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ЗАСАДИ УПРАВЛІННЯ У СФЕРІ ЗАБЕЗПЕЧЕННЯ РОЗВИТКУ СІЛЬСЬКИХ ПРИКОРДОННИХ ТЕРИТОРІЙ

Анотація. У статті розглянуто засади управління процесом забезпечення збалансованого розвитку територіальних економічних систем, зокрема прикордонних територій сільської місцевості. Обґрунтовано передумови використання конкурентних переваг сільських прикордонних територій в умовах інтеграції й конвергенції. З метою відображення багатоманітності аспектів розвитку територіальної економічної системи, зокрема й сільських прикордонних територій, та узагальнення існуючого досвіду, систематизовано класифікаційні видові ознаки розвитку досліджуваних систем. Відмічено необхідність поєднання інтересів держави, органів державного управління, місцевого самоврядування та територіальної громади, у напрямі забезпечення дієвого управління у процесі функціонування господарюючих структур в межах сільських прикордонних територій та збалансованого розвитку територіальних економічних систем в цілому.

Ключові слова: засади управління, сільські прикордонні території, умови інтеграції й конвергенції, територіальні економічні системи.

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MANAGEMENT PRINCIPLES IN THE SPHERE OF THE SUPPORT OF RURAL BORDER AREAS DEVELOPMENT

Abstract. The article deals with the principles of management of the process of ensuring the balanced development of territorial economic systems, in particular, the border areas of the

countryside. The prerequisites of the use of competitive advantages of rural border areas in the conditions of integration and convergence have been substantiated. In order to reflect the diversity of aspects of the development of the territorial economic system, in particular the rural border areas, and the generalization of existing experience, the classification species characteristics of the development of the studied systems have been systematized. The necessity of combining the interests of the state, bodies of state administration, local self-government and the territorial community has been noted, in the direction of providing effective management in the process of functioning of economic structures within the boundaries of rural border territories and balanced development of territorial economic systems in general.

Keywords: principles of management, rural border territories, conditions of integration and convergence, territorial economic systems.

GEL Classification: R1, R5

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ОСНОВЫ УПРАВЛЕНИЯ В СФЕРЕ ОБЕСПЕЧЕНИЯ РАЗВИТИЯ СЕЛЬСКИХ ПРИГРАНИЧНЫХ ТЕРРИТОРИЙ

Аннотация. В статье рассмотрены основы управления процессом обеспечения сбалансированного развития территориальных экономических систем, в частности приграничных территорий сельской местности. Обоснованы предпосылки использования конкурентных преимуществ сельских приграничных территорий в условиях интеграции и конвергенции. С целью отображения многообразия аспектов развития территориальной экономической системы, в том числе сельских приграничных территорий, и обобщения существующего опыта, систематизированы классификационные видовые признаки развития исследуемых систем. Отмечено необходимость сочетания интересов государства, органов государственного управления, местного самоуправления и территориальной общины в направлении обеспечения эффективного управления в процессе функционирования хозяйствующих структур в пределах сельских приграничных территорий и сбалансированного развития территориальных экономических систем в целом.

Ключевые слова: основы управления, сельские приграничные территории, условия интеграции и конвергенции, территориальные экономические системы.

Формул: 0; рис.: 0; табл.: 1; библи.: 11.

Problem definition. In terms of strengthening the principles of market economy and the deepening of market relations there emerge new approaches to public policy management of socio-economic development at both the local economies and the state in general. The task to combine methodical approaches and methodological principles for the management and state regulation of economics of the areas within the administrative and territorial structure of the state through the

implementation of reproductive processes localized at the specific areas in order to improve the level and quality of life.

The analysis of recent research and publications. Methodological approaches to the formation of management basis in the socio-economic development of local economies, particularly in rural areas have been previously reflected in the works of S. Gerasymchuk [1, p. 248] V. Yevdokymenko [2, p. 292] L. Kazmira [3, p. 81-90] L. Kowalska [4, p. 385] V. Kuzmina [5, p. 47-53], M. Lendjel [6, p. 472], M. Malik [7, p.156-163], T. Mironova [8, p. 328], I. Storonyanskoyi [9, p. 292] and other domestic and foreign researchers.

The aim of the study is in the defining of management principles in the process of ensuring sustainable development of rural border areas in conditions of integration and convergence.

Presenting main material. Management components in ensuring balanced development of regional economies, including rural areas, their adaption to the process of convergence and integration within the border regions of neighboring countries is the implementation of an appropriate system of methodological principles. According to some scientists, in the process of management approaches to regional development it is advisable to follow certain principles, mainly [8, p. 108-109]: trust management; the use of regional advantages in the territorial division of labor; combining of interests of all institutions involved in the process of regional reproduction; self-financing; responsibility; relationship between effective economic development of the regional economy and the formation of the resource base and overall social development.

Formation of management approaches to ensure the sustainable development of local economies, in particular rural border areas, including the process of integration and convergence makes it necessary to consider specific scientific, methodical and practical bases for their implementation, mainly:

1. Target management outlining the goals and measures for achievement of its effectiveness. The main purpose of the integration-convergence processes of the development of rural border areas is the creation of preconditions of entities adaptation and rural territorial institutions to cooperate with economic entities and institutions of border regions of neighboring countries. The noted cooperation will promote the creation and operation of joint ventures with partners of the border area of neighbouring countries, rational use of economic and resource potential, strengthen the interaction of its components – the productive forces, technical and economic relations, organizational and economic relations, property relations and economic mechanism. Finally on the analyzed rural areas there will be created a synergistic effect of economic conditions in the conditions of emergence of new economic structures of small and medium businesses.

2. The implementation of the competitive advantages of rural areas in the use of resources and territorial division of labor in the inter-territorial relations. There appears the task to ensure the use of climatic and socio-economic benefits in rural border areas in the territorial division of labor. It is a rational system of efficient use of available labor, energy, raw material, economic, geographic, land, climatic, biological and other resources that would provide adaptation and convergence of economic entities in rural areas in economic space of bordering neighboring countries.

The precondition for the use of the competitive advantages of rural border areas in the process of integration and convergence is the territorial proximity of economic entities on both sides of the border, favorable mentality of the population, availability of appropriate specialists and managers, educated technical personnel, language skills, the ability to transport security with cost savings. As for the development of the social division of labor, topical are specialization processes, cooperation, combining and concentration of production on adjacent rural areas.

3. The combination of the interests of business structures that are involved in the extended spatial reproduction rural in bordering conditions. The principles of providing the implementation requirements of management mechanism of social reproduction have been marked, taking into account the interests of all agencies operating in the area, regardless of ownership and

forms. Among local forms of production and livelihoods, which accelerate socio-economic development of rural areas there should be noted the formation and functioning of new economic entities such as free economic zones, technology parks, techno, agricultural holdings, cluster formation. The above mentioned structures interacting in the process of expanded reproduction of rural areas at the moment and in the future will help to coordinate interests of businesses, attracting both domestic and foreign investment in the economy, ensure the production of competitive products and deepen inter-regional and interstate communications of joint venture border areas on the way to joining the European economic area.

4. Economic independence, economic freedom and economic justice. Adherence to the principles of economic independence is conditioned by a clear division of powers and responsibilities among management branches and newly established communities implies recognition of different forms of ownership and management, allows indicative adjustment of the state in the development of local economies. Economic freedom provides the option for economic activity producers and organizational forms of economic structure and production volumes, conditions of sales and distribution of profits. Marked principles are closely intertwined with economic responsibility for the activities of economic entities, as an important component of economic structures functioning, which are based on the compliance with the rules of the system [10, p. 216]: established by the state for businesses and individuals, government and local governments to harmonize their interests, also through the reimbursement of losses and so on. In the conditions of the market formation, deepening of privatization of the economy, the deployment of privatization and the establishment of the basis of a mixed economy.

5. The formation of the system of economic regulators to strengthen economic integration of rural space of adjacent neighboring countries. Scientific studies confirm that in the European Union the greatest development, financial and institutional support has been received not by intrastate inter-regional integration and integration of separate regions of different countries [9, p. 204]. This integration is most clearly manifested in the implementation of cross-border cooperation of adjacent regions of Western Ukraine (Transcarpathian, Lviv, Ivano-Frankivsk, Chernivtsi) and bordering on these areas the European Union member states (Poland, Slovakia, Hungary, Romania).

6. The diversity of institutional relations and the division of powers between state authorities and local governments on the basis of partnership and governance of reform on the principles of decentralization, through the effective use of the internal potential of the rural border areas, civil society and the involvement of many citizens in solving local problems of the rural areas.

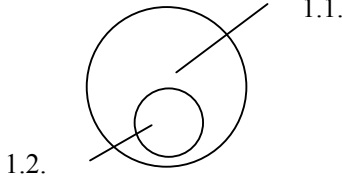
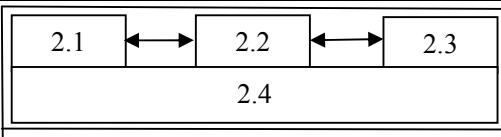
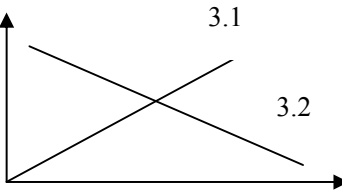
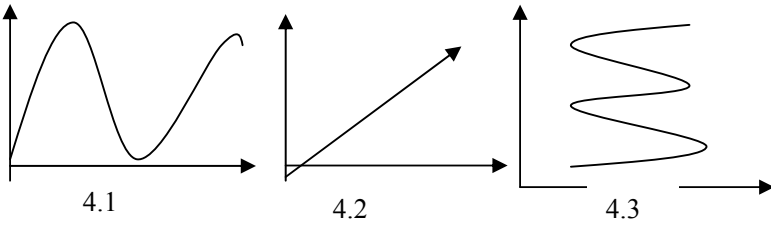
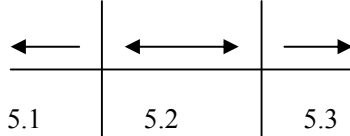
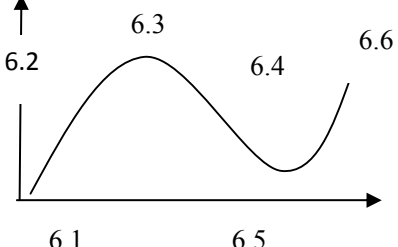
7. Self-financing, which means implementation of measures management operation and development of regional economies, including rural and border areas, should be carried out primarily by revenues generated on the very territory. It is also important to attract investment capital of domestic and foreign investors, private entities involved in the financing of regional socio-economic development of rural areas and the implementation of joint projects with foreign partners of rural development.

8. The responsibility of authorities for implementing the principles of operation management and strategic development of regional economies. In particular, as declared in the program "Europe 2020" (Chapter 5: Achieving results: force) national, regional and local authorities need to cooperate, contributing to the development of national reforms and their implementation. To achieve transformational change, more attention should be paid to transparent criteria for assessing the dynamics of the implementation of the "Europe 2020". This approach will require tight management structure, which should ensure the timely and effective implementation of the programme [11, p. 21]. Marked approach applies to the implementation of regional socio-economic and environmental development of rural border areas on both sides of the border.

In order to reflect the diversity of aspects of the development of the territorial economic system, in particular, the rural border areas, and the generalization of existing experience, we have systematized the classification of specific manifestations of marked development (Table 1).

Table 1

Classification Specific Signs of the Development
of the Territorial Economic System

Classification Sign	Forms of manifestation of the territorial economic system by signs	Schematic representation of the development type
1. By the level of development	1.1. General 1.2. Local	
2. By the type of development	2.1. Social 2.2. Economic 2.3. Ecological 2.4. Stable	
3. By the quality of change	3.1. Progressive 3.2. Regressive	
4. By the character of change	4.1. Cyclic 4.2. Directional 4.3. Spiral	
5. By time	5.1. Retrospective 5.2. Current 5.3. Promising	
6. By the stage of the life cycle	6.1. Origin 6.2. Growth 6.3. Peak 6.4. Recession 6.5. Depression 6.6. Repeated growth	

* Author's development.

The development of a territorial economic system, including any of its types, requires a balanced management approach from both central and local authorities, as well as a set of management tools and their implementation at rural border areas. Regarding development as an object of management of the territorial economic system, regulatory control means management influence in accordance with the established goals and objectives of management in accordance with the chosen development priorities.

In general, under the control of the development of the territorial economic system, we will understand the purposeful process of influencing on the strengthening of this system, ensuring positive qualitative and quantitative changes in it, which causes the transition of such a system to a new state by increasing its viability and capacity.

Management of the development of territorial economic systems requires the use of program-target and normative-value approaches. The program-targeted approach involves the use of a system of methods and principles that ensure the targeting of management activities of the respective governing bodies for the implementation of different programmes and the achievement of the objectives of the system development, taking into account quantitative and qualitative changes occurring in it. The normative-value approach to the management of the development of territorial economic systems is aimed at creating new (positive) values, which is related to the activity in the plane of certain rules and norms, which are required by the appropriate scale of values [5, p. 48].

Thus, at the initial stage of development of the territorial system, goals are formed, which subsequently determine the existing rules and norms of conduct of all subjects of such a system. Thus, it can be argued that any objective is in fact the specification of value rules and norms, their observance in combination and taking into account the scientific, methodological and practical principles of the development of rural border areas will promote, under the influence of competent management, implementation of processes of integration and convergence and the formation of synergistic effect of ensuring the balanced development of the studied systems.

Conclusions. Thus, to ensure efficient management of the operation of the economic structures of the rural border areas is conditioned by the necessity of forming theoretical-methodological and methodological framework that takes into account the principles of perspective development of the studied regional economies. This efficient management of the labeled systems depends on the interaction and convergence of interests of management, government structures and local community. Further research will be aimed at studying the impacts to ensure a balanced development of rural border areas in the integration and convergence.

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