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RESOURCE MANAGEMENT OF AGRICULTURAL ENTERPRISES

Ключевые слова: производственные ресурсы, аграрные предприятия, ресурсный потенциал, стратегия

Keywords: production resources, agricultural enterprises, resource potential, strategy

Аннотация: Агропромышленное производство – очень ресурсоемкая сфера народного хозяйства, где сконцентрирована более трети всех производственных ресурсов страны. Определено, что совершенствование использования производственных ресурсов обеспечивают соответствующую экономическую эффективность только в том случае, когда частичные меры в улучшении формирования и использования ресурсов обеспечат рациональное их функционирования.

Abstract: Agro-industrial production is a very resource-intensive sphere of the national economy, where more than a third of all production resources of the country are concentrated. It is determined that the improvement of the use of production resources provides the corresponding economic efficiency only if partial measures to improve the formation and use of resources will ensure their rational functioning.

Agro-industrial production in our country is a very resource-intensive sphere of the national economy, where more than a third part of all production resources of the country are concentrated. However, due to the acute and extremely long financial and economic crisis, the agro-industrial complex has lost its ability to even simply reproduce the resource potential, and its structural imbalance and lack of some production resources, especially logistical and energy resources, lead to their inefficient use.

The enterprise with the modern organization of production realizes the corresponding types of economic activity, which are carried out by individual production units of the enterprise with adequate providing resources. Thus, the formation and use of production resources in close relationship with other activities of the enterprise provides the effectiveness of its operation [3, p. 55].

The main task of enterprise subsystems is to comprehensively meet the needs for production resources of economic units of the enterprise and to create appropriate conditions for their effective use within the whole enterprise. It is determined that the needs and means of their meeting differ depending on the production and other tasks of the enterprise. Activities related to the development or modification of organization of formation and use of production resources of the enterprise, should take the form of appropriate measures that can be qualified by the extent of coverage:

- comprehensive, covering all types of production resources of the enterprise;
- partial, related to the appropriate type of production resources;
- organizational and technical measures related to the modernization of organization of formation and use of production resources.

The practical experience of agricultural enterprises and its theoretical generalization show that improvements in the use of production resources ensure adequate economic efficiency only when partial measures to improve the formation and use of resources will ensure their rational functioning as a whole. The resource potential of an enterprise is a system- generalizing concept that includes a certain number of structured elements and is constantly or periodically influenced by internal and external factors. The resource potential of an agricultural enterprise should be understood as the complex of land, logistical, labor, financial and information resources of an agricultural enterprise, acquired by it in the process of economic activity, contributions of participants and lease

and intended for the organization of production, commercial and financial activities [2, p. 62].

All components of the resource potential of agricultural enterprises in a market economy should function as a commodity. And this necessitates the organization of markets of land, labor, logistical resources, capital. Speaking about the land market, it should be noted that its main features in the agricultural sector are: the use of land for agricultural production, its limited space and eternity (provided by rational use). Functioning of land as capital is possible only in conditions of a full-fledged agricultural land market, when it becomes possible for the latter to move from inefficient users to more efficient ones. Without this, it is almost impossible to count on forming sufficiently effective land relationships.

Today, land plowing in Ukraine is much higher than in the vast majority of countries. The share of arable land in the current structure of the land fund of Ukraine reaches 54.4 %, while in developed countries it is much lower. For example, in the US, this indicator is 19.8 %, France – 32.1 %, Great Britain – 24.8 %, Poland – 44.2 % [1]. In EU countries, land is not cultivated unless one hectare of land receives EUR 500 in profit. Only with such a profitability, the innovation and investment attractiveness of the industry can be ensured, people can be returned to the villages and be provided with comfortable living conditions [6]. Therefore, an urgent problem is the optimization of the land fund of the country, reducing its agricultural reclaiming and plowing, which will allow to improve the ecological status of agricultural landscapes, to intensify production due to the concentration of funds on a smaller land area. Development of the land market will help attract long-term loans to the agricultural sector.

An essential element of any production process is the means of production. They create the production and technical potential of the agricultural sector, which is determined by the set of material elements of production, which provide the ability to perform the entire cycle of technological operations in the production of finished agricultural products [4].

The effective functioning of any agrarian enterprise requires the availability of a proper logistical base and the best possible use of all its components. First of all, it concerns the technical means, which current level of providing is relatively low for most agricultural producers.

The problem of the village is also the faster rate of decrease in the number of working women (compared to men), which deprives rural settlements of development prospects. According to studies, for men, the important motive is the correspondence of the work to the acquired specialty, and for women - a convenient mode of work, proper living conditions and a favorable moral and psychological climate in the workforce. To improve the sexual condition of the peasants, it is necessary first of all to create or restore jobs for rural women. 500,000 jobs were lost in Ukraine alone as a result of livestock reductions. In

addition, according to official statistics, 30 % of the total number of preschools, 16 % of clubs and libraries, 42 % of public catering establishments, 44 % of hospitals, 45 % of shops, 93 % of houses of life have declined over the last 11 years. And this is another 200 thousand women jobs [7].

The primary task of the heads of agricultural enterprises is to retain present employees, who have the most productive age, have sufficient levels of qualification and practical experience. They should take care to improve the industry structure of the enterprise, which would allow to provide a fuller workload of employees throughout the year. The employment of rural population is facilitated by the development of labor-intensive industries (vegetable growing, viticulture, gardening, cattle breeding, pig breeding, etc.) [1, p. 23]. Among the measures of state regulation of the labor market, the most important are: implementation of priority financing of rural social sector development; development of regional integrated programs for crisis management; promoting entrepreneurship, private initiative; increase of efficiency of labor resources use; enterprises, institutions, and organizations that create new jobs in high-unemployment regions of the local population should receive income tax benefits and other financial assistance as required by law. An important factor in achieving the proper efficiency of the reformed enterprises activity is the high competence and business qualities of managers and specialists who are able to determine the future development strategy [5, p. 20].

Effective management of the agricultural enterprises resources will ensure a stable position in the market in case of implementation of innovative strategic management tools, namely a successful combination of knowledge, experience, technologies (key competences) under the following conditions:

- 1) the enterprise, possessing various resources, must combine them in its production activity. This combination enhances and complements resources, making them unique and inaccessible for competitors;

- 2) market success for an enterprise is guaranteed if the enterprise selects and combines resources more intensively than its competitors;

- 3) as a result of an effective and successful combination resources take the form of key competencies that are inaccessible and unchanged for competitors;

- 4) the source of the formation of key competence is the innovation, technical and technological capabilities of the enterprise;

- 5) the impetus for developing key competencies is the readiness of the consumer to benefit from them and to pay for new products created as a result of their implementation;

- 6) key competences form tangible and intangible assets (unique knowledge, information technologies, technological and organizational know-how, goodwill) that only increase over time, the quality and efficiency of their use increases;

7) any agricultural enterprise can acquire key competences through the formation of unique databases, the creation of a suitable climate in the workforce, creative use of innovative ideas [7].

Implementation of strategic management of resource potential is carried out with the help of the strategy chosen by the enterprise, since it, if successfully implemented, ensures the achievement of the set goal. Development of strategic priorities is impossible without the formation of elements of strategic management of the resource potential of the enterprise. Literature dedicated to strategic management uses the term "strategic potential of an enterprise", that means the complex of available resources and capabilities to develop and implement an enterprise strategy. In this case, the focus is on the resources of the enterprise used to develop and implement the strategy. However, strategic potential is formed by not only the available resources, but also by the resources that an enterprise can acquire, changing their characteristics in the process of implementing strategic decisions. Therefore, both available and potential resources need to be added to the resources that form the enterprise's potential [7].

A strategically oriented resource potential of an agricultural enterprise is the adequacy and sufficiency of the enterprise's resources and competencies to develop and implement a strategy in order to obtain sustainable competitive positions in the market. This position is completely responds to the resource theory and assumes that the strategic development of the enterprise is determined by the available qualitative resources, which correspond to the concrete agricultural enterprise, its strategic goals. The availability and quality of resources and competencies determine its own configuration of possible directions for strategic development of the enterprise.

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ОСОБЕННОСТИ ПРОЦЕССОВ ИНФОРМАТИЗАЦИИ СЕЛЬСКИХ ТЕРРИТОРИЙ РОССИИ

Ключевые слова: сельские территории, информационно-коммуникационные технологии, сельское население.

Key words: rural areas, information and communication technologies, rural population.

Аннотация: На основании данных официальной статистики, а также Федерального статистического наблюдения по вопросам использования населением информационных технологий и информационно-телекоммуникационных сетей проанализирована динамика развития средств информационно-телекоммуникационной инфраструктуры и доступа на сельских территориях России. Установлено, что показатели развития ИКТ инфраструктуры в сельской местности отстают от заложенных в Государственной программе «Информационное общество (2011–2020 годы)» темпов роста основных индикаторов, несмотря на динамично развивающуюся ИКТ-инфраструктуру сельских домохозяйств.

Abstract: Based on the data of official statistics, as well as the Federal Statistical Observation on the use of information technologies and information and telecommunication networks by the population, the dynamics of the development of information and telecommunication infrastructure and access in rural areas of Russia has been analyzed. It was found out that the indicators of the development of ICT infrastructure in rural areas did not overtake the growth rates of the main indicators laid down in the State Program “Information Society (2011–2020)”, despite the dynamically developing ICT infrastructure in rural households.