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FEATURES OF MANAGEMENT OF INDUSTRIES AND ENTERPRISES OF THE AGRO-INDUSTRIAL COMPLEX

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Formulation of the problem. This article discusses the features of management of industries, enterprises and activities in the agro-industrial complex. The problem under study occupies a key position in the field of periodic improvement of agribusiness management. *The purpose of the study* is to identify and take into account the features of various factors in the management of the agro-industrial complex: natural and climatic, economic, industrial, biological and other. *The subject of the study* is a more detailed study of management in the agro-industrial complex, the disclosure of essential phenomena and functional features in the practical management. *Research methods.* Various methods are used: introduction of new methods; development of new models that take into account the aggregate features of the agro-industrial complex; scientific abstractions; analysis and synthesis; historical and logical method; system approach; observational approach. *The hypothesis of the study* is various recommendations on taking into account and using industry-specific features of the agro-industrial complex. *Presentation of the main material.* The main focus of the study is on the peculiarities of agro-industrial management. It is determined that the management mechanisms of the agro-industrial complex should take into account the characteristic features and functional properties of its industries and enterprises. *The originality and practical significance* of the study consists in the development of a single concept that will take into account industry and other specifics in the practical development of the agro-industrial complex. *Conclusions and prospects for further research* consist of a qualitative transformation of the management activities of the agro-industrial complex in the future.

Key words:

management, modernization, features, organizational, industry, cluster, features, properties, multi-functional.

ОСОБЛИВОСТІ УПРАВЛІННЯ ГАЛУЗЯМИ І ПІДПРИЄМСТВАМИ АПК

Постановка проблеми. У даній статті розглянуті особливості управління галуззю-ми, підприємствами та видами діяльності в АПК. Досліджувана проблема займає ключову позицію в області періодичного вдосконалення управління АПК. *Мета дослідження* – виявлення і врахування особливостей різного роду факторів в управлінні АПК: природно-кліматичних, економічних, галузевих, біологічних та інших. *Предметом дослідження* є більш детальне вивчення управління в АПК, розкриття сутнісних явищ і функціональних особливостей в практичному управлінні його сфер і підприємств. У дослідженні застосовуються різні *методи* – впровадження нових методів в управлінні; розробка нових моделей, що враховують сукупні особливості АПК; наукові абстракції; аналіз і синтез; історичний і логічний метод; системний підхід; наглядова підхід. *Гіпотезою дослідження* є різні рекомендації про облік та використання галузевих особливостей АПК. *Виклад основного матеріалу.* Основний акцент в дослідженні зроблений на обліку особливостей в агропромисловому господарюванні. Визначено, що механізми управління АПК повинні враховувати характерні ознаки і функціональні властивості його галузей і підприємств. *Оригінальність і практична значущість* дослідження полягає в розробці єдиної концепції, яка буде враховувати галузеві та інші специфічності в практичному розвитку АПК. *Висновки і перспективи подальших досліджень* полягають в ка-кількісний перетворенні управлінської діяльності АПК на перспективу.

Ключові слова:

управління, модернізація, особливо, організаційний, галузевої, кластер, ознаки, властивості, багатофункціональний.

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ОСОБЕННОСТИ УПРАВЛЕНИЯ ОТРАСЛЯМИ И ПРЕДПРИЯТИЯМИ АПК

Постановка проблемы. В данной статье рассмотрены особенности управления отраслями, предприятиями и видами деятельности в АПК. Исследуемая проблема занимает ключевую позицию в области периодического совершенствования управления АПК. *Цель исследования* – выявление и учет особенностей различного рода факторов в управлении АПК: природно-климатических, экономических, отраслевых, биологических и иных. *Предметом исследования* является более детальное изучение управления в АПК, раскрытие сущностных явлений и функциональных особенностей в практическом управлении его сфер и предприятий. В исследовании применяются различные *методы* – внедрение новых методов в управлении; разработка новых моделей, учитывающих совокупные особенности АПК; научные абстракции; анализ и синтез; исторический и логический метод; системный подход; наблюдательный подход. *Гипотезой исследования* являются различные рекомендации об учете и использовании отраслевых особенностей АПК. *Изложение основного материала.* Основной акцент в исследовании сделан на учет особенностей в агропромышленном хозяйствовании. Определено, что механизмы управления АПК должны учитывать характерные признаки и функциональные свойства его отраслей и предприятий. *Оригинальность и практическая значимость исследования* состоит в разработке единой концепции, которая будет учитывать отраслевые и иные специфичности в практическом развитии АПК. *Выводы и перспективы дальнейших исследований* состоят в качественном преобразовании управленческой деятельности АПК на перспективу.

Ключевые слова:

управление, модернизация, особенности, организационный, отраслевой, кластер, признаки, свойства, многофункциональный.

Formulation of the problem. The degree of problematycity of this study is closely related to a variety of theoretical and practical approaches, which are characterized taking into account the real-life features in the management processes of the agro-industrial complex. Consequently, the processes of formation of agro-industrial education and ensuring its effectiveness should be characterized by a significant number of important features: natural, climatic, social, economic, environmental, infrastructural, demographic and market, which is the relevance of the study.

One of the key issues in the analysis of the management of strategic development of the agro-industrial complex is to clarify the requirements for such development [1, p. 18]. The study shows that in the market transformation of the agro-industrial complex, a special place belongs to the organizational and management structure of its functioning. If we pay attention to the complexly organized structure, inter-farm functional nature, multi-level ties and the rapidly changing market appearance of the agro-industrial complex, we note that it is the largest inter-sectoral territorial-production complex. Consequently, the management of this complex unites the most important spheres of the economy and solves their problems in a single context. At the same time, technologically interdependent processes

and various types of activities of the agro-industrial complex should acquire a holistic and expedient character.

Therefore, the interpretation of the categories “functioning features” and “management features” of the agro-industrial complex must be sought in their essential phenomena - the classification characteristics of their features and novelty, which require solutions in a single context. Taking into account the above statements and objective circumstances of the inter-farm functioning of the agro-industrial complex, we come to the conclusion that the usefulness and efficiency of the sectoral cluster of the agro-industrial complex largely depends on the result of a multifunctional and multi-level management system. The main tool in solving agro-industrial complex management systems is monitoring the state of the control object and the progress of the implementation of its strategic tasks [2, p. 241].

There are many methods for managing the spheres and enterprises of the agro-industrial complex, and each of them requires a special choice depending on their reasonable efficiency and applicability. Naturally, both general and specific management of the agro-industrial complex contain the key aspects of its socio-economic transformation, the achievement of positive changes in the main areas of economic activity. Consequently,



management in the intersectoral management of the agro-industrial complex acquires various properties and functional characteristics. Proceeding from this, it acquires a multifunctional and multidimensional character, faces complex and difficult to solve problems. Depending on the nature of specific activities, the management of the agro-industrial complex acquires various types and forms of activity: regulatory, long-term, operational, joint, corporate and others.

The essence of the theoretical and practical significance of agro-industrial complex management is the development of a unified concept that could cover not only all aspects of expanded reproduction, but also internal and external problems of intersectoral management. Consequently, large-scale horizontal-vertical aspects of the functioning of the agro-industrial complex require periodic improvement of its control systems. This opens up all sorts of options for the systemic management of the agro-industrial complex's economic activity, ensuring the balance of economic indicators. Consequently, "balanced scorecard is an effective management tool used to consistently achieve the set goal, focused not only on internal, but also external factors affecting the functioning of the enterprise" [3, pp. 50-51].

Let us emphasize that, based on a full-fledged cluster characteristic - intersectoral integration behavior (production, processing and sale of food), the territorial location of economic entities and their productive forces, as well as climatic, socio-economic, ecological, infrastructural and other conditions of functioning - management of the agro-industrial complex has its own characteristics. It should be especially noted that today clusters are becoming an increasingly popular approach to the development of the agro-industrial complex, improving its management methods and increasing competitiveness, as well as stimulating innovative development [4, p. 145].

We must not forget that the main tasks of the agro-industrial complex management are not only to achieve a purposeful unification of its spheres and enterprises, but also to ensure the effectiveness of their main technological cycle, focused on the full satisfaction of the growing needs of the population in the necessary agri-food products. Despite all the

circumstances, the essence of the system management of the agro-industrial complex is to achieve its full-fledged cluster characteristics - to ensure effective organization, coordination and control over integration activities. The special role of this management is to transform the behavior of economic entities of the agro-industrial complex from unorganized into a systemic activity that has integrity, feasibility and purposefulness with the establishment of the necessary legal norms and rules of the game [5, p. 15].

Analysis of recent research and publications. It should be especially noted that this problem, leading to the formation of a management system in the agro-industrial complex, should take into account the existing specific features of the factors present, identify their role in various functional coordinates. This will make it possible to determine the positive or negative significance of natural, economic, social and other factors in achieving the efficiency of the agro-industrial complex. This problem, acquiring a large-scale character, requires further study of recent studies.

According to competent specialists (Ushachev I. G., Serova E. V., Petrikov A. V., Agirbov Yu. I., Shetinin V. P., Kovalenka N. Ya., Chekalin V. S., Serkov A. F., Bondarenko L. V., Kulikov I. M., Egorov E. A., etc.), the great difficulty lies in the fact that there is no systematic approach to solving this problem. This does not allow us to identify many positive properties and signs, to determine their place and role in achieving efficiency in the main technological chain of the agro-industrial complex, to give a more accurate assessment of their impact. The complexity of this problem requires in-depth developments, which can be decisive in the future development of the agro-industrial complex.

Agreeing with the opinions of major specialists, it should be said that a characteristic feature in the management of the agro-industrial complex is the use of a unified systematic approach, covering the features of natural-economic, scientific-production, market and other factors. This approach can give a complete picture not only of the ongoing changes in these areas, but also determine their role in the long-term strategic development of the agro-industrial complex. Although the as-





assessment of the impact of individual factors on the economic activity of the agro-industrial complex has a different degree of detail, their effectiveness and importance are cumulative.

Purpose of the article. The aim of the study is the disclosure of the level of controllability of the agro-industrial complex, the study of conjuncture-factor components in ensuring the effectiveness of agro-industrial spheres. The following should be selected as the main tasks: to study the dynamics of the retrospective development of the agro-industrial complex; to analyze investment in the spheres and enterprises of the agro-industrial complex; identify the state and movement of real operating assets; to study the improved characteristics of the cultivated land; determine the role of state and non-state financial markets in the development of the agro-industrial complex; to identify the state of relations between the integrated spheres of the agro-industrial complex and stakeholders; analyze the level of leasing operations, etc.

The current economic situation in most of the agro-industrial complex of the regions of Russia shows that today its production spheres, especially agricultural ones, do not have a sufficiently high level of efficiency and controllability. There are no progressive principles and necessary conditions for effective functioning, and the existing macroeconomic indicators do not have a positive impact. Consequently, with low investment activity and difficult natural and economic conditions of functioning, the management methods of the agro-industrial complex remain insufficiently effective.

The way out of this situation is not only to intensify state financial and economic assistance, but also to improve management in the agro-industrial complex, improve management methods, taking into account the use of existing features of various areas. Since a high level of control over the agro-industrial complex, having a large-scale strategic nature, is a reliable guarantor of ensuring food independence, accelerating the process of socio-economic and market transformation.

Presentation of the main research material. Let us emphasize that today many of the difficulties of ineffective management of the agro-industrial complex are its weak or-

ganizational and management activities. Untimely regulation of internal inter-sectoral relations and the integrity of the structural composition of the agro-industrial complex leads to the destruction of the balance of integration and market behavior. The main task in the management of the agro-industrial complex is to ensure the right combinations between technologically interacting areas and enterprises. Compliance with the principles of effective interaction, preservation of the integrity and purposefulness of the spheres and enterprises of the agro-industrial complex are a reliable guarantor of the stable functioning of its main technological cycle "finance-science-production-processing-storage-procurement-transportation-sale".

Based on the above statements, we note that in order to achieve sustainable development of the agro-industrial complex, it is necessary to ensure periodic improvement of its management mechanism. Any management in the agro-industrial complex should take into account the characteristic features and peculiarities of the functioning of its spheres and enterprises. At the same time, the management of the agro-industrial complex must retain the main functional attributes: planning, forecasting, organization, motivation, coordination, conducting operational accounting and control over all resources (labor, material and technical, natural, land) and their effective operation, as well as other processes of adopting appropriate management decisions. Consequently, underestimation of specific sectoral and territorial features of the agro-industrial complex, as well as priority areas of operation, creates colossal difficulties that lead to the destruction of the systemic conduct of economic activities.

Unlike other spheres of the economy, the main feature of agriculture is that it deals with wildlife, living means of production. The objective nature of this circumstance is more clearly manifested both in the development of animal husbandry and crop production. Consequently, in agriculture, the output of marketable products depends not only on changes in the main parameters of the factorial components of production spheres (labor, land and capital), but also on changes in natural and climatic factors that are absent in other sectors

of the economy. Therefore, in the management of the agro-industrial complex, calculated indicators are of great importance, taking into account the positive or negative roles of not only natural and climatic, but also environmental, demographic, infrastructural, territorial, and land factors.

These factors, being the fundamental elements of the economic system of the agro-industrial complex, are a determinant of the efficiency of agricultural production, obtaining the final result. More reliable information about these factors and their correct accounting in the economic system make it possible to assess the degree of effective agricultural management - to identify the impact of natural and climatic factors in specific territories or zones. Elimination of the imbalance territorial development of the agro-industrial complex is the task of a scientifically grounded state policy [6, p. 109]. When modeling sustainable development of agriculture, there is a need to predict a number of indicators that reflect the development of territories that have a close relationship with the natural environment [7, pp. 94, 95].

Let us emphasize that, as a unique means of production, land in agriculture is both an object and a subject of labor. Its uniqueness also lies in the fact that, unlike other means of production, the life of the cultivated land is not limited. The latter is closely related to the improvement of the quality characteristics of the used land - the construction of reclamation systems, the achievement of the normative level for the application of organic and mineral fertilizers, the use of new land cultivation technologies, the cultivation of agricultural crops, etc. Proceeding from this, management in agriculture, acquiring a specific character, becomes a peculiarly complex sphere in solving multidimensional problems. This means that when regulating the activities of agriculture, it is necessary to take into account the peculiarities of various factors (natural and climatic, scientific and industrial, biological, social, environmental, infrastructural, market, etc.), to identify the degree of their impact on socio-economic life.

The applied comprehensive measures to increase the area and improve the quality characteristics of the cultivated land - increasing

the return on a unit of land area - require the development of periodic modification of elements in the agricultural management system. Only perfect mechanisms for managing agriculture can provide it with timely and sufficient amounts of financial resources, increase the level of intensity of cultivated lands, protect them from abnormal natural and other phenomena, achieve the production of high-tech products and improve the conditions for sale. All this means that a special place in management belongs to the formation of the production and market strategy of the agro-industrial complex using domestic and international experience. This requires paying great attention to the most promising areas of development of production technology [8, p. 52].

Note that based on the existing natural climatic conditions and biological processes, the production cycle of agriculture covers a longer period of time. This cycle can reach several years, which to a greater extent increases all kinds of risks and uncertainty in the economic activity of the agro-industrial complex. Consequently, the danger of increasing the risk and uncertainty of the economic activity of the agro-industrial complex predetermines the need to create scientifically grounded long-term programs that reflect the complex of tasks of effective management. The latter will create the necessary favorable conditions that can reduce the level of risk and uncertainty. Contrary to all circumstances, the principles of effective management should focus on strengthening the integration behavior of the agro-industrial complex in the intersectoral technological processes of long-term strategic development [9, p. 21].

It is known that the seasonal nature of agricultural production and the uneven use of its material, technical, financial, labor and other resources require managers to search for more efficient options for their operation. Consequently, the characteristic features and specifics of the functioning of the agro-industrial complex require mandatory consideration of the existing features of its integration behavior. The main task at the same time is not only to achieve consistent and full-fledged functioning of the main links of the agro-industrial complex (agricultural and pro-





cessing), but also their successful transition to domestic and foreign commodity markets.

An important role in the management of the agro-industrial complex belongs to the diversity of ownership and the territorial characteristics of agricultural production. It is known that agricultural producers are divided into three categories: a) agricultural organizations; b) farm (peasant) households and c) households - personal subsidiary plots (LPH). Studies show that the above economic categories, both for objective and subjective reasons, have a strong discrepancy both in the field of financial and logistical support, and in the conduct of economic activities in general. Consequently, depending on the position occupied and the size of the economy, these categories have not only different levels of state support, but also different degrees of application and use of the necessary means of production, especially land.

A similar situation can be attributed to the unequal volumes and quality of their commercial products, the use of veterinary, agro-technological and other services, the formation of a socio-cultural environment, consumer and other services, etc. Let us emphasize that among all branches of the agro-industrial complex, a special place belongs to its main link – agriculture. As a priority, the development of agriculture requires constant regulation of its subsectors, providing them with comprehensive state financial, economic, legal and other support. The diversity of ownership and the multidimensionality of sectoral functioning, as well as the multidirectional territorial distribution of economic entities and their productive forces require the use of specific solutions in the management of the agro-industrial complex.

Based on the above statements, we note that depending on the complex organizational structure and intersectoral management, the management of the agro-industrial complex should be separated into a separate independent link. Such a link, having a separate character, should embody the following key aspects of management decisions: a) planning and forecasting the long-term activities of agro-industrial spheres; b) accounting and control over the acquired and exploited resources, especially land; c) the establishment of legal norms and economic justifications for agro-

industrial integration behavior; d) regulation of existing conflicts or inconsistencies between interrelated areas; e) establishing the principles of equitable cross-sectoral financing and functioning; f) obtaining the right to major projects, achieving a timely and sufficient amount of investment funds; g) the use of mechanisms for the timely acquisition and effective use of engineering and other industrial products; h) creating the necessary conditions for the transition to the commodity market for all categories of farms (especially small and medium-sized ones) and ensuring the successful sale of their products.

If, on the one hand, the efficiency of the agro-industrial complex depends on the classic appearance of an intersectoral cluster - a rational structure of intersectoral integration behavior - then, on the other hand, on the creation of a system of state support and the formation of optimal intersectoral pricing. Consequently, the accelerated rates of development of the productive forces and the regular improvement of production relations are a reliable guarantee of improving the management of the agro-industrial complex, the creation of a full-fledged economic system of the agro-industrial complex. Only the integrity of the structural composition of the agro-industrial complex and the efficiency of its management are able to achieve high results, increase the competitiveness of marketable products, and ensure a leading position in the domestic and foreign markets [10, p. 64].

Conclusions and perspectives of recent research. Summing up, we note that in order to achieve a systematic management of agro-industrial production and a successful transition to commodity markets, it is necessary to solve many inter- and intra-industry problems. One of these problems is the establishment of an optimal ratio between the prices of industrial products intended for agriculture and the prices of agricultural products. Consequently, the balanced development of the agro-industrial complex requires not only an accelerated rate of financing of its spheres and enterprises, achieving the production of a larger volume of marketable products, but also ensuring acceptable prices for manufactured products between interdependent spheres (agricul-

ture and industry), especially machine-building.

Naturally, progressive management methods of the agro-industrial complex can become fundamental for strengthening the economic potential of its spheres and enterprises, expanding the scale of their production and types of activities. Better management creates not only favorable conditions for effective management, but also a huge incentive to increase the competitiveness of its spheres and enterprises, and increase the corresponding income. Contrary to all the circumstances, the important tasks in the management of the agro-industrial complex are to improve the quantitative and qualitative parameters of the manufactured marketable products, to meet the needs of the population for the necessary domestic goods, and to reduce the volume of imports.

Based on the latest findings, it is of particular importance to develop comprehensive methodological recommendations that can improve the management mechanisms of the agro-industrial complex, introduce the latest achievements of scientific and technological progress into practice, expand the use of science-intensive technologies, and ensure the stability of the agro-industrial complex as a whole. In a generalized view, the correct management of the agro-industrial complex is the basis for ensuring food security, reducing all kinds of risks and economic uncertainties, increasing labor productivity and reducing the cost of production.

Naturally, ineffective management of the agro-industrial complex weakens the ties between its objects and subjects and, as a rule, this leads to many negative consequences, especially the deterioration of production and market relations, the destruction of all kinds of stakeholder ties. The deterioration of the state regulation of the agro-industrial complex slows down the processes of development of the agro-industrial complex, destroys the foundations of the systematic conduct of its sectoral activities. Naturally, the decrease in the role of the state in the development of the agro-industrial complex leads to an active decrease in the rate of growth of production, the emergence of an imbalance state of its economic entities, the destruction of their eco-

nomic potential and intersectoral integration behavior - the inhibition of the transition to a higher quality level of development in general.

Summarizing, we note that in modern conditions of effective functioning of the agro-industrial complex, a special role belongs to the formation of management systems of its economic entities. The strategic objectives of effective management of the agro-industrial complex are to preserve its full-fledged integration behavior, ensure food security and obtain a sufficient effect from the activities of its spheres and enterprises. Therefore, taking into account the objective characteristics of agro-industrial spheres - a variety of climatic, biological, socio-economic and other factors - the management of the agro-industrial complex should be effective. Any form of agro-industrial complex management should focus on the rationalization and successful implementation of intersectoral production processes - the creation of optimization options for activities between the main technologically interconnected areas that can periodically provide effective market changes.

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