <ol style="list-style-type: none"> 1. Direct material charges <ol style="list-style-type: none"> 1.1. Raw material and materials 1.2. Fuel and energy on technological necessities 1.3. Purchased resources, , ready-to-cook foods 1.4. Works and services of production character of extraneous enterprises and organizations 1.5. Charges of other financial resources 2. Charges on payment of labour 3. Deduction on social measures 4. Depreciation of production funds and other irreversible assets 5. General production charge 6. Administrative costs 7. Charges on a sale 8. Other operating charges |
| After participating in a technological process | <ol style="list-style-type: none"> 1. Basic costs 2. Overhead expenses |
| After transfer on the prime price of products price of products | <ol style="list-style-type: none"> 1. Direct Costs 2. Indirect Costs |
| After the degree of dependence on a production volume | <ol style="list-style-type: none"> 1. Fixed Costs 2. Variable Costs |

CHART OF FORMING OF COST OF THE REALIZED PRODUCTS



Cost

The value of inputs which must be given up to produce output.

Production cost - it the current outlays of enterprise are shown in a money form on their production.

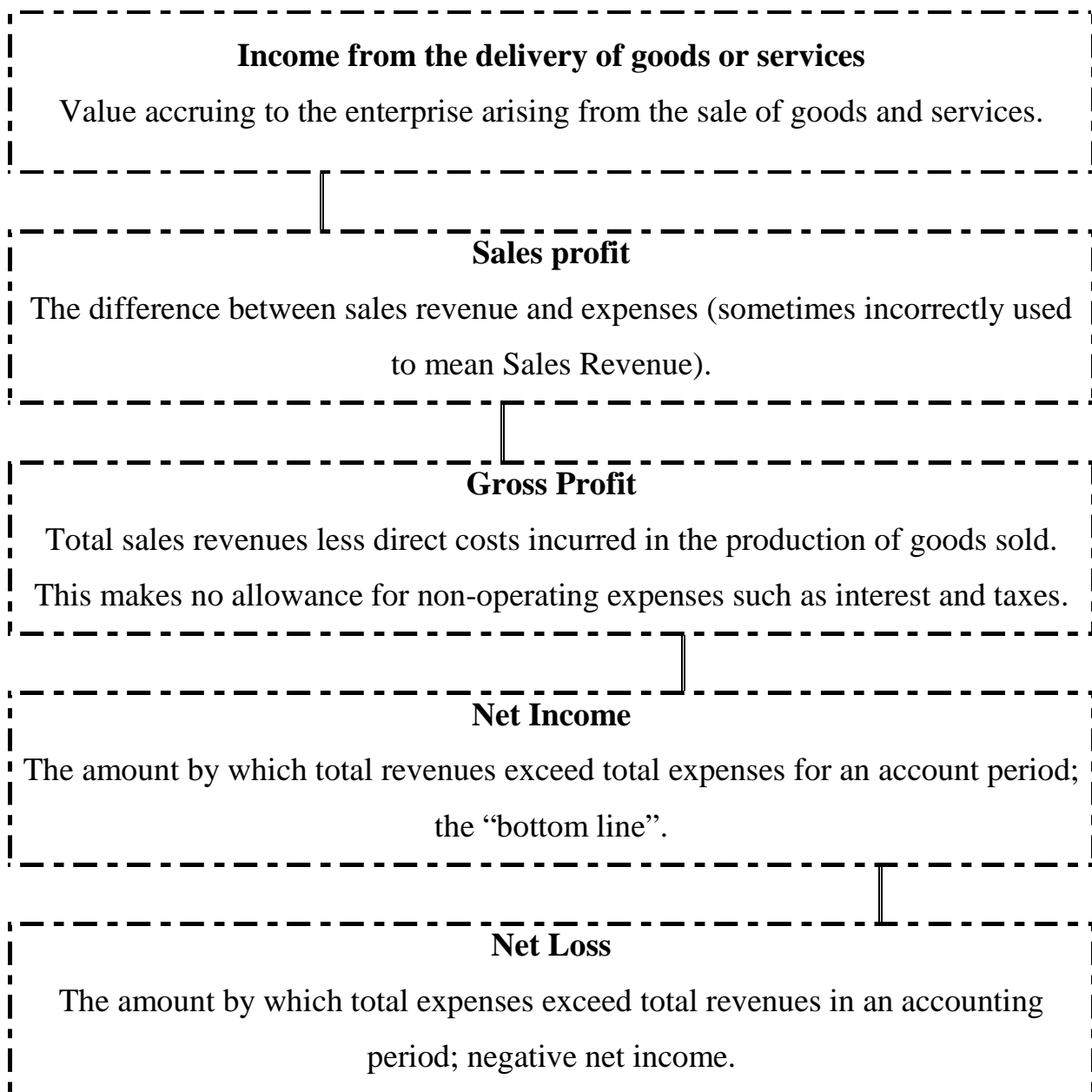
Operating cost - it the current outlays of enterprise are shown in a money form on their production and sale, and also general production charges, on service and management an enterprise.

Complete prime cost (prime price of ordinary activity) - it the combined current outlays of ordinary activity of enterprise are shown in a money form.

A calculation of prime cost is determining size charges in a money form as on the separate types of activity, production processes, structural subdivisions, so on the whole on an enterprise on the production (sale) of unit of the made products by the economic grounded methods.

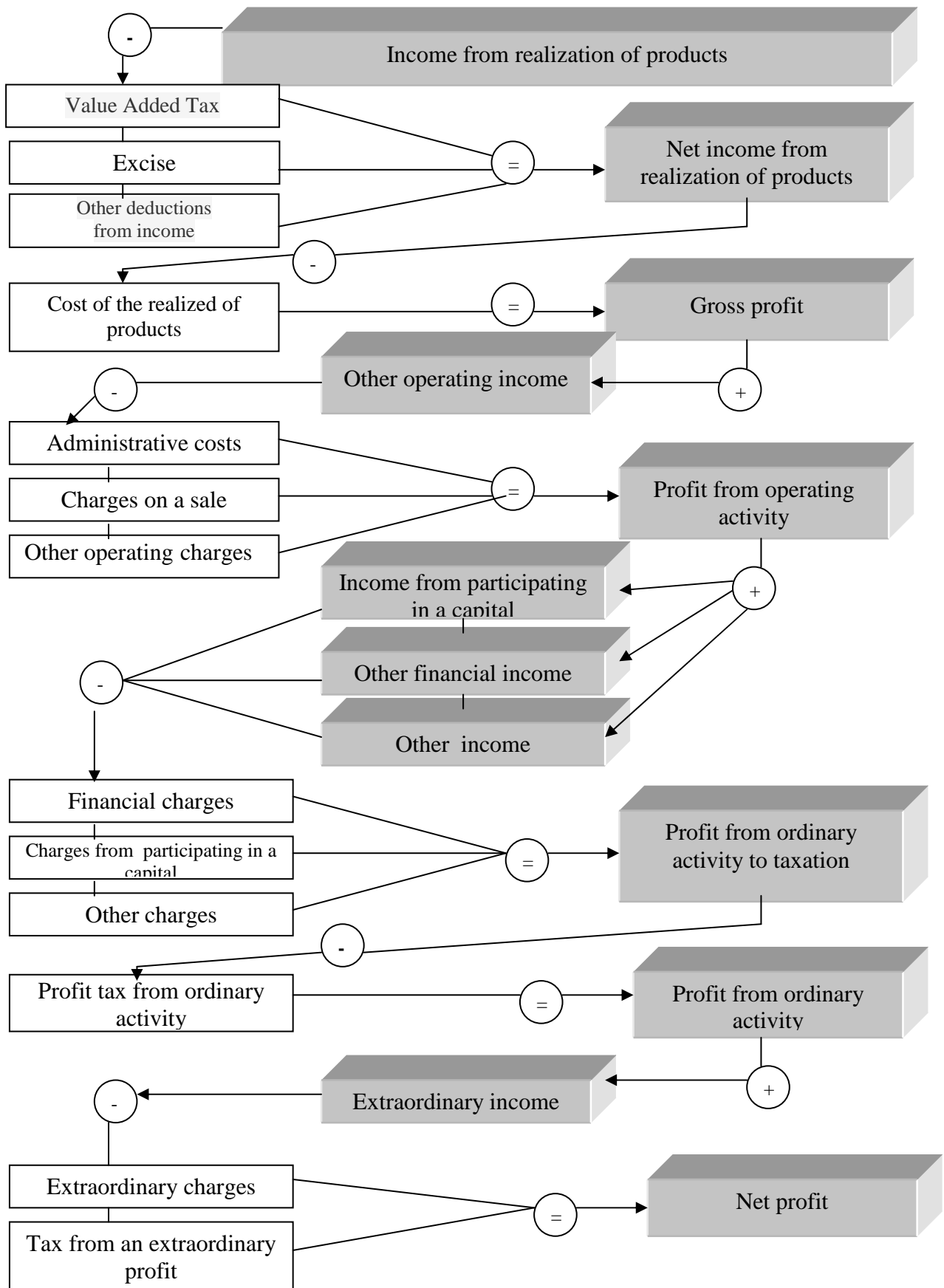
Cost Object - the primary output of a certain process in an Activity Based Costing Analysis. A cost object may be a product, a process, a service, an event, etc.

Theme 21. FINANCIAL - ECONOMICAL RESULTS OF ENTERPRISES



Profitability is a relative level of profit, which characterizes efficiency of activity of enterprise. The coefficient of profitability is characterized by a profit margin which is on unit of cost of that or other economic indicator the increase of this index testifies to the improvement financially economic to activity of enterprise.

FORMING OF FINANCIAL RESULT OF ACTIVITY OF ENTERPRISE



PROFITABILITY RATIOS

Rental on sales

$$\text{ROS} = \frac{\text{Profit_before_tax}}{\text{Cost_of_products_sold}}$$

Profit margin

$$\text{PM} = \frac{\text{Net_profit}}{\text{Net_sales}}$$

Rental on assets

$$\text{ROA} = \frac{\text{Net_profit}}{\text{Average_total_capital}}$$

Return on equity

$$\text{ROE} = \frac{\text{Net_profit}}{\text{Average_total_shareholders'_equity}}$$

Profit_margin × *Total_assets_turnover* × *Equity_multiplier* =

$$= \frac{\text{Net_profit}}{\text{Net_sales}} \times \frac{\text{Net_sales}}{\text{Total_assets}} \times \frac{\text{Total_assets}}{\text{Total_shareholders'_equity}}$$

Theme 22. ESTIMATION OF INNOVATION-INVESTING ACTIVITY EFFICIENCY

METHODS OF ESTIMATION OF INNOVATION-INVESTING ACTIVITY EFFICIENCY

Annual economic effect (EE) from realization of innovation-investing attractive measures, which needs additional capital investments:

$$EE = (P - K) N$$

where EE - is an annual economic effect from realization of measure;

P - is an additional profit from realization of one product unit of as a result of diminishing its prime price;

K - is additional specific capital investments;

N - is an annual volume of output of products in natural expression.

The index of the net resulted profit (NRP) gives the generalized description the result of investing - absolute value of effect from realization of certain volume of investments. The estimation of efficiency of the real investments is depending on a concrete situation determined from one of two formulas:

$$NRP = \sum_{i=1}^t P_i \alpha - K_i \quad \text{or} \quad NRP = \sum_{i=1}^t P_i \alpha - \sum_{i=1}^t K_i \alpha$$

where P_i - is a money stream of i - calculation year;

K_i is a sum of investments of i -go calculation year;

α - index of the discounting.

An index of profitability (IP) in a methodical relation is look like index of efficiency of capital investments. However in this case as a profit comes as money stream (P), in relation to investment cost (K), resulted on condition of present or future cost. The selected index characterizes not absolute, but relative efficiency of investments after a formula:

$$IP = P / K$$

Term of recoupment of investments (Tok) as an index of their efficiency is also based on the discounted size of money stream. He can be expected more precisely all, using a formula:

$$Tok = n * K / P$$

where n - is duration of investment cycle.

Internal norm of profitability characterizes the level of investments through a discount rate at which the net resulted profit in the process of discounting will equal a zero, that the absolute values of the discounted money streams and investments become identical.

Theme 23. INTEGRAL EFFICIENCY OF ENTERPRISE ACTIVITY AND ITS COMPETITIVENESS

Efficiency of production is characterized by the increase of the labour productivity, most complete employment of industrial capacity, raw material and financial resources, achievement of most results at the least expenses.

Estimation of economic efficiency is made by comparison of results of production with expenses:

$$\text{Economic Efficiency} = \text{Results} / \text{Costs}$$

Under productions results understand useful output:

- | | |
|--|--|
| 1) result of process of production, measureable the volume of products in natural and cost forms | 2) pertaining to national economy result of activity of enterprise, which includes not only the amount of the made products but also engulfs its consumer cost |
|--|--|

Efficiency of production can be classified on separate signs on the followings kinds:

- on consequences: economic, social and ecological;
- at the place of receipt of effect - local (self-supporting) and pertaining to national economy;
- on the degree of increase (reiterations) - primary (non-permanent effect) and making of animated cartoon (repeatedly-repetitive);
- on the purpose of determination - absolute (characterizes the general size of effect or calculating on unit of costs or resources) and comparative (at the choice of optimum variant from a few variants of economic or other decisions).

The system of indexes of production efficiency must correspond the followings principles:

- to provide intercommunication of criterion and system of concrete indexes of efficiency of production;
- to determine the level of efficiency of the use of all of kinds, applied in the production of resources;
- to provide measuring of efficiency of production on the different levels of management.

SYSTEM OF INDEXES OF EFFICIENCY OF PRODUCTION

| | |
|--|---|
| 1) summarizings indexes | <ul style="list-style-type: none"> - production of clean goods on unit of costs of resources; - income on unit of general costs; - profitability of production; - expenses on a 1 uah of commodity products. |
| 2) indexes of efficiency of the labour | <ul style="list-style-type: none"> - rate of growth of the labour productivity; - stake of increase of products due to the increase of the labour productivity; - index of the useful fund of working hours; - labour intensiveness. |
| 3) indexes of efficiency using production funds | <ul style="list-style-type: none"> - profitability of capital assets; - resource-demanding of unit of products; - index of using major types of raw material and materials. |
| 4) financial indexes of efficiency | <ul style="list-style-type: none"> - turnover of circulating assets; - profitability of circulating assets; - relative freeing of circulating assets; - profitability of capital investments; - term of recoupment of capital investments and other. |

FACTORS OF GROWTH OF EFFICIENCY

The level of economic efficiency in industry depends on the variety of associate factors. All of variety of factors of growth of efficiency can be classified to basic directions of development and perfection productions to which belong: acceleration of scientific and technical progress, increasing level of production; perfection of forms and methods of organization of production, planning, motivation, to labour activity, etc.

Theme 24. MODERN MODELS OF DEVELOPMENT OF ENTERPRISES

Enterprise model

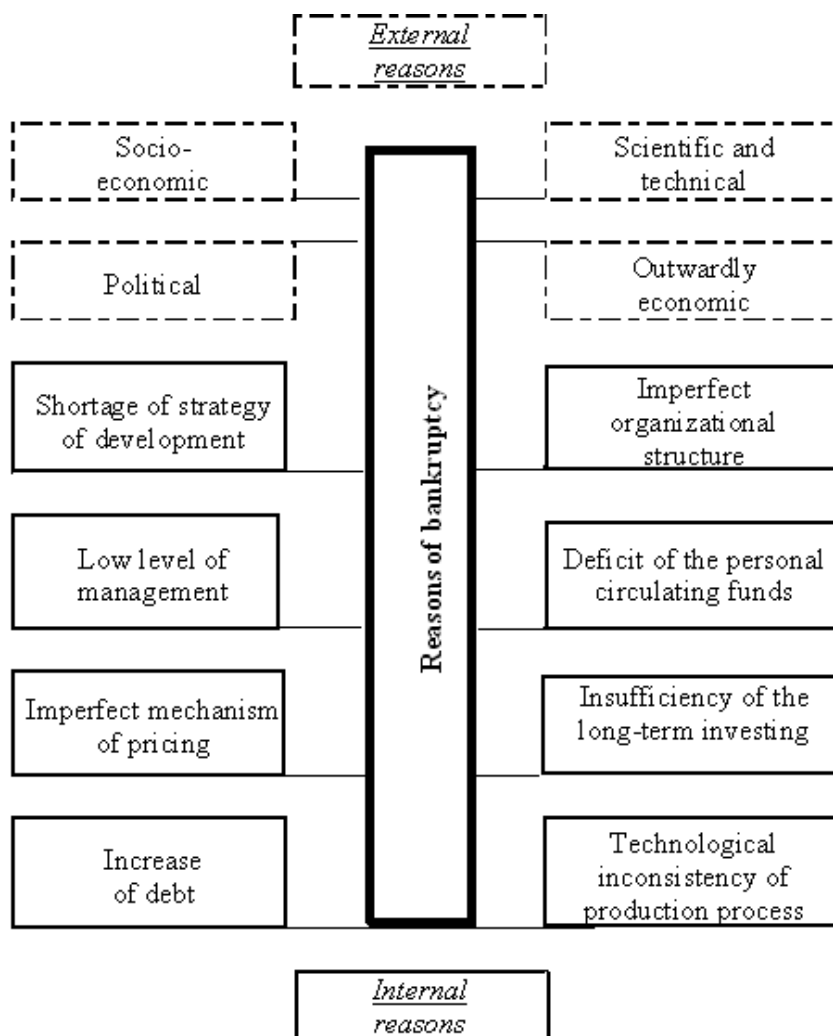
A high-level model of an enterprise's mission, process, and information architecture used as a standard reference for constructing data and activity models and information systems.

Description of mutual relations between the proprietors of enterprise and managers gives **agent model** of enterprise. In accordance with this conception proprietors, which do not work on an enterprise however much leaders, as a rule, do not have an access to that information which is owned by a manager. A proprietor can purchase part of this information, however much it can require substantial charges from the side of proprietor on organization inwardly and out of the brandname monitoring. In such terms a proprietor must be sure in that managers will act on behalfs of enterprise. In practice co-ordination of interests of proprietor and manager is arrived at by the system of stimulation of service mechanism.

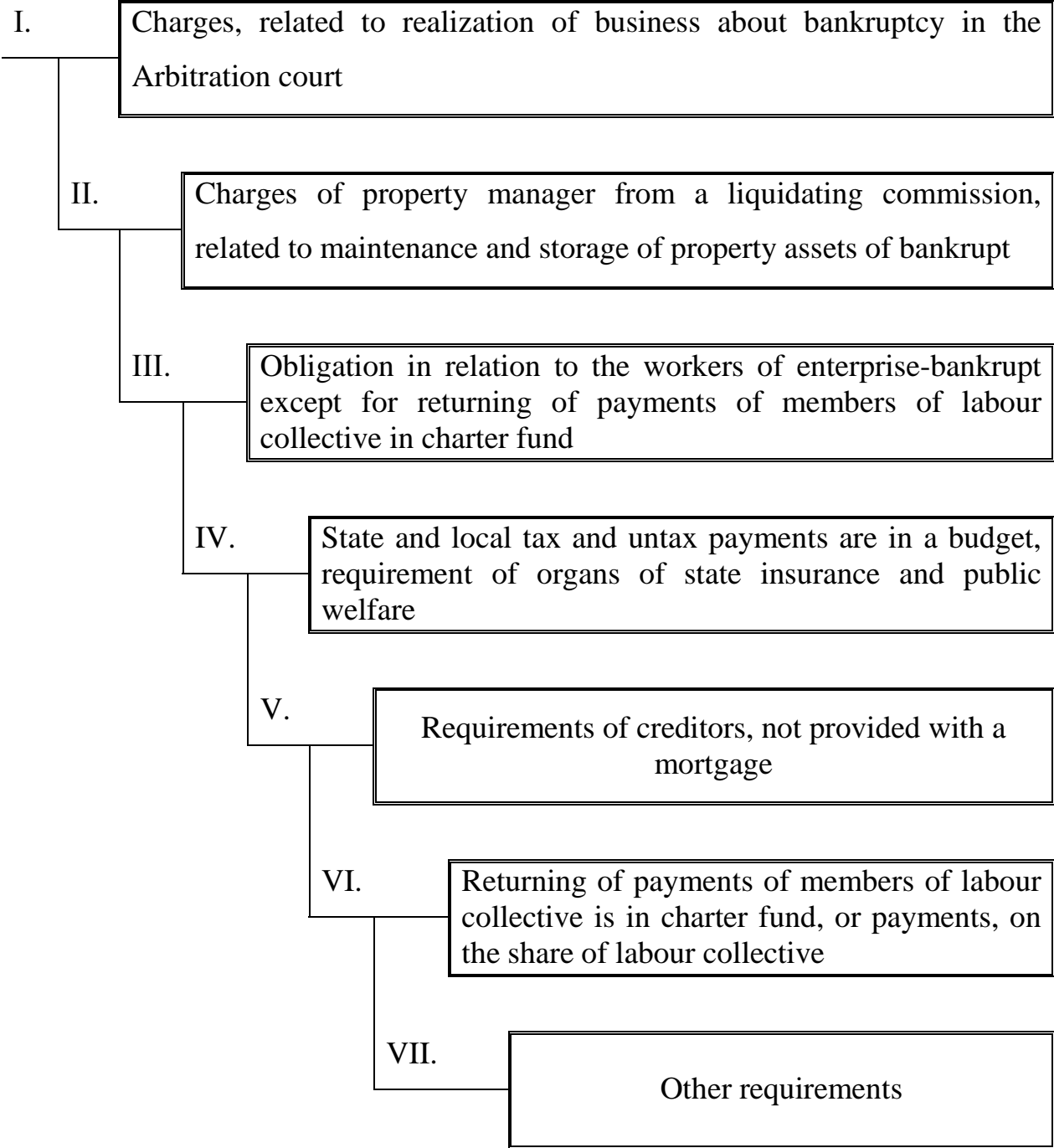
The enterprise model of enterprise is based on the picture of him as a sphere of appendix of economic initiative and own or accessible to bringing in external resources. Not all enterprises are an enterprise, and in this understanding an enterprise theory has narrower object research, than other theories of enterprise. In basis of enterprise and in the center of activity of the proper enterprise there is a figure of businessman independent, active, energetic, adjusted on success, feel like a risk, to obtrusive, adaptive, feel legs and others like that. In obedience to enterprise conception there are three types of businessmen, the actions of which influence on activity of enterprise: macrobusinessmen lead external connection enterprises; mezopidприємci carry out a management materially financial by streams in internal activity.

Theme 25. TRANSFORMATION AND RESTRUCTURING OF ENTERPRISES

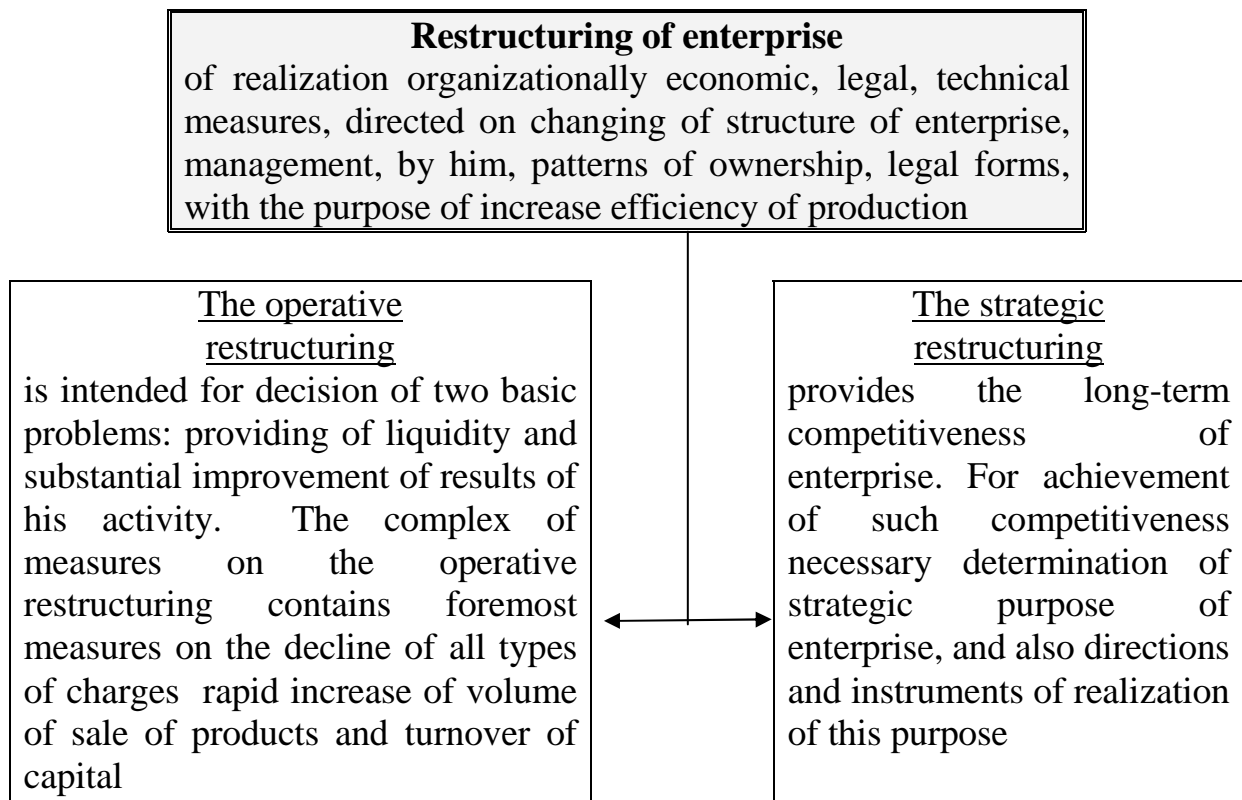
PRINCIPAL REASONS OF BANKRUPTCY OF ENTERPRISES



SEQUENCE OF SATISFACTION OF CLAIMS OF CREDITORS



TYPES OF RESTRUCTURING



CATEGORIES OF ENTERPRISES WHICH WILL BE REORGANIZED

1. Type A - subsection enters the new markets quickly, part of specific production knowledges had an enterprise which easily will be reorganized. It allows quickly to convert subsection into an independent enterprise

2. Type B - subsection with large possibility of mastering of new markets and considerable level of specific production knowledges and technologies, that bothers the change of assortment of products and production process

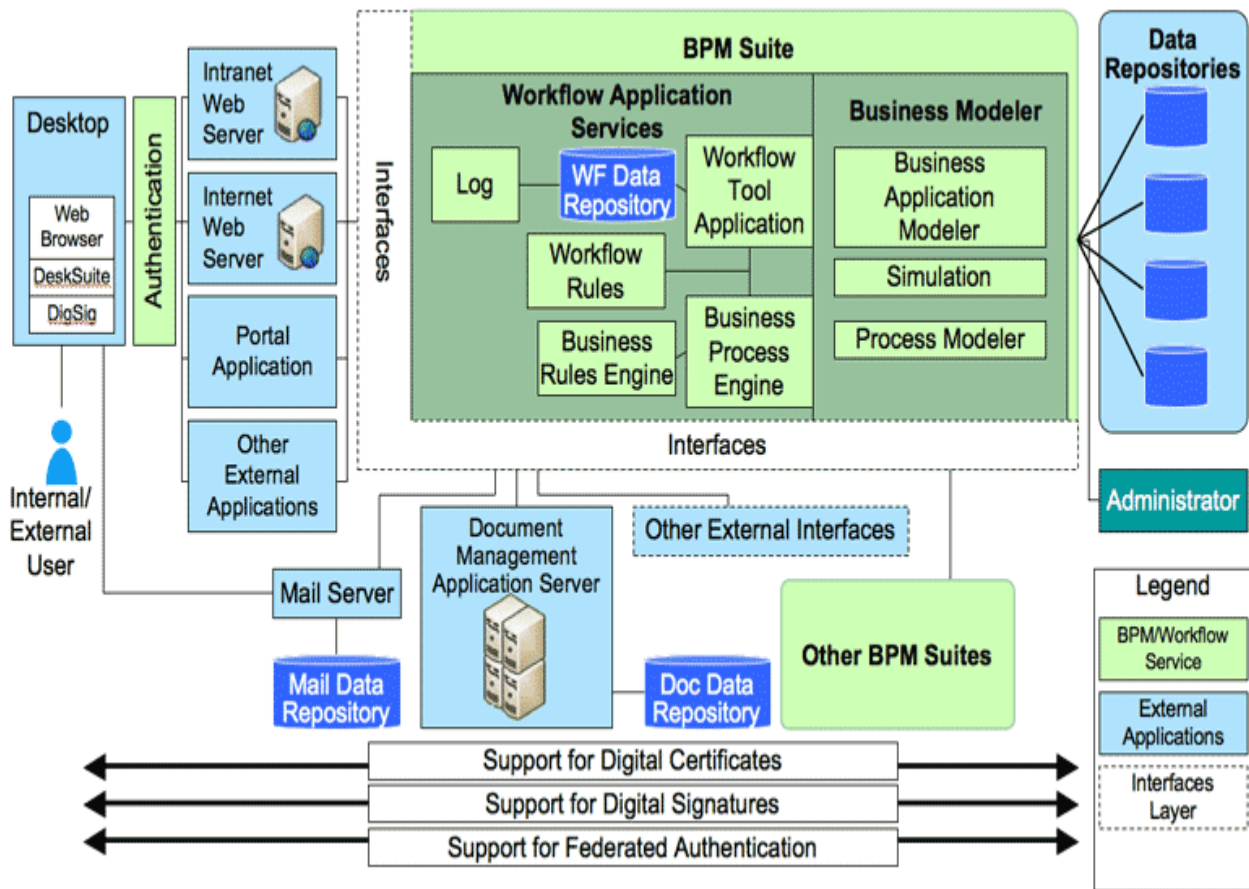
3. Type C - subsection, for what mastering of new markets is heavy, but has a high level of specific production knowledges without which it is impossible creation of co-operation and sale

4. Type D - subsection is with small possibility of mastering of new markets and small level of specific production knowledges and technologies

Theme 26. OPTIMIZATION OF BUSINESS PROCESS OF ENTERPRISE

Business Process

Any activity or group of activities that takes an input, adds value to it, and provides an output to an internal or external customer.



Business Process Improvement

The betterment of an organization's business practices through the analysis of activities to reduce or eliminate non-value added activities or costs, while at the same time maintaining or improving quality, productivity, timeliness, or other strategic or business purposes as evidenced by measures of performance.

CATEGORIES OF BUSINESS PROCESS MANAGEMENT ACTIVITIES

Vision

Functions are designed around the strategic vision and goals of an organization. Each function is attached with a list of processes. Each functional head in an organization is responsible for certain sets of processes made up of tasks which are to be executed and reported as planned. Multiple processes are aggregated to function accomplishments and multiple functions are aggregated to achieve organizational goals.

Design

Process Design encompasses both the identification of existing processes and the design of "to-be" processes. Areas of focus include representation of the process flow, the actors within it, alerts & notifications, escalations, Standard Operating Procedures, Service Level Agreements, and task hand-over mechanisms.

Modeling

Modeling takes the theoretical design and introduces combinations of variables (e.g., changes in rent or materials costs, which determine how the process might operate under different circumstances).

Execution

One of the ways to automate processes is to develop or purchase an application that executes the required steps of the process; however, in practice, these applications rarely execute all the steps of the process accurately or completely. Another approach is to use a combination of software and human intervention; however this approach is more complex, making the documentation process difficult.

Monitoring

Monitoring encompasses the tracking of individual processes, so that information on their state can be easily seen, and statistics on the performance of one or more processes can be provided. An example of the tracking is being able to determine the state of a customer order (e.g. ordered arrived, awaiting delivery, invoice paid) so that problems in its operation can be identified and corrected.

Optimization

Process optimization includes retrieving process performance information from modeling or monitoring phase; identifying the potential or actual bottlenecks and the potential opportunities for cost savings or other improvements; and then, applying those enhancements in the design of the process. Overall, this creates greater business value

Re-engineering

When the process becomes too noisy and optimization is not fetching the desire output, it is recommended to re-engineer the entire process cycle. BPR has become an integral part of organizations to achieve efficiency and productivity at work.

Benchmarking

is a continuous, systematic search, the best practices of competitors and companies from related industries, as well as constant comparison of the changes and results from the established business model following their own business organization.

Comparison is at the corporate, process level and at the level of activity. There are a number of subsystems that can evaluate and create a program of constant improvement of business results:

ABC (Activity Based Costing) - management cost, based on the identification of sources of cost allocation and control of overhead costs by activity, a clear track and eliminate activities that do not bring additional value to the consumer. Analysis of the organization by activity in the context of each major process can detect significant reserves for cost reduction and eliminate activities that are duplicated, and those that do not bring additional value to the consumer.

CSF (Critical Success Factors) - a system analysis of critical success factors of the company that allows you to create and maintain competitive advantages that translate to: offer real profit (surplus value) to the consumer; creating significant difficulties in imitation of competitive advantages other companies only with the fact of his own existence (the point is to create an instant response to any external changes of) access to differentiated markets.

QFD (Quality Function Deployment) - System design of a new product / service that effectively responds to the needs of consumers, reducing the time out on the market and ensuring the increase of the enterprise market. The system should be implemented at each facility.

TCA (Transaction Cost Analysis) - System cost estimates for the coordination of processes. Application of this system to optimize communication between processes.

TBC (Time based Competition) - evaluation system "temporary competition", which allows the introduction of coordinate activities on the market in time.

BSC (Balanced Scorecard) - a complex system monitoring business results. Application of this system allows the company to monitor the following components: efficiency of operations (in terms of quality) of personnel (in terms of prospects), customer satisfaction (work with the consumer perspective), the financial condition (in terms of the financial perspectives), long-term strategy (its prospects). The advantage of a clear quantitative and qualitative expression of perceived business results both in terms of all the above components.

ROI (Return on Investment) - evaluation of ROI to assess the return on domestic and foreign investment companies.

TTM (Time-to-Market) - time to market entry. Index tracks the total time spent now to respond to needs that have appeared or changed in the market, while the supply of product / service to market.

Theme 27. ECONOMIC SECURITY OF ENTERPRISE

Economic security of enterprise is such state of corporate resources and enterprise possibilities, for which their most effective use is guaranteed for the stable functioning and dynamic scientific and technical and social development, prevention of internal and external negative influences (to the threats)

1. A *financial constituent* is achievement of the most effective use of corporate resources

2. *Intellectual and skilled constituents* are a maintenance and development of intellectual potential of enterprise; effective management a personnel

3. *Tekhniko-technological constituent* is a degree of accordance of the technologies applied on an enterprise world analogues in relation to optimization of charges of resources

4. *Politikal constituent* is the comprehensive legal providing of activity of enterprise, observance of current legislation

5. *Informative constituent* – effective informatical-analytical providing of economic activity of enterprise

6. *An ecological constituent* is an observance of operating ecological norms, minimization of charges, from contamination of environment

7. A *power constituent* is providing of physical safety of workers of firm maintenance of its property

TYPES OF ACTIVITY OF SECURITY SERVICES

| Type of activity | Direction of activity | Subsection of firm |
|--|---|---|
| Providing of fizical and moral safety of employees | <ul style="list-style-type: none"> • A guard of employees, collection of information, and preventive actions is with the purpose of prevention of threat of their safety | <ul style="list-style-type: none"> – Security service – Informaciyno-analitichniy subsection |
| Guaranteing of safety of property and capitals of enterprise | <ul style="list-style-type: none"> • Guard is property (buildings, equipment, transport) • Guard of transportations • Insurance property and risks • Providing of safety of investing | <ul style="list-style-type: none"> – Security service – Financial service служба |
| Safety of informative environment of firm | <ul style="list-style-type: none"> • Protecting is from industrial espionage • Collection of information about the external environment of business | <ul style="list-style-type: none"> – Security service – Informaciyno-analitichniy subsection |
| Providing of favourable external environment of business | <ul style="list-style-type: none"> • Preventive actions for prevention of threats • Work with public and press • Policy of lobbying | <ul style="list-style-type: none"> – Top management of firm – Service a public relation – Security service |

PROGRAM of EDUCATIONAL DISCIPLINE

1. Purpose, object and place of discipline

1.1. Purpose and task of study of discipline: capture of basic sections of the applied economy students, by the methods of organization and efficiency of economy at the level of basic link public production are enterprises, acquisition necessary theoretical and practical knowledges from a management a market economy on the modern stage of its development; acquisition of the detailed knowledges is from economic bases of functioning enterprises are in the system of market relations, forming practical skills, directed on the receipt of the preliminary set results of economy by the optimum use of labour, financial and other resources of enterprise, receipt experience of acceptance scientifically of grounded, economic-administrative solutions in the conditions of market economy.

1.2. The article of study is in discipline: a study of concrete forms of display of economic laws and conformities to law of development of public production is in economic activity of enterprise. The article of cognition is on maintenance made: theory and practice of manage, forming and use of production potential, co-operation of all types of resources, organization and efficiency of economic, and other types of activity of enterprise.

1.3. Place of discipline into structurally-logical sheme of preparation specialist

| Disciplines which are preceded the study of this discipline | Disciplines after this discipline |
|---|---|
| <ul style="list-style-type: none"> - introduction to speciality; - microeconomics; - mathematics for economists; - statistics | <ul style="list-style-type: none"> - organization of activity of enterprises of municipal economy; - regional economy; - economy of labour and sociallabour relations; - economic analysis; - planning and control is on an enterprise; -economy and organization of innovative activity; -implementation of term, diploma and master's degree papers. |

2. Distributing of time after the modules and semantic modules and form of educational work of student

| Maintenance of educational discipline | All,credits/ hours | form of educational work | | |
|--|-----------------------|--------------------------|-----|-----|
| | | Lect | Pr. | SI |
| Module 1. Enterprise as a basic link of economy-production sphere | 3/108 | 24 | 24 | 60 |
| CM 1.1. Enterprise in the market conditions of economy | 1,5/54 | 12 | 12 | 30 |
| CM 1.2. Organization of production on an enterprise | 1,5/54 | 12 | 12 | 30 |
| Module 2. Resource providing of production activity and it end-point | 5/180 | 44 | 44 | 92 |
| CM 2.1. Production resources of enterprise | 2,5/90 | 22 | 22 | 46 |
| CM 2.2 Basic factors of the economy growing | 1,3/46 | 12 | 12 | 22 |
| CM 2.3. Products of enterprise. Competitiveness of products | 1,2/44 | 10 | 10 | 24 |
| Module 3. Economic indicators and mechanism of enterprise function | 1,9/69 | 12 | 24 | 33 |
| CM 3.1. Results and efficiency of activity of enterprise | 1,1/40 | 8 | 16 | 16 |
| CM 3.2.Economic mechanism of functioning of enterprise | 0,8/29 | 4 | 8 | 17 |
| Final control | 0,1/3 | - | - | 3 |
| Together | 10/360 | 80 | 92 | 188 |

3. Educationally qualification requirements

| Ability and knowledge (after the levels of them formed) | Spheres of activity | Functions of activity in a production sphere |
|--|---------------------|---|
| Genesial level: Able the dates of determination of basic concepts; to reproduce the aspects of organization, resource providing and efficiency of activity of enterprise | Production | Organizational, analytical |
| Algorithmic level: To form and process a necessary informative base, using modern methods, to conduct an analysis and calculation of basic economic indicators of activity of enterprise and forecast the dynamics of their change taking into account a modern economic situation. | Production | Analytical, registration-statistical, plan, control |
| Heuristic level: On the basis of analysis of external environment and production-resource to form optimum directions of his development potential of enterprise. | Production | Organizational, plan, informative |

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НАВЧАЛЬНЕ ВИДАННЯ

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