

**The Ministry of Education and Science of Ukraine
Ukrainian-American Concordia University
Management and Business Faculty**

BACHELOR GRADUATE WORK

Recent trends in world trade

On the basis of internship report and course work

Bachelor's student of
Field of Study 292 – International Economic
Relations
Educational Program – International Economic
Relations

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Kyiv – 2022

Globalisation, defined as national and regional world economies rapidly merging into a global economy, is spreading and having a significant influence on the economic environment. Trade and financial markets have been liberalized by governments all over the world, resulting in increased international flows of products, capital, and services. A global trend toward privatization and deregulation of economic activity has created more investment opportunities. Meanwhile, the rapid advancement of information and communication technology has brought the worlds of banking, commerce, and services to a near-real-time speed across all time zones. The extraordinary importance of world trade was proved many centuries ago, since trade is the main component of the international economy. Trends in world trade are a consequence of its development and certain steps in growth.

Keywords: globalization, world trade, development, trend, international economy

Глобалізація, яка визначається як національні та регіональні світові економіки, які швидко зливаються в глобальну економіку, поширюється та має значний вплив на економічне середовище. Торгівля та фінансові ринки були лібералізовані урядами по всьому світу, що призвело до збільшення міжнародних потоків продуктів, капіталу та послуг. Світова тенденція до приватизації та дерегуляції економічної діяльності створила більше можливостей для інвестування. Тим часом швидкий розвиток інформаційно-комунікаційних технологій привів банківську справу, торгівлю та послуги до швидкості майже в реальному часі в усіх часових поясах. Надзвичайне значення світової торгівлі було доведено багато століть тому, оскільки торгівля є головною складовою міжнародної економіки. Тенденції світової торгівлі є наслідком її розвитку та певних кроків у зростанні.

Ключові слова: глобалізація, світова торгівля, розвиток, тенденція, міжнародна економіка

Глобализация, определяемая как быстрое слияние национальных и региональных мировых экономик в глобальную экономику, распространяется и оказывает значительное влияние на экономическую среду. Торговые и финансовые рынки были либерализованы правительствами всего мира, что привело к увеличению международных

потоков товаров, капитала и услуг. Глобальная тенденция к приватизации и дерегулированию экономической деятельности создала больше инвестиционных возможностей. Между тем, быстрое развитие информационных и коммуникационных технологий привело мир банковского дела, торговли и услуг к скорости, близкой к реальному времени, во всех часовых поясах. Чрезвычайное значение мировой торговли было доказано много веков назад, так как торговля является главной составляющей международной экономики. Тенденции в мировой торговле являются следствием ее развития и определенных шагов в росте.

Ключевые слова: глобализация, мировая торговля, развитие, тенденция, международная экономика.

APPROVED

Prescript of Ministry of Education and Science, Youth
and Sports of Ukraine
29 March 2012 № 384

Template № H-9.01

PHEE-institute «Ukrainian-American Concordia University»

Faculty of management and business

Department of international economic relations, business and management

Educational level: **bachelor degree**
Specialty: **292 "International Economic Relations"**
Educational Program **"International Business"**

APPROVED

Head of Department _____

202

**TASK
FOR BACHELOR'S QUALIFICATION WORK**

Anastasiia Tykova
(Name, Surname)

1. Topic of the work

Recent trends in world trade (on the basis of internship
in PE "Activ Plus")

Supervisor of the work Roksolana Wabachynska, Ph.D.
(surname, name, degree, academic rank)

Which approved by Order of University from **"22" December 2022 №22-12/2022- 1c**

2. Deadline for bachelor's qualification work submission "19" May 2022

3. Data-out to the bachelor's qualification work materials received during
the internship, international reports, articles,
statistical databases

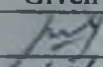
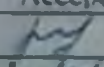
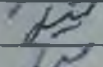
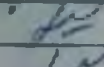

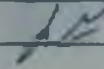
4. Contents of the explanatory note (list of issues to be developed)

There are three main chapters aimed to research
theoretical aspects of foreign trade; to analyze the
economic performance of PE "Activ-Plus"; to develop
main priorities for improving international trade
strategies.

5. List of graphic material (with exact indication of any mandatory drawings)

Illustrations of different industries and its role in trade balance of the world economy. Dynamics of goods and services in world economy

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Rolsoliana Linbeckishhe		
2	Rolsoliana Linbeckishhe		
3	Rolsoliana Linbeckishhe		

7. Date of issue of the assignment

Time Schedule

No	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	14.02-13.03.2022	April
2.	II chapter	14.03-10.04.2022	April
3.	III chapter	11.04-24.04.2022	May
4.	Introduction, conclusions, summary	25.04 - 01.05.2022	in time
5.	Pre-defense	07.06.2022	in time

Student

(signature)

Supervisor

(signature)

Conclusions: The topic of bachelor's qualification work is revealed, the key provisions and conclusions are sufficiently substantiated, allows the work to be defended in line with the stated requirements. The student conducted a comprehensive theoretical research on identifying key trends in world trade. The analytical part is devoted to the statistics of the dynamics of goods and services to forecast future priorities in world trade.

Supervisor

(signature)

CONTENT

INTRODUCTION.....	3
CHAPTER 1. THEORETICAL ASPECTS OF FOREIGN TRADE.....	7
1.1 Outline of the key concepts of foreign trade.....	7
1.2 Role of foreign trade and its aspects for the world economy.....	11
1.3 Development of foreign trade in the process of globalization.....	16
CHAPTER 2. ANALYSIS OF PRIVATE ENTERPRISE "ACTIV-PLUS" ECONOMIC PERFORMANCE.....	20
2.1 Overview of the enterprise.....	20
2.2 Management structure.....	24
2.3 Management of production processes.....	26
CHAPTER 3. MAIN PRIORITIES FOR IMPROVING INTERNATIONAL TRADE STRATEGIES	30
3.1 Mechanism for regulating foreign trade in Ukraine.....	30
3.2 Foreign experience in foreign trade regulating.....	32
3.3 Prospects for improving the management system at the enterprise.....	45
CONCLUSIONS AND PROPOSALS.....	61
REFERENCES.....	65

APPENDICES.....	69
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INTRODUCTION

The rapid intellectual and economic development of mankind is largely determined by the gradual formation of the international trade system, which has come a long way and which, according to the famous economist P. Samuelson offers new "consumption possibility frontiers", ie gives people more goods than they can produce. and this is the essence of international trade. International trade as an exchange of goods and services is not only an external sign of the existence of the world market, but also the material basis of international economic relations, which ensures the integration of the world economy. In modern economic conditions, the activities of each enterprise, organization is the subject of attention of a wide range of market participants who are interested in the results of its operation. On the basis of available reporting and accounting information, these individuals try to assess the financial position of the enterprise. The main tool for this is economic analysis, which can be used to objectively assess the internal and external relations of the object, to characterize its solvency, efficiency and profitability, development prospects, and then make informed decisions based on its results.

Economic analysis is a process based on the study of data on the financial condition of the enterprise and the results of its activities in the past in order to assess

future conditions and results of activities. Thus, the main purpose of economic analysis is to reduce the inevitable uncertainty associated with future-oriented economic decisions.

Modern economic analysis has some differences from the traditional analysis of financial and economic activities. This is primarily due to the growing influence of the external environment on the work of the organization. The dependence of the financial condition of the economic object on external economic processes, the reliability of contractors (suppliers and buyers), the complexity of organizational and legal forms of operation have increased. As a result, the tools of modern economic analysis are expanding due to new techniques and tools that allow to take into account these phenomena. Despite the significant uncertainty in the work of enterprises, the role of forecast analysis, which allows to make business plans, has recently increased.

In an effort to address specific issues and obtain a qualified assessment of the financial situation, business leaders are increasingly resorting to economic analysis. At the same time, as a rule, is no longer satisfied with stating the value of reporting indicators, and expect to get a specific opinion on the adequacy of means of payment, normal ratios of equity and borrowed capital, capital turnover and reasons for its change, types of financing certain activities.

Under these conditions, the role of accounting is changing, whose functions increasingly include not only current accounting and reporting, but also economic analysis solely for the purposes of enterprise management. Only an accountant-analyst who is able to understand the economy of the enterprise, identify all its sores on the basis of financial and accounting data, clearly and clearly establish regulatory measures can meet the new requirements of the administration.

In market conditions, the work activity of the organization, enterprise acquires new forms and directions. As a result, the financial condition of the enterprise is analyzed with the requirements of these changes. There are difficulties in analyzing the financial condition due to economic instability and crisis.

In the conditions of constant change of information, many financial and economic indicators calculated for a certain period of time may further lose their value for analysis due to the instability of the national currency on which this indicator was calculated.

A complete obstacle to the analysis of the financial condition of the enterprise is given by: different forms of ownership, for example, many indicators that characterizing the financial condition of joint-stock companies can not be calculated due to the lack or weak development in the state of the securities market, where the shares of these companies would circulate and which could be judged on the position of issuers.

Instability of the legal framework (financial tax law), it also complicates the analysis of the financial condition of the enterprise. In domestic economics, insufficient attention was paid to the analysis of financial condition, as scientific work in this area loses its relevance before publication. The main task of economic analysis is to assess the performance of organizations, enterprises for previous and current years, identify factors that positively or negatively affected the final performance of the enterprise, to decide whether the balance sheet structure is satisfactory (unsatisfactory) and the company solvent (insolvent) and submission of proposals to the Cabinet of Ministers of Ukraine on the expediency of including this enterprise in the Register of insolvent enterprises and organizations.

The object of the study is a private enterprise "Intermarketservice" which is a legal entity, has an independent balance sheet, seal with its name, corner and other stamps, bank accounts.

The subject of research PE " Activ-plus "

Tasks of research:

- outline key concepts of foreign trade;
- explore the role of foreign trade and its aspects for the world economy;
- to analyze the development of foreign trade in the process of globalization;
- to inspect the enterprise;
- explore the management structure;
- allocated management of production processes;
- to characterize the mechanism of foreign trade regulation in Ukraine;

- to analyze foreign experience in regulating foreign trade;
- identify prospects for improving the management system at the enterprise.

The study of foreign trade regulation is one of the most important areas of modern economic science. It is of great importance not only in theoretical, but also in practical terms, since the results of regulating foreign trade largely determine the effectiveness of the market transformation of the Ukrainian economy, its recovery from the economic crisis and integration into the world economy.

After the declaration of independence, Ukraine took a new path of development – building a Democratic state governed by the rule of law. The liberalization of foreign economic activity and the abolition of the monopoly of foreign trade have made it necessary to form a new state policy in this area. The priorities of modern foreign trade policy have led to the need to reform the foundations of foreign trade activities. The key to a high-quality reform in the field of foreign trade is its proper state regulation. It is the state authorities who should ensure the implementation of the state's foreign trade policy, the effectiveness of which is one of the conditions for the country's establishment in the international economic system. An important condition for the proper organization of the activities of state regulatory bodies of foreign trade is the improvement of legislative support for this area. The implementation of foreign trade is ensured through its state regulation, which is implemented by state bodies with different legal status and powers. Mechanisms for interaction between these state regulatory bodies of foreign trade have not yet been created, which weakens the state's position on integration into the international system of economic relations.

The paper consists of an introduction, three sections, conclusions, and a list of sources used.

CHAPTER 1. THEORETICAL ASPECTS OF FOREIGN TRADE

1.1 Outline of the key concepts of foreign trade

Foreign trade is the paid Aggregate trade turnover between all countries of the world. However, the concept of "foreign trade" is also used in a narrower sense: for example, the total trade turnover of industrially developed countries, the total trade turnover of developing countries, the total trade turnover of countries of any continent, region, for example, Eastern Europe, etc.

Foreign trade is a form of communication between producers of different countries, arising on the basis of the international division of Labor, and expressing their mutual economic dependence. Foreign trade is the exchange of goods and services between state-national Farms. The term "foreign trade" refers to the trade of a country with other countries, consisting of paid import (import) and paid export (export) of goods. Various foreign trade activities are divided by commodity specialization into: trade in finished products, trade in machinery and equipment, trade in raw materials and trade in services [11].

Foreign trade refers to the international exchange of goods in their physical form by exporting (exporting) and importing (importing) them. The international exchange involves traded goods that can be moved between different countries. Commercial goods include products from the manufacturing and mining industries, as well as Agriculture, Hunting, Forestry, and fishing.

The product is included in the international exchange when crossing the border. The sum of exports and imports forms the trade turnover, and the difference between exports and imports represents the trade balance. The trade balance can be positive (active) or negative (deficit, passive). Moving various types of equipment from one country to another is usually accompanied by services such as installation, operation, repair, personnel training, etc., the cost of which is included in the price of the product [14].

The world trade turnover includes all commodity flows circulating between countries, regardless of whether they are sold on market or other terms or remain owned by the supplier.

The basis of foreign trade is traditional commercial trade for cash and on credit. Commercial trade also includes all types of counter-trade: barter exchange, deliveries based on compensation agreements. In both cases, the goods are transferred to the buyer of another country along with the right of ownership. Commercial trading involves the transfer of ownership to the buyer and receipt by the seller of payment for the delivered goods in cash, commodity or other form.

Traditional trade has played an important historical role in the development of other forms of IEO, involving in international exchange first monetary relations and services for servicing the purchase and sale of goods, and then capital, technology, etc. the share of commercial trade in trade turnover between countries decreases. Modern trade also serves other forms of international economic relations, when these relations are associated with the crossing of national borders by goods in their in-kind form.

In addition to commercial trade, foreign trade turnover includes the supply of goods on the basis of agreements on specialization and cooperation of production, on the organization of joint construction of facilities, the construction of industrial facilities with compensation supplies, deliveries under leasing (long-term lease) and other forms of production, scientific, technical and other cooperation. In this case, the supplier remains the owner of the goods delivered to another country [5].

A special place in foreign trade is occupied by intra-branded deliveries, which are carried out within the framework of enterprises of a particular TNC at transfer prices, that is, transfer prices that may be higher or lower than world prices. The share of such deliveries in the world trade turnover is estimated at 40%. Foreign trade also includes goods delivered free of charge, such as humanitarian aid.

Thus, the exchange of goods between countries is carried out on a commercial and non-commercial basis. A commercial exchange cannot be equivalent or non-equivalent. Exchange based on the law of value in accordance with international production costs should be considered equivalent, although countries with low labor

productivity and, accordingly, high production costs give more than they receive. Non-equivalent exchange is based on the arbitrary assignment of inflated or undervalued prices, depending on the interests of the monopolist.

Foreign trade is increasingly affecting the economy of each country. Of what is produced in the country, most of it is exported, and imports play an increasingly important role in the volume of consumption. Thus, the combined volume of exports and imports increases, although their physical and value characteristics can withstand significant fluctuations over time [15].

Foreign trade is mutually beneficial, as it leads to specialization and Exchange. The benefit is derived from the difference in costs in different countries, from the better allocation of resources. Secondly, it allows you to get economies of scale. The current high standard of living in industrialized countries and opportunities to improve this level in other countries are largely based on the international division of Labor, which implies the growth of both free foreign trade and the effective functioning of the payment mechanism serving it.

It is not surprising, therefore, that there is a close relationship between economic growth and international exchange. From 1948 to 1986, the average annual growth rate of world exports was 1.5 times higher than the growth rate of world output. This effect was even stronger in the XIX century (when the influence of STP on production was weaker). He was absent only during the two world wars and the Great Depression [2].

In the twentieth century, World Trade experienced a number of deep crises. The first of them was associated with the World War of 1914-1918, which led to a long and deep disruption of World Trade, which lasted until the end of World War II, which completely shook the entire structure of international economic relations. In the post-war period, World Trade faced new difficulties associated with the collapse of the colonial system. It should be noted that all these crises have been overcome.

In general, a characteristic feature of the post-war period was a noticeable acceleration in the development of World Trade, which reached the highest level in the entire previous history of human society. Moreover, the growth rate of World Trade exceeded the growth rate of world GDP.

Since the second half of the XX century, when international exchange becomes "explosive", World Trade has been developing rapidly. In the period 1950-1994 pp. world trade turnover increased 14-fold. According to Western experts, the period between 1950 and 1970 can be described as a "golden age" in the development of foreign trade. Thus, the average annual growth rate of world exports was 6% in the 50s, 8.2% in the 60s. in the period from 1970 to 1991, the physical volume of world exports (i.e. calculated in constant prices) increased 2.5 times, the average annual growth rate was 9.0%, in 1991-1995. this figure was 6.2% [17].

Currently, the leading economic pairs are four: USA - Canada, USA – Japan, France – Germany, Japan – China. The last of these pairs may be the first.

The main arena of economic events is the world economy as a whole, and not individual national economies. An increase in the rate of economic growth abroad, a decrease in nominal interest rates abroad, or an increase in External inflation encourages domestic economic activity. On the contrary, a decline in economic growth abroad, an increase in nominal interest rates, or a reduction in the level of external inflation hinders the pace of development within the country [15].

The high pace of World Trade continued in the future: by 2003, the volume of World Trade increased by 50% and exceeded 7 7 trillion.

Since the second half of the XX century, the uneven dynamics of foreign trade has noticeably manifested itself. This has affected the balance of power between countries in the global market. The dominant position of the United States was shaken. In turn, German exports approached the American one, and in some years even exceeded it. In addition to Germany, exports of other Western European countries also grew at a noticeable pace. In the 80s, Japan made a significant breakthrough in foreign trade. By the end of the 80s, Japan began to break out into the leaders in terms of competitiveness factors. At the same time, it was joined by the "new industrial countries" of Asia - Singapore, Hong Kong, Taiwan. However, by the mid-90s, the United States is once again taking a leading position in the world in terms of competitiveness. They are closely followed by Singapore, Hong Kong, and Japan, which previously ranked first for six years [13].

So far, developing countries have mostly remained suppliers of raw materials, food and relatively simple finished products to the world market. However, the growth rate of commodity trade lags significantly behind the overall growth rate of World Trade. This lag is caused by the production of substitutes for raw materials, its more economical use, and the deepening of its processing. Industrially developed countries have almost completely captured the market for high-tech products. At the same time, some developing countries, primarily "new industrial countries", have managed to achieve significant changes in the restructuring of their exports, increasing the share of finished products, industrial products, including machinery and equipment. Thus, the share of industrial exports of developing countries in the total world volume in the early 90s was 16.3% [22].

Achieving freedom of trade around the world, and not just in offshore centers, is the main task first of the general agreement on tariffs and trade, and then of the World Trade Organization (WTO), which provides for the same foreign trade regime for all participating countries. The WTO expands its scope of activity to cover not only trade in goods, but also Services: Banking, insurance, transport, intellectual property protection and investment.

1.2 Role of foreign trade and its aspects for the world economy

The main conceptual provisions defining the socio-economic significance of trade with other countries were formulated by the founders of the Classical School of economic science. A. Smith studied the impact of exports of goods on the national economy of the exporting country. He argued that foreign trade increases the country's income and wealth, because it encourages the deepening of the division of Labor and specialization of production, allows you to export surplus goods and overcome the narrowness of the domestic market; contributes to improving technology and increasing labor productivity [10].

D. Ricardo determined the impact of foreign trade on consumption, production and the rate of profit. He saw the usefulness of foreign trade in expanding and making consumption more diverse through cheaper and more diverse imports of goods. On the other hand, due to the large quantity and cheapness of imported goods, foreign trade creates a tendency to save and accumulate capital by reducing consumer spending; moreover, it allows you to increase profits by reducing nominal wages, provided that cheaper consumer goods are imported [8].

D. S. Mill, a follower of D. Ricardo, studied the impact of capital export on the development of foreign trade and production. He argued that the export of capital always contributes to the expansion of trade and the most rational production specialization of the exporting country; it allows you to get cheaper than the national ones, food, raw materials, etc. the export of capital makes it possible, without reducing the rate of profit, to invest more in the production of industrial goods, which can be used to pay for raw products.

Foreign trade has historically been the first form of economic ties between countries. It has passed a long, centuries-old path of development, and its role in the development of productive forces, the birth, formation and diversification of international economic relations has grown and changed, acquiring new qualitative characteristics and functions [9].

The origin and formation of trade between territories, associations, and countries goes back centuries, starting with the exchange of products between pastoral and agricultural tribes. With the formation of the first nation—states in the IV-III millennia BC, trade between them also began to develop, settlement and monetary relations were formed, and means of transport were improved.

The function of foreign trade as a factor of economic development was determined at the stage of manufacturing, when it began to serve the reproduction process, supplying raw materials for industry and food for the population and providing supplies abroad. The manufacturing division of Labor has increased labor productivity by an order of magnitude and, accordingly, the demand for raw materials and sales markets. Trade with other countries created conditions for expanding the volume and

reducing production costs by expanding the scale of production and exporting products to foreign countries, which was facilitated by the formation of the colonial system [12].

The introduction of machines and the development of factory production during the first industrial revolution, which began in England at the end of the XVIII century, and then spread to other European countries, was accompanied by the expansion of foreign trade and the emergence of other forms of international economic relations, which in turn contributed to the further development and diversification of foreign trade [17].

Capital exports played a special role in the expansion of world trade turnover and its diversification by goods and countries. Private export loans from metropolitan areas and other countries contributed to the expansion of commodity exports and an increase in foreign exchange earnings of exporters. Investment capital was exported to colonial and dependent countries, turning them into suppliers of agricultural and mineral raw materials and food for the development of national production and providing for the population of the exported countries.

The export of capital during the gold standard (1870-1914) from England, France and Germany to other European countries, as well as to the United States and Ukraine mainly in the form of government bond loans contributed to the creation and formation of import-substituting industrial production in the host countries and the large-scale expansion and diversification of world commodity flows [5].

Since the 1950s and 1960s, in the context of the liberalization of international commodity trade within the framework of the general agreement on tariffs and trade (GATT), which is gaining strength of the scientific and technological revolution (NTR), as well as the Transnationalization of the activities of large corporations and banks in the United States, and then Western European countries and Japan, foreign trade turnover developed at an accelerated pace. In the 1970s, prerequisites were formed, which gave a powerful impetus to the development of globalization and the expansion of commodity markets in conditions of greater openness and mobility.

The suspension of the dollar's turnover in gold (1971) contributed to an increase in the flow of dollars into international circulation; the abolition of fixed exchange rates

and replenishment of international liquidity at the expense of "petrodollars" stimulated the expansion of international financial and commodity markets. With the coming to power of M. Thatcher in the UK (1979) and R. Reagan in the United States (1981), the process of systematic and structural adjustment of the economies of developed countries began. The transition to an openness strategy has led to further liberalization of commodity markets, a shift away from protectionism in the Export/Import of capital, and the expansion of financial markets [19].

The foreign trade deficit and negative balance on current U.S. settlements with the outside world that emerged in the 1970s have become chronic. In the 1980s, the United States became the largest net importer of goods and capital, with increasing dependence on the dollar exchange rate and foreign capital inflows, which qualitatively changed foreign trade and the peace system as a whole.

The international debt crisis of the 1980s accelerated systemic and structural transformations, liberalization of foreign economic activity and expansion of market space in the developing world. In 1991, the council for mutual economic assistance (COMECON) and the Soviet Union collapsed, the post-socialist countries of the former USSR and the countries of Central and Eastern Europe entered the path of transition to the market and integration into the world economic system.

In the 1990s, globalization as a qualitatively new stage in the development of internationalization of economic life became the leading trend of World Development. In the 2000s, the development of globalization was accompanied by an increasing openness, intensity and scale of economic relations between countries, especially international capital migration. Under these conditions, foreign trade remains the most important factor in economic growth, socio-economic development and internationalization of economic life [13].

The leading role of foreign trade in global economic development is confirmed by its outstripping expansion in comparison with the growth of global GDP and production.

Foreign trade contributes to the internationalization of the world economy and the economic life of individual countries, integrating them into the peace-saving system. It

contributes to the socio-economic development of national economies, creates conditions for the effective use of factors of production, stimulates the development of specialization of production, affects the structure of the national economy, PA volume of production and PA GDP. Foreign trade affects production costs and prices, employment, level and quality of life; at the same time, the export of goods and services and the import of goods perform various functions.

The main function of commodity exports is that they are the main source of foreign currency income. Income from the export of goods even in highly developed countries with a diversified system of foreign economic relations usually accounts for more than half of foreign exchange earnings, exceeding the total foreign exchange income from the sale of services to non-residents, from foreign assets in the form of interest, dividends, profits and other foreign exchange earnings.

Exports of goods affect the volume and structure of national production and GDP. The sale of goods on foreign markets allows us to expand production, increase its efficiency due to specialization and optimal production volumes, and increase the use of production capacities. The export of goods ensures an increase in labor productivity, reduces production costs, improves the quality of export products, etc [13].

Commodity exports perform an important social function; they increase employment and income in export industries. Export directly ensures the interests of producers of export goods and exporters; however, both consumers and producers of other sectors of the national economy are indirectly interested in expanding exports and enjoying their income.

The import of goods primarily satisfies the interests of consumers. It expands the selection of products of the same name, offering products that are not produced in the country, thereby attracting consumers to the achievements of global scientific and technological progress. By increasing competition in the domestic market, imports affect the decline of commodity prices, increase the purchasing power of consumers, the level and quality of life of the population [13].

From the point of view of national interests, imports have a beneficial effect on national production. It allows you to reduce production costs and increase profits by

using cheaper foreign raw materials, energy resources, components, and more productive foreign equipment.

By increasing competition in the domestic market, imports encourage the modernization of production and the creation of new industries. But imports negatively affect employment, and in the face of fierce competition in the local market, they can prevent the creation of production of goods of the same name. Imports replace local products on the market, hinder the development of local production, and lead to the bankruptcy of uncompetitive industries [17].

1.3 Development of foreign trade in the process of globalization

The nature, development and prospects of international trade need to be explored in the context of globalization, as international trade, along with the internationalization of production and capital, increasing international labor migration and global infrastructure development, is an integral part of economic globalization. The current level of globalization sets the rules for and affects international trade [31].

The most popular indicator of the level of international trade is the growth rate of world trade, which has almost doubled the growth rate of gross domestic product since 1980 and the 2008 crisis.

A special trend in international trade in the early 1990s was offshoring - moving certain stages of production to foreign countries in order to minimize costs. As a result, a significant share of world exports and imports is accounted for by intra-firm trade. But accurate quantification of this process in the world is difficult due to differences in national statistics.

At the same time, due to the growing scale of offshoring, the world is experiencing an intensification of the anti-offshoring policy of the international community in the global crisis and exacerbation of debt and budget problems. Deo-offshoring policy is essentially aimed at regulating the world's finances, but it has a significant impact on international trade. World trade in technology transfer continues to

grow. For the development of international trade, it was unexpected to expand the policy of returning some industries back to developed countries from developing countries.

Among the latest trends in international trade is the weakening of the specialization of most countries in the export of certain goods. Factors of production began to be characterized by extreme mobility, and the export specifics of many countries became similar. The reason for this is the improvement of transport schemes and the development of telecommunications [2].

Thanks to the development of telecommunications, a new organizational form of international trade - e-commerce.

Structural changes in world trade are due to its constant assortment improvement, the emergence of new needs of the world community, the emergence of new methods of competition, new legal and organizational forms of its regulation.

Analysis of the state of development of international trade shows that:

- at the top level of world development there is fierce competition between developed post-industrial countries for the sale of scientific and technical products;
- At the middle level of the world market are countries that are on the path of industrialization. The basis of competition at the upper and middle levels is product quality and its consumer properties;
- developing countries are represented at the lower level. Goods at this level have the same quality indicators, and the main form of struggle for the market has become price competition.

The structure of world commodity markets and the inherent nature of competition at each of these levels determine the foreign economic policy of states. The relationship in this policy of liberalism and protectionism, the differentiation of the level of protection of the internal market depends on the choice of market, type, quality and consumer properties of goods, the nature of competition.

Along with the growth and structural improvement of trade in goods on the world market, the trend of increasing the volume of trade in services is growing. This trend is objective due to the fact that with the growth of trade in goods increases the volume of

service flows. There are and are rapidly developing services that are an independent subject of independent exchange - business, financial, engineering, tourism services of various kinds. Business services have gained the greatest dynamics in the world market. They include proceeds from the trade of patents, know-how, software. Under conditions of saturation of the international market with commodity mass and intensification of competition on it, management, engineering, franchising and other services have developed significantly [5].

The tendency to deepen the international division of labor and the development of scientific and technological progress have become major factors in the formation of the geographical structure of trade.

A special trend in the current development of world trade is the close connection with such an element of globalization as the participation of national enterprises in global production networks, which divide the consistent production process, traditionally concentrated in one country, into separate elements that cross national borders. Due to this process, the volume of international trade in components and components of products, especially in the manufacturing industry, has increased significantly.

An important trend in world trade at the present stage is the interaction of trading partners in integration groups, due to the growing volume of many products of many countries, which are becoming too large for their domestic markets, so the creation of a wider economic space [7].

Attempts to establish mutual free trade agreements between both developed and developing countries can be considered a new phenomenon in the general trend of strengthening regional integration. The degree of participation of individual countries in globalization processes, the ability to get mostly positive results from it largely depends on ensuring high growth rates of the national economy, effective cardinal national strategy and current policy with countries or groups of countries with objectively close strategic interests.

The growth rate of world trade relative to world gross product is due to a number of objective reasons, including the intensive development of international transport

infrastructure, cheaper transportation, weakening protectionism, and the continuing deepening of the international division of labor.

High growth rates of international trade have led to an increase in its volume, which in nominal terms has increased 80 times in half a century. The growth of world trade in value, exceeding its pace in physical terms over the growth rate of the world economy is an important trend in the world economy [6].

The dynamism of international trade and its increasing importance in the world economy are due to the objective process of globalization and the growing interdependence of most countries. The processes of global development, which have affected all regions and sectors of the world economy, are changing the relationship between external and internal factors of development.

CHAPTER 2. ANALYSIS OF PRIVATE ENTERPRISE "ACTIV-PLIUS"

ECONOMIC PERFORMANCE

2.1 General overview of the enterprise

Private enterprise " Activ-plus " was founded in June 2006 and is located in the city of Kuznetsovsk, Rivne region, whose turnover has already exceeded the limits for entrepreneurs and hindered the development of the enterprise. At the time of its establishment, the company employed 72 people and had 9 retail outlets and 4 vehicles. The main specifics of the enterprise are trade in food, consumer goods, transportation services, as stated in the company's charter [9].

The owner takes an active part in the work of the enterprise. Due to this, it is actively developing, the volume of trade is steadily increasing, the number of working and outlets is increasing. The financial and economic crisis, which hit the national economy of Ukraine in 2010, slowed down the pace of development and significantly hampered access to credit resources, as well as increased the cost of servicing foreign currency loans due to the devaluation of the national currency hryvnia. But the organization of suppliers and taking measures to stimulate the sale of products allowed the company in such difficult conditions to increase turnover, although there was a reduction in profits during this time. The stable operation of the company is due to the establishment of clear schemes for the supply of products directly from their producers, which allows to sell goods at more affordable prices than competitors and to meet the demand of the population, whose incomes for 2010-2012 have not increased. As well as access to new markets for the company, which allowed to displace competitors and occupied new niches in certain categories of goods [13].

Thanks to successful contracts the volume of which in 2018 exceeded UAH 1.2 million. managed to organize an uninterrupted supply of butter and sour cream to the trade network of the enterprise and ensure their rapid implementation. According to a similar scheme, it was possible to conclude contracts for the supply of alcoholic beverages, sweets, tobacco products directly at the manufacturers. All supply of goods is fully provided by the company's own vehicles, which allows to significantly reduce costs and sell goods at prices lower than competitors [15].

	vs 2020		vs 2019	
	IMPORT	EXPORT	IMPORT	EXPORT
Developed countries	↑ 19%	↑ 18%	↑ 15%	↑ 11%
Developing countries	↑ 30%	↑ 30%	↑ 21%	↑ 24%
South-South Trade	↑ 33%		↑ 25%	
Developing countries (excluding East Asia)	↑ 34%	↑ 40%	↑ 18%	↑ 20%
South-South trade (excluding East Asia)	↑ 43%		↑ 22%	

Figure 2.1: Developing countries' trade rebound continues

Source: [20]

During the period 2019–2020, the cost of sales of goods and services changes at almost the same rate as the amount of revenue. Which indicates that costs remain at a constant level. With the increase in sales and expansion of markets, it is planned in 2018-2019 to reduce costs by 10-15% due to reduced transport costs, in 2019 a Volvo truck was purchased, which will allow for lower costs to supply products from manufacturers to central composition of the enterprise. During 2018–2019, the implementation of the energy saving program approved by Intermarketservice, for the implementation of which in 2019 was spent 40 thousand UAH, and in 2020 50 thousand UAH, managed to reduce the cost of electricity and natural gas. It is planned to use modern energy-saving technologies as much as possible when carrying out capital repairs of stores, both own and when buying leased ones [21].

During the period there is a decrease in profits received by the company. The main reason for this was the deepening of the consequences of the global financial and economic crisis in Ukraine, which caused a decline in the purchasing power of the

population, and hindered access to credit resources, made it much more expensive to service foreign currency loans. PE "Activ-plus" in 2017-2020 for the development of the enterprise in various commercial banks attracted 100 thousand US dollars and 20 thousand euros. Servicing the return of which greatly complicated the work of the enterprise. But during 2019 it was possible to re-negotiate a foreign currency loan agreement in euros in hryvnia, although this led to some losses in the form of an increase in interest rates from 11% per annum to 25%, but eliminated the outflow of currency fluctuations. Most of the loan in US dollars was repaid. The stable operation of the company is due to the establishment of clear schemes for the supply of products directly from their producers, which allows to sell goods at more affordable prices than competitors and to meet the demand of the population, whose incomes for 2019-2021 have not increased. As well as access to new markets for the company, which allowed to displace competitors and occupied new niches in certain categories of goods [42].

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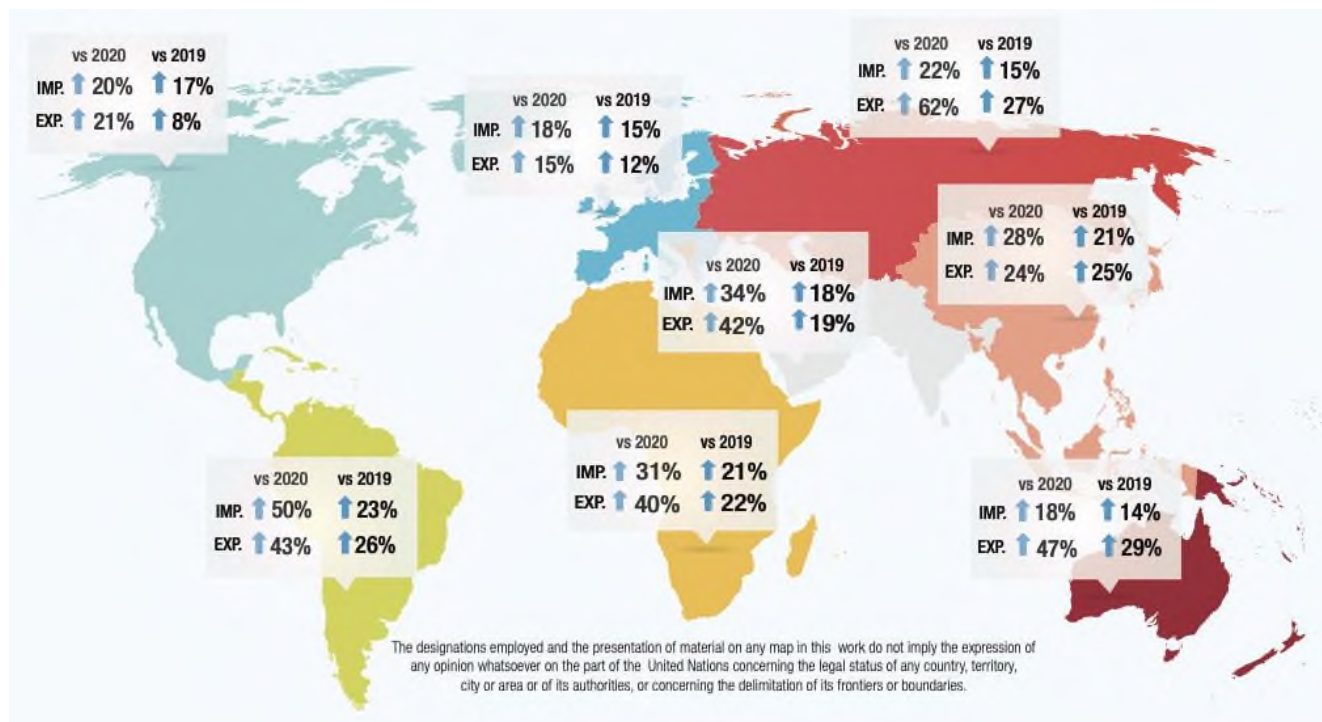


Figure 2.1: The trade rebound in all regions

Source: [20]

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The company does not have a high turnover of staff. The company's management makes every effort to maintain a stable team and strives to improve its professional level. For this purpose, seminars are organized, various courses and trainings are held to involve relevant specialists. Employees of structural subdivisions are sent for

internships at enterprises of Ukraine and abroad, as well as for advanced training courses. The number of employees increases 1.8 times, which indicates an increase in turnover and the need to attract additional employees to ensure the operation of the enterprise. Given the situation on the labor market of the region, it is practiced to receive subsidies for newly created jobs from the employment center, which will compensate the company's labor costs to employees, as well as allow to direct additional funds to develop the company's trade structure and create new jobs [16].

The company makes efforts to encourage honest employees by providing bonuses, additional payments, vacations at a convenient time for the employee. The company has its own trade union organization, which was established in 2011, when the number of employees exceeded 100 people. Collective agreements are concluded where all the basic principles of the relationship between employees and the employer are distinguished, the ways of resolving labor disputes are considered, and the basic social guarantees are established.

During the period of its work in 2019-2021, PE "Activ" has demonstrated a fairly stable and growing key indicators of financial and economic activity, sustainable development. This indicates the effectiveness of management decisions, and the proper conduct of economic activities, which allowed in the financial and economic crisis not only not to reduce turnover, but also to increase them, although with small losses. Various options for the development of the enterprise for 2019-2021 are considered and studied, which include increasing the number of stores and outlets, expanding the range of products sold to better meet the needs of the population.

The possibility of creating its own bakery production costs is also being considered, which would allow supplying the entire own trade network and other contractors with fresh and high-quality products, but this project still requires additional study and significant investment resources.

2.2 Management structure

A significant role in organizing the successful operation of the enterprise is played by its management structure and the time spent on analyzing the market situation and making management decisions.

The organizational structure of PE "Active" during its existence in 2018-2020 is constantly changing depending on the needs of the enterprise and the market challenges facing it, as well as with the development and increase in turnover. The charter of the enterprise stipulates that the director who manages the enterprise is directly subordinated and appointed individually to the owner of the enterprise. All current and organizational issues are accepted by the director and coordinated by the owner, who takes an active part in the management and operation of the enterprise.

Quite a small number of managers contributes to effective and rapid decision-making depending on the market situation, which reduces the company's losses on the need for long-term decision-making procedures, which is very important in a market situation that often changes. The selection and staffing of the relevant structural units of the enterprise is carried out by the director and owner of the enterprise, who seek to attract qualified employees. According to the staff list developed by the director of the enterprise in agreement with the trade union committee and approved by the owner as of 01.01.2011, the number of employees is 163 people.

The transport department was established at the enterprise in 2019 when the enterprise began to have 4 cars at its disposal and there was a need to organize their repair of vehicles, timely maintenance and coordination of transportation. Planning the required amount of fuel, lubricants, spare parts and observance of safety precautions by drivers when operating vehicles. At the moment, the company has 12 cars, including 2 heavy trucks, for transportation of goods in large batches directly from the manufacturers. The department employs 15 people.

The economic department was established in 2020 and is responsible for current and major repairs of the premises of the stores and the central office of the enterprise. Repair and maintenance of trade equipment. Cleaning of the territory, utilization and removal of waste. The department employs 8 people. The size of the department most

often changes during repairs and construction, which often involves workers to perform a certain list of works.

The personnel sector was established in 2020 and is responsible for the selection of employees, raising their professional level, managing personal files of employees. The development of job descriptions and record keeping is also entrusted to this unit. There are 2 people working in the sector.

The supply department was established in 2020 by reorganizing the supply and sales department, which already required the separation of responsibilities due to the growth of turnover and expansion of the range of products sold. The department is responsible for finding and studying the supply of goods at manufacturers and large retail chains, studying the price situation in the goods markets. Supply of all necessary consumables to ensure the functioning of PE "Active" as a whole. The department is also engaged in warehousing of the enterprise and monitors compliance with the conditions of storage of goods in warehouses, preventing their spoilage and timely disposal of goods whose expiration date has expired or lost its purpose for other reasons. The department employs 6 people.

The legal sector was established at the company in 2020, when the entire scope of work required clearer legislative and contractual support. Specialists of the sector are responsible for coordination of agreements on supply of goods, provision of services and contracts concluded by PE "Active" with other business entities for supply of goods in small wholesale parties, as well as representation of the company's interests in courts of all levels. Providing advice to management and the owner, the legitimacy of their decisions. Thanks to the clear and coordinated work of the sector, it is almost possible to avoid lawsuits that could cause both financial damage to the company and damage its business reputation as a reliable partner. In 2020, there were no cases in the courts.

2.3 Management of production processes

The sales department is the subdivision of PE "Active" responsible for conducting and organizing marketing activities. This unit promotes products sold on the market, studies competitors, develops measures to promote sales, advertising companies, develops marketing programs and their planning and implementation, studies the market situation and public demand for products, goods and services.

According to the mission of PE "Activa" the department develops sales plans, which are formed medium-term for 3 years and short-term for 1 year. Long-term planning for 5 or more years is not currently carried out.

Employees of the department constantly analyze the volume of sales of products by product groups and subgroups, analyze and conduct consumer surveys on their preferences. According to the information obtained on the basis of surveys, the need for goods is formed and transferred to the supply department, which directly delivers goods from manufacturers to warehouses of PE "Active".

The survey is conducted directly at consumers by direct communication with them by employees of the department, as well as by questionnaires, as well as surveys of sales staff of stores that provide direct customer service and can provide information about their impressions of certain products and products they request, but they are not yet in the range of products sold.

An important element of the work is to study the range of outlets of competitors, analyzes the manufacturers, product prices, product range. Based on the comparison of information, a comparative analysis is made, which is used both for the formation of prices for their own products and for competition in order to oust competitors from the market and improve their own range.

All received information is constantly reported to the management of the enterprise, which promptly takes measures to correct the situation and eliminate the identified problems. The preparation and analysis of information on market research and analysis of competitors is constantly under the control of the director and owner of the enterprise, who without it can not make clear decisions.

One of the important parts of the sales department is the formation of sales channels through the sale of small wholesale and wholesale parties to other trade enterprises and individual entrepreneurs. With the increase in turnover in 2018-2021, the share of wholesale trading in the revenue of PE "Active" increases. Advertising messages are sent to the specified categories of contractors, direct meetings of employees of the department with them, during which possible conditions of cooperation and development of joint interaction in the market are favorable for both parties. Various presentations, meetings, buffets are held, sometimes with the involvement of representatives of manufacturers where the range of products is demonstrated, and possible delivery conditions. To stimulate an increase in sales of goods through such sales channels, a special program was developed in 2021 to provide discounts to partners who reach a certain volume of turnover each month. In addition, free delivery of goods by the company's own vehicles is practiced. Possibility of payments without prepayment. All these measures contribute to the growth of sweat turnover.

In addition, measures are taken to stimulate the sale of goods sold in its own trade network. By drawing valuable prizes, providing discounts when buying goods for 10% over 500 hryvnias, giving a 5% discount to buyers on their birthday, the sale of goods whose expiration date ends with discounts up to 20-30%. For regular customers, discount cards are introduced, which give them the right to purchase all goods at a discount of 3-5% depending on the purchase amount.

The sales department is also involved in the development of advertising campaigns and public relations, constantly striving to increase and maintain the positive image of PE "Active". Charitable actions are held when products are transferred free of charge to homes for the elderly, military units. Assistance is provided to the authorities in the improvement of the territory of the settlements where the trade points of the enterprise are located. The company also actively participates in the public life of settlements, by supporting individual candidates in local elections. The owner of the enterprise is a deputy of the district council, and the director of the enterprise and his deputy are deputies of the village council. Individual employees are deputies to local

councils in their localities. This simplifies bureaucratic red tape when issuing permits, as well as facilitates procurement with budget funds (fig. 2.1).

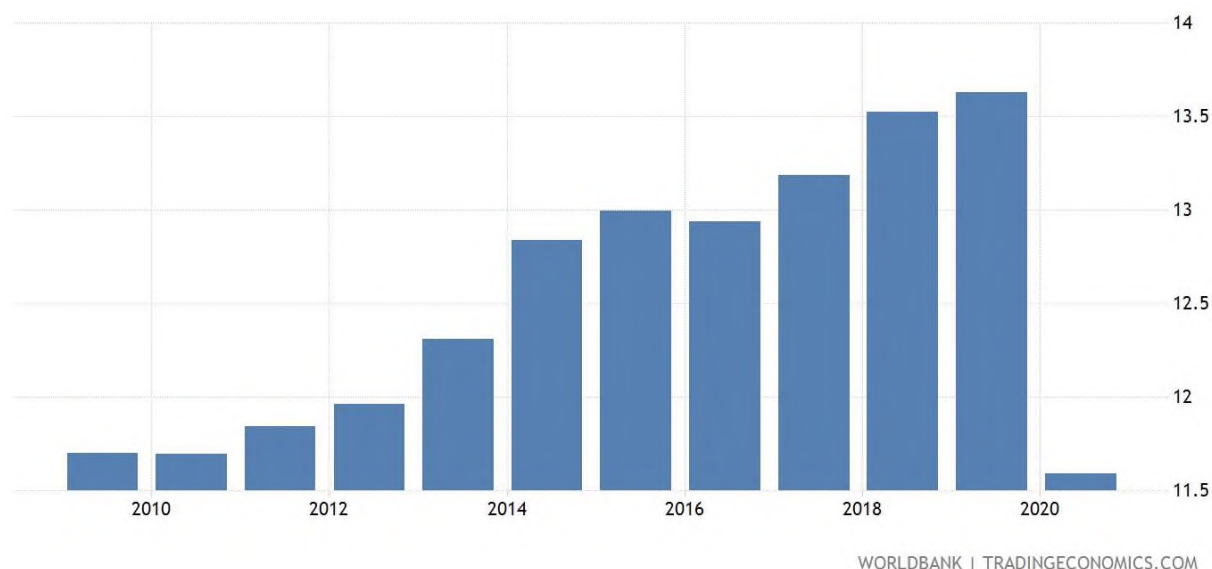


Fig. 2.3: Trade in services is the sum of service exports and imports divided by the value of GDP, all in current U.S. dollars.

Source: [46]

Local periodicals publish advertisements for various promotions and holiday sales. According to the instructions of the owner of the enterprise, the sales department has been studying the possibility of starting its own production of bakery products at PE "Active" since July 2020. Given the daily sales of this category of goods through their own outlets and transport costs for the supply of products, the feasibility of purchasing technological equipment for production and two specialized vehicles for its delivery to outlets and other consumers. The average daily sales of bakery products total 470-490 kilograms. The total transport costs are 400 hryvnias and are constantly growing. In addition, given the time for transportation, and loading and unloading of cars, delays at the manufacturer's enterprises is quite difficult to ensure the supply of fresh products, the demand for which is much higher.

A survey was conducted among catering establishments, educational institutions, hospitals on the possibility of supplying manufactured products in their canteens, as well as other business entities engaged in the retail sale of bakery products. subject to its own production.

Studies of the cost of purchasing equipment options, staff training, rent. Calculation of daily production to ensure profitable operation of this unit.

In general, the work on the organization of marketing activities at PE "Activ" can be assessed as positive and focused on ensuring the fulfillment of the company's mission and achieving short-term and long-term plans for its activities. But there are ways to increase the marketing support of the enterprise, which will allow it to improve its performance.

CHAPTER 3. MAIN PRIORITIES FOR IMPROVING INTERNATIONAL TRADE STRATEGIES

3.1 Mechanism for regulating foreign trade in Ukraine

Foreign economic activity is a component of National Economic Policy, and therefore is subject to regulation by the state. This is mainly due to the purpose of protecting the interests of the country and its subjects of foreign economic activity, creating equal opportunities for the latter to develop all types of business activities and areas of use of income and investment, encouraging competition and eliminating monopolism in the field of foreign economic activity, more complete use of foreign economic activity as a factor of economic growth. The state is primarily called upon to protect the interests of its producers, take measures to increase export volumes, attract foreign investment, balance of payments, currency regulation, and, most importantly, adopt legislative acts establishing rules for the implementation of foreign economic activity, and monitor their strict compliance.

Regulation of activities is carried out with the help of laws of Ukraine, acts of tariff and non-tariff regulation, economic measures of operational regulation (monetary, financial, credit, etc.), decisions of non-state economic management bodies that are taken in accordance with their statutory documents, contracts concluded between subjects of foreign economic activity.

The system of regulation of foreign economic activity of Ukraine over the years of its formation has undergone certain evolutionary changes due to the development of the country's economy as a whole. In the period before perestroika, that is, in Soviet times, the economy was closed. Economic management was based on the monopoly of the state and mainly on administrative methods. In such conditions, the direct producer was not interested in developing export activities. There were no direct links between producers and consumers. There was no clear concept of foreign economic activity that reflected its goals, priorities and methods of achieving them.

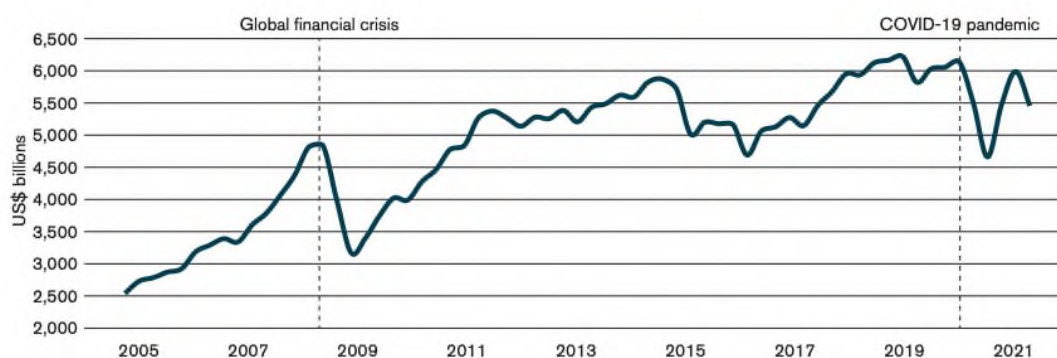


Figure 3.1: Global trade has been resilient during the COVID-19 pandemic than during the 2008-09 global financial crisis

Source: [21]

In the conditions of market relations, the nature of the state's influence on the country's economy, including foreign economic activity, is radically changing. This influence takes the form of state regulation, which means creating appropriate conditions that are favorable for the effective development of the country's economy as a whole and its components. Foreign economic activity is considered not only as an integral part of the economic activity of the enterprise, but also as an important factor of economic growth, creating prerequisites for more intensive development of integration processes at the micro level.

In general the system of regulation of foreign economic activity operates at five levels:

- micro-level - the level of business entities, both legal entities and individuals, these are enterprises, firms, organizations that export or import goods, items, services;
- meso-level-the level of various types of national industry and regional associations. These are, first of all, ministries and departments that directly regulate foreign economic relations, as well as ministries and departments that play a fairly active role, especially with regard to the issues of tariff regulation of exports or imports;
- macro level - the level of the state, the main subjects of this level are, of course, the government of the country and the parliament;

- metariven-formation of Customs and tariff priorities in the process of international regional integration. This is especially true for cooperation between customs authorities at the stage of creation and development of customs unions.

- megarlevel-the level of international associations and organizations. These are, first of all, the General Association for tariffs and trade (GATT), the World Trade Organization (WTO), the International Chamber of Commerce, the United Nations conference on trade and Development (UNCTAD), and the Customs Cooperation Council.

The evolution of Customs and tariff regulation shows that at certain periods of development of international economic relations, a particular subject dominates. At the same time, the activity of one party depends on the behavior of the other. If macro-level subjects do not become driving forces in the system of Customs and tariff regulation, then micro - or meso-level subjects take an active position. At the micro level, this is reflected in the search for ways to minimize customs payments directly by business entities, and at the meso level, there is direct lobbying of the economic interests of individual departments. As a rule, this process occurs contrary to the general economic interests of the state.

If a country chooses an autarkic model for building an economic system, then Customs and tariff relations are regulated exclusively at the macro level, but if a policy of liberalization is carried out in relation to foreign economic relations, then it becomes necessary not only to unify national legislation with international legislation, but also to transfer the level of regulation of many issues from the macro level to the mega level.

Today, the main goals of state regulation of foreign economic activity in Ukraine are:

- protection of the economic interests of Ukraine and the interests of subjects of foreign economic activity;
- ensuring the balance of the economy and the equilibrium of the domestic market of the country;
- stimulating progressive structural changes in the economy;

- creating the most favorable conditions for attracting the national economy to the system of global division of Labor;

- promotion of competition and elimination of monopolism in the sphere of foreign economic activity;

- approximation to the market structures of developed foreign countries.

Regulation of foreign economic activity in Ukraine is carried out in accordance with the principles of:

- the principle of sovereignty of the people of Ukraine in the implementation of foreign economic activity, which consists in:

- the exclusive right of the people of Ukraine to independently and independently carry out foreign economic activity on the territory of Ukraine, guided by the laws in force on the territory of Ukraine;

- Ukraine's obligations to strictly comply with all agreements and obligations of Ukraine in the field of international economic relations;

- the principle of freedom of foreign economic entrepreneurship, which consists in:

- the right of subjects of foreign economic activity to voluntarily enter into foreign economic relations;

- the right of subjects of foreign economic activity to carry it out in any form that is not directly prohibited by the current laws of Ukraine;

- obligation to comply with the procedure established by the laws of Ukraine when carrying out foreign economic activity;

- the exclusive right of ownership of subjects of foreign economic activity to all the results of foreign economic activity obtained by them;

- the principle of legal equality and non-discrimination, which consists in the equality before the law of all subjects of foreign economic activity, regardless of the form of ownership, including the state, in the implementation of foreign economic activity;

- Prohibition of any actions of the state other than those provided for by this law, which result in restriction of the rights and discrimination of subjects of foreign

economic activity, as well as foreign economic entities on the basis of ownership forms, location and other grounds; inadmissibility of restrictive activities on the part of any of its subjects, except in cases provided for by law;

- the principle of the rule of law, which consists in regulating foreign economic activity only by the laws of Ukraine, prohibiting the use of bylaws and acts of management of local bodies, in any way create conditions less favorable for subjects of foreign economic activity than those established by the laws of Ukraine;

- the principle of protecting the interests of subjects of foreign economic activity, which consists in the fact that Ukraine as a state ensures equal protection of the interests of all subjects of foreign economic activity and foreign economic entities on its territory in accordance with the laws of Ukraine, carries out equal protection of all subjects of foreign economic activity of Ukraine outside of Ukraine in accordance with the norms of international law, protects the state interests of Ukraine both on its territory and abroad only in accordance with the laws of Ukraine, terms of international treaties signed by it and norms of international law;

- the principle of equivalence of exchange, inadmissibility of dumping during the import and export of goods.

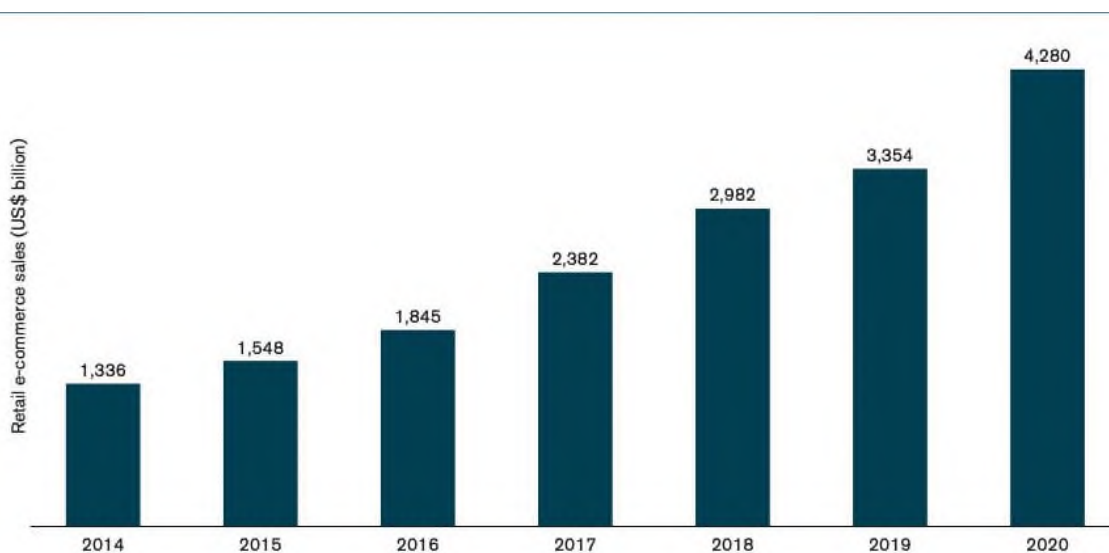


Figure 3.2: The growth of global world trade services

Source: [20]

The main goals of regulating the foreign economic sector are implemented by each country not in isolation, but in certain proportions, with certain accents at certain historical stages. Thus, the law of Ukraine "on foreign economic activity", which is the main regulatory document, sets out the following goals for regulating foreign economic activity in Ukraine::

- ensuring the balance of the economy and the equilibrium of the domestic market of Ukraine;

- stimulating progressive structural changes in the economy, including foreign economic relations of subjects of foreign economic activity of Ukraine;

- creating the most favorable conditions for attracting the Ukrainian economy to the system of global division of Labor and bringing it closer to the market structures of developed foreign countries.

According to Article 7 of the law of Ukraine "on foreign economic activity", the subjects of regulation of foreign economic activity in Ukraine are:

- Ukraine as a state represented by its bodies within their competence;

- non-state economic management bodies (commodity, stock, currency exchanges, chambers of Commerce, associations, unions and other coordination organizations) operating on the basis of their statutory documents;

- the subjects of foreign economic activity themselves on the basis of relevant coordination agreements concluded between them.

The state and its bodies do not have the right to directly interfere in the foreign economic activities of the subjects of this activity, except in cases when such interference is carried out in accordance with the laws of Ukraine.

According to the current national legislative framework, certain tools are used to regulate foreign economic activity in Ukraine, namely::

- laws of Ukraine;

- acts of tariff and non-tariff regulation provided for in the laws of Ukraine, which are issued by state bodies of Ukraine within their competence;

- economic measures of operational regulation (monetary, financial, credit, etc.) within the framework of the laws of Ukraine;

decisions of non-state economic management bodies that are made according to their statutory documents within the framework of the laws of Ukraine;

agreements that are concluded between subjects of foreign economic activity and do not contradict the laws of Ukraine.

Legal regulation of foreign economic relations includes the development, adoption of a regulatory framework in Ukraine, implementation of international law, Ukraine's accession to international organizations and conventions, conclusion of international agreements that are designed to introduce legal regulation for all types of foreign economic activity in Ukraine, including foreign trade, economic, scientific and technical cooperation, specialization and cooperation in the field of production, science and technology, economic relations in the field of construction, transport, forwarding, insurance, settlement, credit and other banking operations, provision of various services.

The formation of a system of legal regulations on foreign economic activity is influenced by both internal and external factors. External factors include the state of international relations and Ukraine's participation in international agreements. Internal – Foreign Economic Policy of Ukraine, the state of the economy of Ukraine, conditions, structure of state authorities and management, etc. Within the framework of the legal system of a particular state, the effectiveness of economic activities of both domestic and foreign entrepreneurs is determined, first of all, by the degree of perfection of the scope of regulation and the liberality of its legislation. Therefore, the importance of legal regulation of the functioning of various economic entities in Ukraine, based on relations that take place both on the territory of Ukraine and abroad and are based on the laws of foreign economic activity, is growing.

With the adoption of the law of Ukraine "on foreign economic activity", foreign economic activity in Ukraine for the first time received legal status. This law is a normative legal act that proposes a definition of the concept of foreign economic activity, its subjects, their rights and freedoms; establishes the principles of implementation and organizational forms of foreign economic activity. This document describes the main directions of regulation of foreign economic activity, defines special

legal markets operating in Ukraine and regulating Ukraine's economic relations with other states.

Other laws of Ukraine also play a regulatory role in the relevant areas of foreign economic activity: "on the protection of foreign investment in Ukraine"; "on the operation of international treaties on the territory of Ukraine"; "on foreign investment"; "on the state program for encouraging foreign investment in Ukraine" "on international commercial arbitration"; "on the foreign investment regime".

It is necessary to take into account the operation of other laws of Ukraine, which provide for the degree of management of foreign economic activity in its specific types and directions. In addition to the laws of Ukraine, decrees of the president of Ukraine play an important role in regulating foreign economic activity. Among them: "on measures to prevent the export of goods originating from Ukraine at prices that can be considered as dumping, and the settlement of trade disputes"; "on measures to implement the unified state policy of import regulation»; "On Ukraine's accession to the European agreement on the most important inland waterways of international importance", "on measures to ensure the effectiveness of the implementation of the economic reform program,"on certain issues of representation of Ukraine's economic interests abroad". There are also regulatory decisions of the Cabinet of Ministers of Ukraine, the Ministry of economy of Ukraine and European integration, and other ministries and departments that regulate certain issues of a tariff and non-tariff nature.

3.2 Foreign experience in foreign trade regulating

Regulation of foreign economic activity in the field of foreign trade is quite important for the development of our country's economy. One of the main subjects of state regulation of foreign trade relations is the state customs service of Ukraine (hereinafter referred to as the state customs service of Ukraine). It is the customs offices, which are structural divisions of the state customs service of Ukraine, that collect tax on goods and other items that are moved across the customs border of

Ukraine, which is one of the measures for implementing the customs policy of Ukraine. Given that our country is now on the path of reforms, it would be advisable to carry out a reform in the field of Customs and tariff regulation. And to do this, in our opinion, we should refer to the experience of Japan.

If you look at the historical past of Japan, you can see that this country belonged to closed countries with poorly developed economies. Today, Japan is an active participant in international economic relations, the largest foreign economic power, an authoritative and influential member of almost all leading global and regional international economic organizations. Japan ranks third in the world in foreign trade, accounting for 6.4% of world imports and 9.1% of world exports. It also ranks first in terms of the size of gold and foreign exchange reserves. Japan is not a member of any foreign trade organization other than the WTO, but it has preferential tax agreements with a number of developing countries.

Customs regulation of foreign economic activity in Japan agrees with the tasks of structural adjustment of the national economy. The customs tariff is regulated by the Japanese law "on currency exchange and foreign trade". This law is an important tool for protecting national producers in a number of important industries, primarily in the agricultural sector. The solution of these tasks is facilitated by a broad differentiation of customs tariff rates, the use of tariff escalation, etc. according to the customs policy of Japan, approximately 95% of tariff rates are ad valorem (calculated as a percentage of the value of goods). At the same time, many rates are differentiated depending on the method of determining the customs value. According to Japanese policy, most imported goods that are raw materials are not subject to duties. More than 45% of commodity items are taxed at rates less than 5%, and only 3% are taxed at rates more than 30%, so the level of taxation of finished products can reach up to 10.8 times.

In implementing the GATT / WTO international agreements on "mutual tariff disarmament", Japan at the same time maintains active non-tariff regulation of imports. Japan's customs policy rarely uses anti-dumping regulatory rates. A system of strict technical and other special requirements – standards, certification, quality inspection,

safety requirements, etc. - is widely used, which serves as effective means of restricting import.

In our opinion, to implement Ukraine's attempts to integrate into the European Union, we should study the experience of Japan. It is necessary to fully use Japan's experience in protecting the domestic market, which indicates, in particular, the effective implementation of regulatory and control functions in the field of foreign economic activity, but this is possible only if the full range of tools existing in international practice is involved. It is obvious that in the interests of Ukraine, where state bodies use a relatively narrow set of means and methods of regulation, it would be necessary to master and adopt the entire arsenal of forms and methods of regulation, including non-tariff, administrative ones, which, as can be seen from Japanese practice, have a significant effect.

Britain, which played a leading role in World Trade, pursued a policy of Free Trade and moderate protectionism in the 1940s, wanting to establish economic dominance in the world. The global market's trade policy regime has had a negative impact on it. The UK's foreign trade balance is passive, meaning imports prevail over exports, but the balance of payments for all forms of foreign economic relations is active. The service sector is developing, and its importance in exports is increasing. The deepening international division of Labor led to the fact that England began to import industrial goods on an ever-increasing scale, some of which were not produced in the country. The growth of imports led to the adoption of active measures to expand exports, but in terms of its growth rate, England still lagged significantly behind other developed countries and its share in world capitalist exports decreased. At the same time, in England, as in most other advanced economies, export growth rates in the post-war period are higher than GDP growth rates. Today, its share of the manufacturing industry in exports is growing. Approximately 40% of exports are made up of mechanical engineering products. Currently, the task of capturing large markets in developing countries is the main task of English TNCs. Speaking about the general socio-economic model of Great Britain, we note that the peculiarity of the British model reflects the peculiarities of the historical process of its formation. The British model – in

contrast to the European continental model – has a lot in common with the American model of “equity capitalism”, which is explained by a number of factors, in particular, the proximity of the culture and traditions of entrepreneurship. At the same time, the UK's participation in integration processes in Europe is accompanied by a certain convergence of the British and Continental models. National economic mechanisms and economic policies are increasingly being transformed under the influence of the requirements of EU bodies. Globalization and Europeanization contribute to the erosion of many traditional values and the “modernization” of the British model, without canceling its specifics from the above, it can be concluded that the countries in question applied generally similar policies when conducting foreign economic activity. It was aimed at increasing exports of finished products and reducing the export of raw materials from the country. At the same time, imports of components, semi-finished products and Natural Resources have significantly increased in these countries. In addition, the governments of these countries took measures to develop science and technology, encouraged scientific development, the introduction of new technologies and resource-saving production. It should be noted that to get out of the crisis, the governments of all the countries practically discussed above used strict protectionism measures, which led to the stabilization of the economy and the development of industry. However, at present, out of the four leading countries in Western Europe, three (Germany, France and Italy) are close to the model in which the leading role of regulating the external economy belongs to the state, and one (Great Britain) develops the model of modern liberal capitalism. At the present stage of development, Ukraine is trying to create a system of Effective Public Administration based on the experience of highly developed countries. However, the state policy pursued on the Western model does not have positive results, since Ukraine differs from Europe, Japan, the United States not only in natural resources and trade customs, but also in the social sphere, which is a sharp contrast to the environment that “created” a highly developed economy. In addition, Ukraine should not resort to measures that “guarantee” a quick way out of the crisis. The experience of developed countries shows that it is impossible to improve the economy in a short time. The models of regulation of foreign economic

activity discussed above can contribute to the development of its own model of regulation in Ukraine. However, as noted above, the absolute repetition by Ukraine of a particular model of regulating foreign trade in developed countries is impossible due to significant differences in the geopolitical situation and different levels of the economy.

The experience of many countries shows that foreign trade relations under the conditions of the correct foreign economic strategy and policy are a catalyst for the country's economic development, a tool for its effective inclusion in the world economy and integration processes. In turn, the basis for effective foreign trade activity of the state and the key to its economic security in the context of moving towards an open market economy is the development of the country's export potential and versatile assistance to National Exporters.

For Ukraine, these conclusions are especially important, because only through the development of exports can a positive balance of its trade balance be achieved without reducing the import of vital goods (moreover, the growth of exports simultaneously allows expanding import opportunities and thus strengthening the integration of the national economy into the system of international division of Labor) and solving the problem of repayment of external debt. In addition, the purposeful creation of favorable conditions for the production of export goods using the state program of support for exporting enterprises increases competition between manufacturing enterprises, encourages reduction of production costs, and optimizes its structure. France, which has a fairly strong system of export support and incentives, has made significant progress in improving the efficiency of its economy based on the development of export potential. The main link of the national system of State Administration for foreign trade is the Directorate of foreign economic relations. It is subordinate to the government. It is responsible for developing trade policies and managing the entire mechanism for supporting exporters. This Directorate has 185 sales offices abroad, located in 130 countries around the world. The task of these representative offices is to collect information about the markets and support French exporters in them. There are 23 other regional directorates in France. their goal is to attract small and medium-sized enterprises to export their goods and services and support their efforts in this direction.

There is also a French Foreign Trade Center that provides information and advisory services to exporting companies. It also advertises French goods and services to foreign countries.

Another export promotion body is the French Committee for economic propaganda abroad, which organizes the participation of French enterprises in numerous fairs and exhibitions, and promotes the introduction of proposals from French business circles on World Markets.

Practical assistance to exporters is provided by the foreign trade insurance company and the Foreign Trade Bank. The insurance company guarantees the successful completion of export operations, as well as the return of loans attracted to these operations at its own expense or at public expense. The Bank, of course, provides loans to exporters, while using a variety of preferential lending mechanisms.

Exports are also stimulated by the provision of French loans to developing countries to pay for French goods. Through the settlement mechanism, these funds are returned to French exporters and allow them to expand their production.

In order to support National Exporters, the so-called export plan was adopted in France in 1989, designed to significantly reorganize and simplify the entire export support system in the country. This has led to an increase in the efficiency of export policy. Currently, France's external trade turnover (more than 400 billion euros), which ranks among the top five world leaders, covers a wide export range of finished products, food, semi - finished products, and imports-the latest equipment, components, fuel and raw materials.

The example of the state policy on the development of export potential in Spain, where a state program for the development of the national economy was developed in order to improve the efficiency of the economy based on export production, is also positive. It determined the priorities and logic of the development of Spanish industry in relation to the task of integration into the EU. The main provisions of this program are as follows:

- active participation of Spain in the development of the EU's common industrial policy;

- internationalization of the Spanish industry by strengthening enterprises, forming industrial groups, and sharply increasing exports;
- increasing the competitiveness of national products not by cheapness of goods, but by improving their quality and expanding the range;
- diversification of industrial production (support for those entrepreneurs who would dare to organize the production of new products for the country);
- a number of measures to improve the scientific and technical level of the Spanish industry: introduction of the latest technologies at small and medium-sized enterprises, increase spending on education and training, ensuring the protection of industrial property, etc.;
- modernization of the national energy sector by coordinating its development with economic reforms, ensuring its greater flexibility and greater stability in relation to fluctuations in the global environment.

The implementation of the program contributed to export growth of up to 70 billion euros per year, and Spain's GDP now stands at about 4,500 euros per capita, which is typical for a high-income economy. For seven years, Spain has not only been ahead of its European Union counterparts in terms of the most important development indicators, but has also become one of the leading countries in this bloc, actively increasing its economic potential.

Along with the practice of improving competitiveness and developing export potential in Western European countries such as Spain and France, the experience of Scandinavia also deserves attention.

Some progress has also been made in improving the competitiveness of the economy in Sweden. One of the main reasons for this is the improvement of the target orientation and mechanism for implementing the country's tax policy.

The main characteristics of the taxation system in Sweden are as follows: stability and predictability (immutability for a number of years of general rules of tax collection); high development of the regulatory function; constant orientation of the state to maintain structural and reproductive balance; flexibility of benefits and sanctions; mobility, “sensitivity” to changes in the formation of profits and accordingly

objects of taxation; susceptibility to changes in political and social requirements of the development of society; constant anti-inflationary orientation; elasticity of taxes and rates depending on the state of the financial system. Taking into account the above, we can draw a conclusion about the priority of the regulatory role of the tax system in the country's economic development. As we can see, the European experience shows that the most important indicators of the economic transformation of the industry include dynamic growth in the volume and rationalization of the structure of exports of national products and services. Based on this, the formation of a strong competitive export potential becomes an urgent task of Public Administration bodies to reform and restructure the national economy.

Summing up, we note that Ukraine's integration into the global economy requires the rapid introduction of modern European export support mechanisms, of course, with a gradual adaptation to the Ukrainian economy. We need a more active state policy based on powerful mechanisms for stimulating and supporting exporting enterprises, and we must not forget that funds that are reasonably invested in stimulating exports are repeatedly bought up, and faster than in other sectors of economic activity.

The system of bodies regulating foreign economic activity at the state level in the countries of the world has some common features:

First, in each country, the highest legislative body is primarily involved in regulating foreign economic activity. In Ukraine, such a body is the Verkhovna Rada.

Secondly, each country has a supreme executive body that: issues orders based on the adopted laws on the development of foreign economic activity; monitors the implementation of these laws; ensures the rational use of funds allocated for the development of foreign economic activity. In Ukraine, such a body is the Cabinet of Ministers.

Third, ministries that directly deal with economic relations with foreign countries and issues related to the implementation of State foreign economic policy have the greatest influence on the regulation and development of foreign economic activity. In Ukraine, it is the Ministry of economy and European integration as the central executive authority for Economic Policy.

Fourth, other ministries and state structures also participate in the regulation of foreign economic activity, the development and implementation of foreign economic policy in the countries of the world, for example, the National Bank, the Ministry of agriculture (or agro-industry), the Ministry of defense (if the country participates in the export-import supply of weapons), customs structures, and so on.

Fifth, various non-state and parastatal organizations contribute to the development and regulation of foreign economic activity. These are chambers of Commerce and industry, unions of entrepreneurs, associations of exporters (importers), investment funds, and so on.

3.3 Prospects for improving the management system at the enterprise

Unfortunately, the development of Ukraine's foreign trade is strongly influenced by a group of negative factors, namely:

- low competitiveness of domestic goods and services.

First, Ukrainian products are extremely energy-intensive due to the deterioration of fixed assets and outdated technologies. For 1 USD Ukraine spends 5.5 times more energy resources on GDP than Central European countries. and 12 times more than the OECD states.

Secondly, the final product has a high cost price. Therefore, it is not surprising that prices for certain types of Ukrainian products are 30-70% higher than the prices of international markets.

Third, the existing export financing schemes are still far from perfect. High interest rates on the credit market of Ukraine, limited access to "long" loans cause that. that for Ukrainian exporters, financial resources today cost in 6-10 times more than for their Western competitors.

- underdevelopment of basic institutions of the market economy. The state has not yet been able to create conditions for improving the competitiveness of national businesses. It is very difficult for Ukrainian exporters to compete in foreign markets in

conditions of uncertainty about property rights and business rules, because the country has not yet adopted land and civil codes.

- imperfection of state regulation mechanisms.

This is, first of all, the inability of the state to correctly determine the structural priorities of foreign trade.

Secondly, it is the confiscation Tax Policy and strict monetary policy, which deprive enterprises of working capital and investment for the modernization of production.

- underdevelopment of the market infrastructure for export support. First of all, we are talking about the lack of reliable and effective systems of financing, export insurance, and effective mechanisms for promoting goods to international markets.

Thus, the negative trends in the development of Ukraine's foreign trade are primarily due to the low rate of domestic economic transformation. In the face of fierce competition on world markets, Ukraine's lag behind industrialized countries is increasing.

For Ukraine's successful promotion to international markets, it is necessary to significantly adjust its foreign trade policy in the following strategic areas::

- * develop the export potential of the state within the framework of international specialization, which would be organically combined with the directions of structural transformations in the economy that are beneficial for Ukraine (of course, while maintaining a balance between domestic and external demand for Ukrainian goods and services);

- * increase efforts in the most promising sectors of the global economy (electronics, energy, materials with pre-defined properties, Biotechnologies: scientific and technical, engineering, consulting services, international tourism, etc.);

- * create competitive multinational corporations, master global marketing strategies, technologies for implementing large international cooperation projects;

- * diversify the geographical structure of foreign trade, minimize critical dependence on individual states (markets), respectively strengthening the economic security of Ukraine;

- * ensure the balance of exports and imports, trade and current payment balances of Ukraine.

The strategic direction of state regulation of the foreign economic sphere is the implementation of an export-oriented policy of enterprises, which provides for optimizing the export structure, expanding the range of goods and services, increasing the share of high-tech products in the total volume, and searching for New Sales markets. However, given the too high import dependence (primarily energy dependence) of Ukraine, it is impossible to achieve export growth without import growth. And since trade restrictions on imports have almost exhausted their capabilities, the main direction of reducing imports should be to reduce the energy intensity of GDP by intensifying the introduction of resource-saving technologies.

It is advisable to implement priority protectionist measures to support the export of our own producers in the following areas::

- * stimulating the export of high-tech and high-tech engineering products for civil and military purposes;

- * abolition of import customs duties and VAT on products received by domestic enterprises as payment for products supplied by them for export under intergovernmental agreements;

- * protection of segments of the domestic market associated with the production of complex household appliances, textiles, clothing, products of conversion enterprises by introducing quotas, increasing import customs duties, as well as the use of non-tariff regulation based on certification of export products and services;

- * state subsidies to domestic enterprises that receive patents and licenses for the production of modern equipment and technological lines based on the development of regulations on the procedure for processing documents required for the purchase of equipment for import using state budget funds;

- * state support for patenting domestic industrial developments abroad on the basis of submitting to the government of Ukraine a regulation on the procedure for selecting domestic developments that are subject to patenting abroad using state budget funds.

The impact of the exchange rate policy on the state of the PA State's trade balance is quite limited at the present stage. So, attempts to force the export of enterprises through a sharp devaluation of the national currency in conditions of unfavorable expectations, high political risks and intensive flows of short-term capital can lead to destabilization of the state's financial system and disruption of newly created market mechanisms.

The main function of management is the organization of the mode of functioning of the subject, which depends on the management product. The better the management product, the better the organization (firm) functions and gives positive results.

In the business world, there are so-called eternal questions that people are constantly looking for answers to. Why do large and small companies earn hundreds of millions and others lose capital? How can a small firm, a company provide a higher level of service than a large one, which uses much more resources? Management theory and practice help to answer these and other questions.

Management - how science arose and develops in connection with the need to explain "why" and as a result of which organizations prosper or collapse. Scholars in the field of management through trial and error in the field of trial and error answer the question: "What is the success of the organization?". The answer to this question allows you to answer a more pragmatic question: "What can a leader do to ensure the success of the organization?".

Organizations form the basis of the world of managers, they are the reasons that are the reason for the existence of management.

Mastering the basics of modern management is a difficult, multifaceted process that is evaluated by experts from different angles. Some believe that a manager should be born, others - that management is the same science as physics or biology, one way or another the formation of a manager is carried out through active learning and self-improvement. According to statistics, not many of those who have the talent of the organizer are able to develop this talent and use it for the development of society.

Professionals in the field of management must be able to perform the functions of planning, organization, coordination, motivation, control of the organization's

employees to achieve certain goals. The primary task of management is to create an organizational culture, a creative innovation climate that stimulates employees to innovate. Managers at various levels should initiate technological and organizational change.

This paper explains the importance of management in the firm, an example of assessing the business qualities of the company's staff, as well as foreign evidence of the assessment of the company's staff and efficient use of resources.

Types and functions of management. The term "management" is derived from the English verb "to manage", which, in turn, comes from the root of the Latin word "manus" (hand).

The following interpretations of management can be obtained from the thorough Oxford Dictionary of English:

- way, manner of communication with people;
- power and the art of management
- special skills and administrative skills;
- governing body, administrative unit.

Management is the process of planning, organizing, implementing and controlling an organization in order to achieve coordination of human and material resources needed to effectively achieve tasks.

Management permeates the entire organization, affects almost all areas of its activities. However, with all the diversity of interaction between management and organization, it is possible to clearly define the boundaries of activities that make up the content of management, as well as distinguish its individual types:

Production management is a complex system of ensuring the competitiveness of goods produced in a competitive market. It includes the construction of production and organizational structures, the choice of organizational and legal form of production management, marketing and branded service of goods in accordance with the previous stages of the life cycle.

Financial management is a complex system of stability, reliability and efficiency of financial management. It includes the formation and planning of financial indicators in accordance with scientific approaches and principles of management, income and expenditure balance, indicators of resource efficiency, profitability of work and goods.

Innovation management is a comprehensive system of investment management invested by owners in the development of all types of innovations. It includes the construction of organizational structures, the choice of areas of innovation, investment optimization, various aspects of personnel management.

In addition to the above types of special management, other types are currently being developed:

- social sphere management;

- banking management;

- tax management;

- organizational management;

- international management, etc.

Management as a set of principles, methods, tools and forms of corporate governance in the West has long been known in our country. However, ten years ago, our experts believed that its main goals were to obtain high profits and constantly ahead of the socialist countries in terms of labor productivity in the interests of strengthening the position of imperialism.

New approaches to enterprise management, contributing to the success of competition, involve stimulating the creative energy of employees, involving them in decision-making at different levels of government. The main thing is human capital. In the definition of management used 4 terms - planning, organization, motivation, control. These four concepts form the basic functions of management.

Planning. Drawing up a plan is always seen as the initial stage of the management process. It means that someone has to decide: what, how, when and by whom it should be done. The organization's management must find answers to the following questions:

Where are we at this time? (Assess the strengths and weaknesses of the organization in the field of finance, marketing, production, human resources).

Organization. Once the plan has been drawn up, it is necessary to prepare and ensure its implementation. For example, if you have a plan to build a house, the organization of its implementation involves, in particular, the selection and placement of appropriate workers, the purchase and delivery of materials needed for construction.

Motivation is the regulation of motivating human stimuli, in which there is a desire to work so as to contribute to the goals of the organization. There is a saying among Germans: "He who produces does not control, he who controls does not produce." To do quality work with other people's hands is not an easy task. This requires: talent, knowledge and skills.

Control. The last stage of the management process is the implementation of control, ie comparison of actual results with the planned ones.

These management functions require decision-making; their implementation requires communication, ie the exchange of information that is necessary to make the right decision.

Decision-making is, in essence, a series of correct decisions from several alternatives that the leader chooses for this organization at this time and place, ie how and what to plan, organize, manage, motivate and control. Decision-making by the head is the main content of the head's activity.

Communication is a process of information exchange, its meaningful meaning between two or more persons. The strength and quality of relationships between people - whether friends, family members or co-workers - depends largely on how clear and honest their interpersonal relationships are.

Obviously, if communication between individuals is not effective, people will not be able to agree on their common goal, which is a prerequisite for the existence of the organization as such.

Thus, management can only exist in the context of an organization and the people who work in that organization.

The role of management in the firm. According to the basic provisions of systems theory, any object, phenomenon or process (including the enterprise) can be considered as a system. Under the system is understood a set of interconnected elements. An

element of the system is a part of the whole, which in the process of analysis is not subject to division into components.

So, any system:

- first, it consists of two or more elements;
- secondly, each element of the system has its own qualities;
- thirdly, there are connections between the elements of the system through which they influence each other;
- fourth, the system cannot exist outside of time and space. The system has a temporal essence (its composition can be determined at any time), as well as its boundaries and environment.

The first feature of the enterprise as a system is that the enterprise is an open system that can exist only if it actively interacts with the environment. It selects the main factors of production from the intermediate and general external environment and, transforming them into products (goods, services, information) and waste, transfers them back to the external environment. The condition for the viability of the system is a useful (profitable) exchange between "input" and "output".

Another feature of the enterprise as a system: it is an artificial system created by man for his own interests, especially joint work. Therefore, the obvious characteristic of any enterprise is the division of labor.

There are two forms of division of labor: horizontal and vertical. The first is the division of labor through the division of labor operations into separate tasks. The result of the horizontal division of labor is the formation of divisions of the enterprise, which perform certain parts of the overall transformation process. Because work in an enterprise is divided between departments and individual performers, someone must coordinate their actions to achieve a common goal.

Therefore, objectively there is a need to separate managerial work from the executive. Thus, the need for management is associated with the processes of division of labor in the enterprise.

In order for an organization to achieve its goal, tasks must be coordinated through a vertical division of labor. Therefore, management is an essential activity for the

organization. However, small organizations often do not have a clearly defined group of leaders. For example, in a small store owned by two partners, one may make a supply decision, thus acting as a manager for a week, and the other for a second week. They both coordinate their work schedules to provide stores with hours of operation. But both partners also perform non-managerial functions, serving customers, placing goods on the shelves. Neither partner considers the other owner or manager. Although the management functions are not clearly defined, the main function - coordination - is performed.

The vertical division of labor leads to the formation of levels of leadership vertically; some managers spend time coordinating the work of other managers, who in turn also coordinate the work of other managers, until eventually we reach the level of managers who coordinate the work of non-managerial staff, ie people who physically manufacture products or perform services. This vertical division of labor forms the levels of leadership. Most organizations have three levels of leadership: upper, middle, lower. Managers at each level perform the same functions. The only difference is the importance they attach to a function. Top managers spend more time planning and organizing than lower managers.

Top managers of medium and large organizations focus on planning for the future, setting goals, determining the course of action, rules and procedures for their implementation. They are responsible for the prosperity of the organization and therefore must plan, direct and control its activities. A middle-level manager devotes more time to leadership and control than a top-level manager.

Middle managers head departments and divisions. They must organize their work in such a way that the goals of the organization are achieved and its policies are implemented; must select and retain good employees. They are responsible for directing the day-to-day operations of their units. The middle level of managers includes heads of shops, warehouses, heads of VTK and others.

The lower level of management is the level of officials who directly manage the work of their subordinates. The positions of lower managers are: foreman, foreman, team leader, supply agent, freight forwarder.

A lower-level manager spends most of his time motivating and controlling subordinates. At this level of management, the functions of planning and organization are less important to the manager than the functions of control and motivation. Still, most managers perform all four management functions.

It should be noted that it is not possible to clearly and precisely define each of the three levels of management.

The leader and his role in the organization. In modern society, the definition of the role of managers in the organization is given considerable attention.

According to a study by American scientist Gest, lower-level executives perform an average of 583 operations of various kinds per day.

The second prominent scientist Mintzberg singled out one common feature of leadership - the role of leader. The role of the leader, by his definition, is a set of rules of conduct that correspond to a particular institution or position. Just as the characters in a play have roles that force them to behave in a conditioned way, managers hold certain positions of manager, and their job behavior depends on this. "An individual can influence the nature of the role, but not its content. As actors, managers play predetermined roles, although, as individuals, they can give their own interpretation of those roles. " Mintzberg singled out ten roles that, in his opinion, are performed by leaders in different periods in different ways.

According to his classification, these roles can be reduced to three major categories: the role of interpersonal communication, informational roles, decision-making roles.

Managers in the process of activity adhere to certain principles. Principles are the beginning, the basis, this is what is in the foundations of a certain theory of science.

The guiding principle is the guidelines that apply in all situations. For example, the management of an ice cream factory uses the same management principles as a power plant in a bank, if applied correctly.

Mastering the skills of proper use of these principles helps to become a good leader. Scientists have come to such conclusions by trial and error. When they say "it's just a theory" or "it's not like that in life", they understand that imperfect are not

principles, but how they are applied. According to the form of ownership of the enterprise are divided into public, private and collective (joint stock companies, limited liability companies, etc.).

A state-owned enterprise is approved by the governing bodies authorized to manage state property. Property (authorized capital) of a state enterprise is formed at the expense of the state budget, state property. The owner of such an enterprise is the state in the person of the governing bodies authorized by it. It appropriates and disposes of the profits of such an enterprise. The State, through its representatives, in accordance with existing legislation, develops and imposes on all workers the rules of labor behavior. A state-owned enterprise is a legal entity that bears full responsibility for the results of its economic activity, has its own name with an indication of the organizational and legal form. Property that is state property and assigned to a state-owned enterprise belongs to him under the right of full economic management. Within the limits of this right the enterprise owns, uses and disposes of the state property according to own needs if it does not contradict the current legislation.

The legislation of Ukraine allows private property in the form of a private enterprise with the right to use the labor of citizens on the basis of an agreement. The owner is obliged to provide the citizen whose work he uses, socio-economic guarantees and rights provided by law. Private enterprises are equal business entities. A private enterprise is a legal entity that interacts with the state through the tax system and also operates within the existing legislation.

A joint stock company (JSC) is a business company, a legal entity, the authorized capital of which is divided into a certain number of shares of equal nominal value. The JSC is liable for the obligations of the company only within the shares owned by them.

There are two types of blood pressure - open and closed. A closed joint-stock company is a company whose shares are distributed among its founders and cannot be distributed by open subscription, bought and sold on the stock exchange. The founders of JSCs can be individuals and legal entities. Voting of shareholders at the meeting is carried out on the principle of "one share - one vote". Decisions of the founding meeting of the JSC are made by a simple majority of votes. A qualified majority (3/4 of those

present at the meeting) is required for the establishment of JSCs and branches or representative offices, elections of the JSC board, executive and controlling bodies, granting benefits to the founders. Other issues are decided by a simple majority. Limited Liability Company (TOB) - has a statutory fund divided into shares, the size of which is determined by the constituent documents.

TOB and closed JSC - related types of enterprises based on the pooling of capital. The authorized capital is divided into shares or stocks. The relationship between the participants (shareholders) for the management of the enterprise, the distribution of its income and property in both cases is built depending on the amount of capital contributed by them. The number of votes in management is proportional to their contribution to capital. Accordingly, in the same proportion is distributed among the participants (shareholders) profits of the enterprise, determines the share in the value of the property of the enterprise, which falls on the person who wants to leave the TOB. Upon liquidation of the JSC, the shareholder receives a share in the value of the property in proportion to the number of shares owned by him. TOB members and shareholders are required to contribute to the company's capital, but should not be involved in its business activities by their own labor. Combines TOB and closed JSC and the fact that they are based on the principle of limited property liability. The company is the owner of the property transferred to it by the participants (shareholders) and is liable in accordance with its obligations to all its property, and its participants (shareholders) risk only in the amount of shares or stocks owned by them. The activity of the enterprise involves individuals (groups of persons), which can be considered as the potential to achieve the goal or meet the needs. Individuals or groups of individuals participate in the union as long as the totality of the benefits obtained is perceived to be greater than the contributions to the enterprise. Internal and external main participants include capital owners, enterprise managers, capital investors, suppliers, customers (consumers of work results), the state, the company's staff, the public (media, parties, unions, associations, etc.).

Owners of capital - owners of the enterprise (individual shareholders and other enterprises, corporations). They are, on the one hand, interested in maintaining and

increasing their capital invested in the company, on the other hand - in current withdrawals from the account (distribution of dividends). A prerequisite for both expectations is that the company makes a profit. Because it depends on income and expenses, owners are interested in high incomes and low costs. As for the use of profits (storage and distribution of dividends), there are different ideas, depending on individual consumer desires. In addition, the owners have the right to participate in the formation of intentions for their implementation, they do it either independently (the owners' enterprise), or delegate their rights to hired managers. Managers can be considered people who are endowed with significant amounts of work that they can handle only with the help of other people. The managers of the enterprise, as an independent group, are interested in satisfying the interests of the equity participants they use. In large enterprises, in addition, there is, to a large extent, the responsibility of employees in the supervisory board, which hired managers. The professional task of the manager of the enterprise is to serve customers, employees, depositors and society, to balance the conflicting interests. This means that the manager must: ensure fair (honest) competition between companies, which leads to maximum price reduction, quality and variety of products; try to introduce new ideas and technological progress into competitive products and services; provide jobs, increase real incomes and promote the humanization of labor; provide higher returns on invested capital than a percentage of income on government loans. This higher income is necessary because there must be a reward for greater risk. In addition, the manager must be the guardian of the investor; to provide a viable external environment for future generations, to use the means provided to it for the benefit of society. He must learn new methods of scientific management of the enterprise and put his knowledge and experience to serve society. To effectively serve customers, employees, investors and society, the manager must understand the trends of the economy as a whole, its efficiency, navigate the role of his company in a dynamic environment. He must be aware of the peculiarities of the functioning of various organizational and legal forms of entrepreneurship, well versed in methods of financial management, personnel, production, marketing, economic mechanism and enterprise development strategy. Along with these production interests, enterprise

managers can pursue their own interests (eg, preservation of the enterprise, independence, power, recognition, career). Almost all management specialists determine the character traits and personality qualities of the manager. Thus, F. Taylor, distinguished from the ideal manager intelligence, education, technical knowledge, strength, tact, energy, determination, honesty, moderation and more. A. Fayol believed that the manager must have foresight, organizational skills, be competent, have good health, developed intelligence, a high level of culture and morality. Modern theorists also do not have a single opinion about the qualities and traits of the ideal manager. American aviators believe that a manager must have such qualities as leadership, initiative, determination, moderation, independence, ability to delegate power, sociability, ability to think, ability to take risks, resistance to stress, perseverance, developed imagination, sensitivity. Other companies form a list of qualities in their own way. It is believed that the American and English systems of qualities and character traits of a manager have long been formed. Focusing primarily on the "human approach" is a hallmark of Japanese business. Thus, the Japanese managers of Matsushita Denki, in order to increase the efficiency of workers and encourage them to constantly improve product quality, try to act in accordance with the moral code;

"Our principles: awareness of our responsibility for progress and increase the welfare of society, dedication to the further development of world civilization. Our credo: the progress of civilization is not an abstraction; we all work together to contribute to it; each of us must constantly remember it." Our spiritual values are: a) serving the nation by improving production, b) honesty, c) harmony and cooperation, d) the struggle for quality, e) dignity and subordination, g) identification with the firm; g) gratitude to the company ".

At General Motors, managers have five main requirements:

1. Competence. Every manager must know professionally how to do their job. Management knowledge can be gained if you are diligent and persistent enough to extract them from books, perceptive and self-critical enough to learn from your experience, and receptive and humble enough to learn from others. The leader cannot afford to learn from his own mistakes.

2. Dignity and the highest responsibility in all matters.

3. A sense of the new and the ability to take risks. Will, ability to take risks must be combined with the ability to plan, look ahead. Reliable planning equips those who are able to take risks.

4. Sensuality and flexibility. To feel the environment, emerging needs, time, events - it means to respect the views of others, constantly strive for self-development and be ready for change.

5. High efficiency, constant desire to be the best and do everything in the best way.

Most American companies believe that the most valuable manager is a person who is dissatisfied with the current methods, who is constantly learning new things, ready to listen to the advice of both his company's employees and others. He must take part in various meetings and conferences of the Association of Administrators and Trade Unions, listen to lectures and visit other enterprises.

Depending on the management situation, the manager has to perform various "roles". There are many such roles:

1) manager (administrator). This function is considered traditional, inherent in the manager. And since in modern conditions power has ceased to be indivisible, the authoritative person is expected to show both firmness and a certain softness. The main duty of the administrator is to supervise the implementation;

2) the planner (develops methods and means by which others achieve goals);

3) politician (sets goals and rules of conduct in the group);

4) the leader (leads people);

5) expert (person who is addressed as a qualified specialist);

6) educator. The degree of education, high morale of employees is a determining condition for moving the peak of economic progress from region to region. It is known that the period 1775-1875 was the century of Great Britain, where classical Christian ethics operated; the period 1875-1975 is considered the century of the United States, where Protestant ethics prevailed; in 1975 the century of the Asia-Pacific region was defined, where Confucian ethics found its manifestation. Ethical systems are powerful

factors in socio-economic progress. A manager who aspires to success must draw the appropriate conclusion: ethical, emotional education of employees - an essential aspect of all managerial functions;

- 7) a representative (groups in the environment);
- 8) regulator (relations within the group);
- 9) source (ideas, information, incentives, penalties);
- 10) symbol (example, face of the group);
- 11) a judge (also a peacemaker);
- 12) dictator (a person who cancels individual responsibility in a group);
- 13) "father" or "mother" (to whom they turn for help);
- 14) "scapegoat" (the person responsible for everything in case of failure);
- 15) manager (resources);
- 16) the person conducting the negotiation

Among the series of managerial skills that have become particularly widespread in recent decades, it is necessary to name, first of all, those related to negotiation procedures. Today, low- and middle-level managers spend their working time mainly on establishing and developing human contacts, deepening business ties, concluding agreements, resolving disputes, and establishing relations with government officials and structures. All this requires special abilities that are close to diplomatic. This is all the more important in modern conditions, when interstate relations are developing comprehensively, joint ventures are being created, and so on.

The world market of services is an important component of international trade relations, which has recently become increasingly important. This is due, firstly, to the rapid development of services in economically developed countries. Here the share of services in GDP reaches 70% and more. Second, the accelerated growth of international trade in services is due to the intensification of integration and globalization processes in the world economy. Third, it is necessary to note the extremely wide diversification of services at the international level, which increasingly affect the development of all industries and spheres of national and international production. The consequence of these factors was the rapid growth of trade in services on the world market. They now

account for more than a fifth of the world's export and import operations. All this arouses not only scientific and practical interest in the problems of development of the world market of services, but also involves solving problems of rational use of its advantages by countries around the world. The expansion of international trade in services and the diversification of the world market for services increase the need to develop appropriate regulatory mechanisms and facilitate their adaptation to the modern specifics of this area of international economic activity by developing measures at various levels by individual governments and internationally.

CONCLUSIONS AND PROPOSALS

1. The key concepts of foreign trade are outlined. Today, globalization contributes to the accelerated development of productive forces, scientific and technological progress, increasing intensity in relations between economies. The world economy is becoming a single market and production area with national and regional sectors, rather than a simple set of national economies that are developing mutual economic cooperation.
2. The role of foreign trade and its aspects for the world economy are studied. The services market is largely a dynamizer of world production, scientific and technological progress and the entire system of international relations, which are formed under the influence of modern information technology and globalization trends. As a result, international trade in services is developing faster than foreign trade in general, under the influence of computerization, information technology, liberalization of the financial and insurance services market, etc., which requires constant monitoring of the global services market. Effective conduct of foreign

trade is impossible without state regulation of the economic processes that occur during the exchange of goods and services between countries. In general, the foreign economic policy of a state is a set of measures aimed at achieving certain advantages in the world market by the country's economy and at the same time protecting the domestic market from competition with foreign goods. The instruments of such a policy are methods of tariff and non – tariff regulation of foreign trade, and the main forms are state protectionism and the policy of “free trade”(liberalism).

3. The development of foreign trade in the process of globalization is analyzed. State regulation of Ukraine's foreign trade should take into account not only current trends in uneven international integration processes and increased international competition, but also the peculiarities of the relationship between economic growth, foreign trade liberalization and institutionalization of foreign trade policy inherent in the transition economy. Methods of state regulation are based on the gradual liberalization of foreign trade with a consistent reduction in administrative restrictions and their replacement by market regulatory instruments with adequate means of state control. The choice of method depends on the situation that has developed at the current stage of development of the Ukrainian economy.
4. An inspection of the enterprise was carried out. Developed foreign trade sharpens competition between commodity producers, forcing them to close non-competitive and look for profitable production, improving the organization of Labor, and so on. Therefore, although the general population is winning, the situation of some industries may worsen. In my opinion, the dominant direction in relations between the countries of the world community is the path to freer trade, which does not recognize any artificial obstacles.
5. The structure of management is investigated. Analysis of trends in Ukraine's Foreign Trade confirmed that there are no significant positive changes in the structure of exports focused on a rather narrow range of competitive products, which makes it vulnerable to adverse fluctuations in the economic environment

and counter-sanctions of importing countries. It is fundamentally important to promote the concentration of resources on the production of final products with a high content of added value with access to promising segments of the global market. It is also necessary to minimize critical import energy dependence and activate efficient import substitution in other industries. In general, the analysis of the commodity and geographical structure of the country's foreign trade indicates a rather low level of efficiency of foreign economic activity.

6. Management of production processes is allocated. The basis for optimizing Ukraine's foreign trade and economic relations related to the material production sectors is the establishment of direct contacts between related enterprises, the creation of joint ventures, and direct participation in Transnationalization. It is essential to expand the rights of direct participants in foreign trade to form certain corporate associations.
7. The mechanism of foreign trade regulation in Ukraine is characterized. In Ukraine, in the context of the economic transformation crisis, a foreign trade system has not yet been created that can contribute to economic growth, structural changes, and increase the efficiency of national production. The unweighted process of external liberalization in the conditions of a backward production base, low competitiveness in both price and product quality, leads to progressive deindustrialization, to the movement of the country to a qualitatively lower level of economic development.
8. Foreign experience in regulating foreign trade is analyzed. In the conditions of formation of market economy the important factor of successful functioning of the domestic enterprise is its reorientation on marketing principles. The actual implementation of the concept of marketing in practice makes it possible to respond quickly to market conditions and win in competition. Thus, the analysis of economic situations in solving the problem of production management is a very important point in determining the management strategy of the enterprise as a whole. However, a certain difficulty also lies in the fact that the production strategy is not a complexity. The proposed approach in making management

decisions is an attempt to find the most effective ways to implement the strategic goals of PE "Active" during which tasks are solved. In a transition economy in Ukraine increases competition, uncertainty, risk. To survive in these conditions, managers must implement new technologies and technical innovations, take bold, unconventional actions, which, in turn, increase the risk. Therefore, it is necessary to learn to predict events, assess economic risk; go for it, but it is beyond acceptable limits. The main tasks when making economic decisions - is to take into account the risk, manage it, bring it to acceptable limits, reduce possible losses. In order to prevent crises at the company created a program of financial recovery, which is included in the last section business plan. To date, due to the development of market relations, increasing opportunities for foreign economic activity of forestry enterprises, interest in marketing as a concept of market management has increased significantly. Every company, planning the volume of production, production capacity, must know in advance what products, in what volume, at what prices it will sell. To do this, you need to study the demand for products, markets, their capacity, real and potential competitors, potential buyers, the ability to organize production using new equipment and advanced technologies. The financial results of the enterprise, the turnover of its funds, the return on capital, its structure, and ultimately - the financial stability of the enterprise depend on this.

9. The prospects of improving the management system at the enterprise are highlighted. Ukraine gradually began to turn to the use of the regulatory tools that are inherent in many foreign countries. However, the model of regulating Ukraine's foreign trade is still incomplete and fragmented. The regulatory regime has often changed, even in opposite directions, which creates obstacles to the stable development of foreign trade relations and to taking advantage of the international division of Labor. On the other hand, when forming a system of state regulation of Ukraine's foreign trade, it is necessary to take into account the specific state of the country's economy, the progress of Structural Adjustment and increasing the competitiveness of Ukrainian goods, which will allow combining

national and international interests that do not always coincide. Non-tariff methods of regulating Ukraine's foreign trade are extremely insufficiently used. Therefore, the import policy should gradually shift the focus from the mechanisms of Customs and tariff protection to the use of technical regulation tools (standards, technical, economic, sanitary, phytosanitary, veterinary requirements) and procedures for ensuring consumer rights. It is important to use anti-dumping and countervailing procedures provided for by national legislation, which does not contradict the GATT/WTO rules.

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APPENDICES

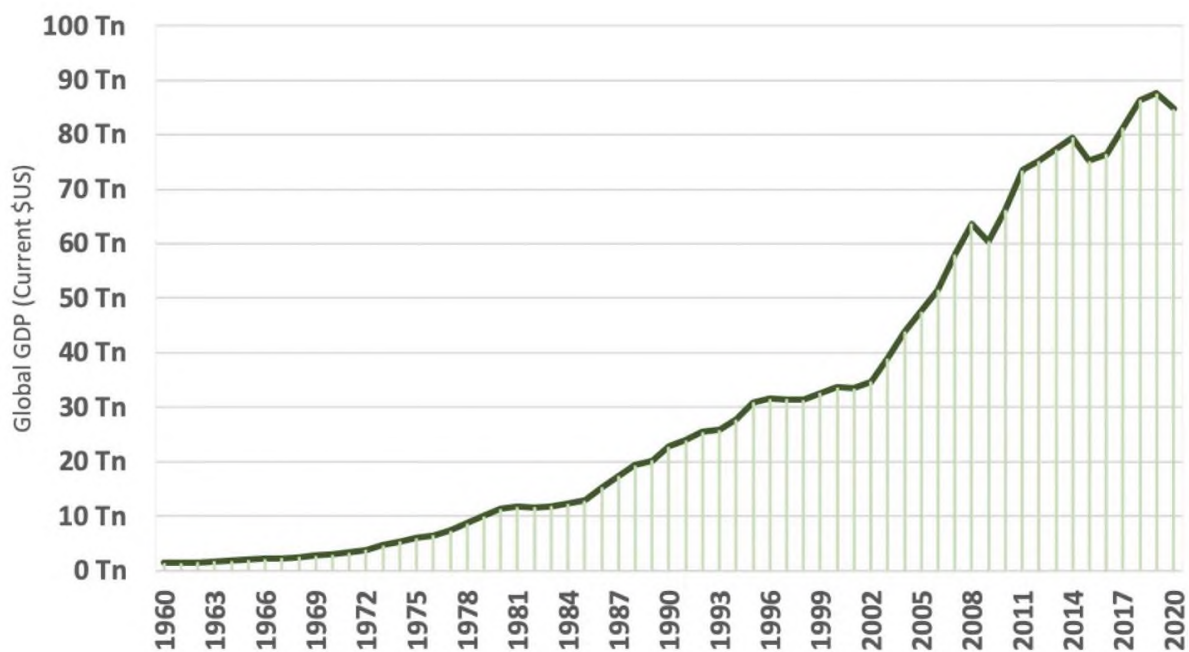


Fig 1. Global GDP 1960 to 2020