

LAWS OF VIABILITY OF INDUSTRIAL ENTERPRISES**Buhai V.Z., Horbunova A.V., Hevorhian H.A.***Zaporizhzhia National University
Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

bugai_v_z@ukr.net, unicornuni1@gmail.com

ORCID 0000-0002-3568-1577, 0000-0001-6450-4740, 0000-0003-1640-1995

Key words:

economic system, enterprise, law, viability, survival, development, governance, resources, synergy, self-preservation, sustainability, statics, dynamics.

In the conditions of the new transformational processes, the state of the industry becomes crucial, as one of the leading branches of the domestic economy will ensure the economic growth of the country. Having a powerful intellectual and technological potential, the industry is the basis of development not only of the domestic market of Ukraine, but also it is the expansion of the external market, ensuring its competitiveness. However, the industry in Ukraine is in the deep crisis, almost a third of enterprises in Ukraine are on the brink of survival. The study of the mechanism and viability of business entities are actual for overcoming of this situation. It has been established that the viability of enterprises is formed under the action of the law of synergy, the law of self-preservation, the law of development. At the same time, the main forms of their viability are the life-saving (the functioning of the enterprise requires the introduction of anti-crisis mechanisms) of life support (ensures the maintenance of a certain level of economic activity, allows the balance of internal inconsistency) viable development (the adaptability of the enterprise is such that it ensures independent functioning regardless of changes in external conditions). It has been revealed that the model of a viable enterprise has the following interrelated subsystems: operations implementation; coordination; control; controlling and development; economic policy-making. The role of static and dynamic equilibrium in the viability of the enterprise was analysed. It is found that its potential for development in static conditions is limited, unlike the dynamic conditions of operation. In this case, a stable balance of positive and negative factors has been formed in accordance with unstable and stable balance. The mechanism of formation of a state of stable equilibrium has been characterized by the fact that if the negative impact on the enterprise does not exceed a certain limit, it will quickly adapt to new conditions and return to a stable position. The unstable functioning of the enterprise can be caused by psychological factors, which makes it difficult to establish long-term partnership relations, provide loans, allocate investments. According to the model of dynamic development, the enterprise has been considered as a "social organism", which is the result of human activity based on knowledge, teamwork, that is, the internal factor of development.

ЗАКОНИ ЖИТТЄЗДАТНОСТІ ПРОМИСЛОВИХ ПІДПРИЄМСТВ**Бугай В.З., Горбунова А.В., Геворгян Г.А.***Запорізький національний університет
Україна, 69600, м Запоріжжя, вул. Жуковського, 66***Ключові слова:**

економічна система, підприємство, закон, життєздатність, виживання, розвиток, управління, ресурси, синергія, самозбереження, стійкість, статика, динаміка.

В умовах нових трансформаційних процесів вирішального значення набуває стан промисловості як однієї з провідних галузей вітчизняної економіки, що забезпечить економічне зростання країни. Маючи потужний інтелектуальний і технологічний потенціал, промисловість є основою розвитку не тільки внутрішнього ринку України, а й розширення зовнішнього, забезпечення її конкурентоспроможності. Проте промисловість України перебуває в глибокій кризі, майже третина підприємств знаходяться на межі виживання. Для подолання такої ситуації актуальним є дослідження механізму і умов життєздатності суб'єктів господарювання. Установлено, що життєздатність підприємств формується під дією закону синергії, закону самозбереження, закону розвитку. При цьому основними формами їхньої життєздатності є життєзбереження (функціонування підприємства потребує впровадження антикризових механізмів); життєзабезпечення (забезпечує підтримку певного рівня господарської діяльності, що дозволяє збалансувати внутрішні неузгодженості); життєздатний розвиток (адаптивність підприємства є такою, що забезпечує самостійне функціонування незалежно від зміни зовнішніх умов). Виявлено, що модель життєздатного підприємства має такі взаємопов'язані підсистеми: здійснення операцій; координації; контролю; контролінгу і розвитку; вироблення економічної політики. Проаналізовано роль статичної й динамічної рівноваги в життєздатності підприємства. Установлено, що потенціал його розвитку в умовах статичності є досить обмеженим на відміну від динамічних умов функціонування. При цьому

формується відповідно нестійка і стійка рівновага балансу позитивних і негативних чинників. Механізм формування стану стійкої рівноваги характеризується тим, що якщо негативні дії на підприємство не перевищують деякого граничного значення, то воно швидко пристосується до нових умов і знову повернеться у стійке становище. Нестійкість функціонування підприємства може бути зумовлена також і психологічними чинниками, що ускладнює налагодження довгострокових партнерських стосунків, надання кредитів, виділення інвестицій тощо. Відповідно до моделі динамічного розвитку підприємство розглядається як «соціальний організм», що є результатом людської діяльності, яка базується на знаннях, командній роботі, тобто внутрішнього чинника розвитку.

Statement of the problem

In a changing market environment, it becomes obvious that the most important and urgent strategic task of any enterprise is the ability to maintain stability, overcoming the influence of the negative factors of the external environment. Industrial enterprises are an important part of the domestic economy. Thus, in recent years the volume of sold products on them has made about 40% of the total volume of sold products (goods, services) of economic entities. Therefore, the economic and social development of the country is largely dependent on the effectiveness of their functioning. In this regard, industrial enterprises, in order to survive and develop in competition and maintain sustainability for a long period of time, must constantly make changes in their economic activities, taking into account the modern requirements of the market, with a view to adapting to them.

Analysis of recent studies and publications

The study of the conditions of viability of the enterprise attracts attention of both practitioners and theorists. The development of the theory and models of viability of the enterprise in the conditions of market reform of the economy is connected with the works of V.M. Geyets, S.S. Slavy, V.P. Martynenko, Yu.G. Lysenko, L.N. Sergeeva, I.Ye. Andryushchenko, L.A. Ligonenko, A. Yu. Bychkovsky, A.A. Tereshchenko, etc. In the works of these scientists was found a solution to some questions of the viability of economic systems (enterprises), ensuring their existence and development. An important point is that enterprises need to ensure viability, that is, creating promising models of development not only in crisis conditions, but also in conditions of rapid changes in the external environment and instability of the conditions of entrepreneurship, complicating the functions of enterprise management.

However, many of these issues require clarification and further development. In this connection, it is expedient to study the main patterns of development of industrial enterprises as an economic system, as well as the mechanism of action of the laws of their viability and to submit proposals for its improvement.

Objectives of the article

The purpose of the article is to study the essence of the laws of viability of economic entities and the mechanism for their implementation at industrial enterprises.

The main material of the research

The formation of a system of viability becomes more and more urgent, as in the market conditions, enterprises

constantly have to prevent crisis phenomena and to develop and implement in a timely manner measures related to bankruptcy prevention, independently determine the range and volume of production of products, the nature of relations with suppliers and consumers, credit, investment, innovation, dividend policy, etc.

A large explanatory dictionary of the modern Ukrainian language explains the term "viability" as the ability to preserve and maintain life [1].

In the source [2] the concept of "viability" is considered from two positions: as a system and as conditions of viability. The authors believe that the question of optimal streamlining and self-organization of the system is one of the keys to ensuring its viability. Therefore, the best option are actions, decisions taken on the basis of knowledge about the internal state of the system, the laws of its development.

Scientific collective under the direction of corresponding member of NAS of Ukraine Yu.G. Lysenko defines viability as the possibility of functioning of the economic system for an unlimited period of time under the conditions of action of perturbation factors at an acceptable level of efficiency [3].

In the source [4] viability as an economic category is considered through properties of adaptability and stability. In the uncertainty surrounding the market environment, enterprises face the challenge of rapidly adapting to new business challenges.

Thus, scientific views are focused on understanding the essence of viability, which is revealed in two aspects: The ability of the system to function and develop; the adaptability of the system to the external conditions of management. At the same time, the ability to exist, survive in the conditions of a market economy is an integral component, indicates the instability, the dynamism of the external environment of the enterprise's management and its impact on the effectiveness of its internal life-support mechanism.

Based on the above, the viability of the enterprise can be defined as an enterprise strategy aimed at independent, long-term effective functioning in a competitive environment.

Analysis of the concept of viability allowed to form a hypothesis about the existence of forms of viability of the enterprise (Table 1).

Table 1 – The Forms of viability of the enterprise and their meaningful filling

The Forms of viability	Their meaningful filling
Viable development	The state of a viable system in which the level of self-organization (adaptability) of the enterprise is ensuring independent functioning regardless of the change in the external conditions.
Life support	The form of the manifestation of the viability of the enterprise, in which the level of organization and consistency of the internal elements of the system ensures the maintenance of a certain level of economic activity, allows to balance internal inconsistency.
Life-saving (survival)	The level of a viable system in which, despite the danger, the enterprise is able to function. This situation of a viable system requires the introduction of active anti-crisis mechanisms, without which the enterprise can become bankrupt.

Source: Summarized by [2].

McKinsey's managers have developed the Organization Health Index (OHI), which provides that nine elements determine the viability of an organization, eight of which are formed in it [5]:

- 1) management;
- 2) understanding the direction of development of the company;
- 3) the working environment and corporate culture;
- 4) innovation and knowledge acquisition;
- 5) external orientation;
- 6) corporate organizational skills;
- 7) motivation of employees;

8) responsibility for the outcome;

9) coordination and monitoring.

Thus, the viability of an enterprise can be defined as its adaptability, which is determined by the ability to successfully adapt to changes in the external and internal environment based on the restructuring of relationships, changes in parameters and its structure; sustainability is the ability of an enterprise to withstand the influence of negative factors on its financial and economic activities.

We believe that the viability of the enterprises of the industry can be determined using such system of indicators: financial results of activity, the specific weight of unprofitable enterprises and profitability (loss) of activity (Table 2).

Table 2 – Performance indicators of Industrial Enterprises of Ukraine, 2014-2018

Indicators	2014	2015	2016	2017	2018	Change (+, -), % to 2014
Profit (loss, -), billion UAH	-178,7	-188,3	-24,7	56,1	109,3	+379,5
Share of unprofitable enterprises, %	37,6	27,4	27,5	28,6	27,6	-10,0
Damage amount, billion UAH	238,6	263,6	141,9	139,2	124,3	-47,9
Profitability (loss, -) of all activities, %	-9,4	-7,7	-1,0	1,9	3,3	+12,7
Current ratio	0,98	0,93	0,89	0,89	0,88	-10,2
Financial stability ratio	0,40	0,26	0,23	0,21	0,23	-42,5

Source: Compiled on [6].

Analysis of data Table 2 shows that there has been a significant increase in the profits of industrial enterprises over the past two years. However, the share of loss-making enterprises remained significant. The amount of their loss, although decreased, but in 2018, it was 124,3 billion UAH.

The current liquidity ratio and the financial stability ratio from year to year are deteriorating 1.5 to 2.0 times below the standard level, which indicates that many industrial enterprises are operating on the brink of survival.

The financial stability ratio of industrial enterprises in comparison with 2014 has significantly decreased, which indicates a significant decrease in the amount of their own capital and the growth of attracted capital. During the period under review, the volume of equity capital

decreased by 1.5 times, which indicates that there are significant financial problems of industrial enterprises.

The analysis of scientific sources shows that when examining an enterprise, it should be considered as an economic system. At the same time, there are different approaches to the definition of the concept of "economic system". The most common view of scientists is that the economic system is a collection of economic processes that are associated with the allocation of limited resources.

It should be noted that among the main laws of the viability of enterprises as an economic system, the law of synergy, the law of self-preservation and the law of development are distinguished. At the same time, the basis of the action of the laws is the viability of the enterprise (Fig. 1).

Enterprise viability		
The law of synergy	The law of self-preservation	Law of Development
Capacity building	Saving potential	Realization of potential

Fig. 1. Laws of vitality of industrial enterprises

The law of synergy means that for any enterprise there is such a set of elements in which its potential will always be either significantly greater than the simple sum of the potentials of the elements included in it, or significantly less [7].

Scientific research [8; 9] shows that the law of synergy emphasizes qualitative changes occurring in production and economic systems due to the modification of internal interrelations in conditions of destabilizing external factors. A distinctive feature of the synergetic approach is the definition of laws of the formation of self-organization of subjects of activity.

Synergetic substantiates the idea, that development is carried out through instability, through the so-called points of branching, as the beginning of adaptation to changes in the external environment, through chance and forms the objective stochastic behaviour of a certain type of open systems.

We believe that the theoretical basis for analysing the general state of the enterprise is the law of self-preservation (survival), which means that any economic system seeks to preserve itself as a holistic education. The essence of self-preservation is expressed by the ability of the enterprise to maintain its quantitative and structural integrity, adapting to the unstable environment and maintaining balance and stability to destabilizing factors.

It should be noted that the self-preservation of the enterprise provides mechanisms of three types: external; internal; inherited. The first is supported by external management, for example, by state influence on factors of the external environment.

In this case, the stability of the enterprise is ensured by eliminating any destabilizing deviations in the system by

including mechanisms of public administration of the economy. The internal mechanisms of ensuring the sustainability of the enterprise's functioning are driven by its management and are determined by timely and rational response to the change in the external environment. The sustainability of the enterprise is also achieved through the inherited management, that is, the formation, preservation and development of internal potential [10].

We believe that the self-preservation of the enterprise is the ability of management to ensure the adaptation of the enterprise's activities to the external environment, which is constantly changing, its ability to maintain the minimum necessary level of profitability of the activity, ensuring investment attractiveness. It is worth noting that the self-preservation of the enterprise is due to the influence of two factors - stability and development. However, stability leads to stagnation and accelerated development, but not provided with resources focused on temporary success.

Note that the quantitative and structural stability of the system is distinguished: the first is characterized by the number and variety of constituent elements of the system; the more components are included in the system, the more stable it is in relation to changes, and the second is characterized by the nature and strength of connections in the system.

Structural stability is characterized by two types: static and dynamic stability. Static refers to static equilibrium systems. The stability of such systems is declining slowly. Dynamic stability is achieved by balancing positive and negative processes [7].

The model of a viable system, as believes S. Bir, characterizes the behaviour of an effective enterprise. The model of a viable system for the Birom is represented by Table 3.

Table 3 – The model of a viable system by S. Bir

Subsystems	Functions of subsystems
Implementation of operations	The main activity of the company
Coordination	Coordinates connections between subsystems 1, eliminates unwanted deviations, resolves conflicts, and reallocates resources as needed
Control	Manages the day-to-day operations of the enterprise, that is, the aggregate of subsystems 1
Control and development	Receives internal environment information from subsystem 3, collects external environmental information on its own, and transmits it all to subsystem 5
Policy making	Policy making, development of long-term strategies, enterprise policy and organizational culture, make decisions on the most fundamental and important issues.

Source: compiled in [11].

Scientist A.A. Bogdanov distinguishes two of the most important laws of the enterprise for the characterization and evaluation of the stability of economic systems, this is the law of small and the law of self-preservation of the system.

The essence of the law of the small, according to the scientist, is that the stability of the system in relation to this environment depends on the presence of such components in it, the least resistance to their actions. The system will collapse if one or more of its links is the least robust. In order to prevent the destruction of the system, it is important to identify the weakest links in a timely manner.

The essence of the law of self-preservation of the system is manifested in the desire of any economic system to preserve itself as a holistic education throughout its life cycle. That is, the law of self-preservation in the enterprise is provided with dynamic stability of it, as an economic system that integrates such key concepts as survival, functioning and development of the system.

Therefore, the problem of enterprise sustainability as an economic system should be considered together with the processes of its functioning and development in a market environment, constantly changing.

Stability is understood as the ability of an economic system to maintain or maintain a given mode of operation under any conditions. It should be borne in mind that volatility is a source of development [12].

Research shows that the basis of the struggle for self-preservation of the enterprise is the ability to adapt to the external environment, to be able to use the changes taking place in it, in its own interests. In this case, it is necessary to distinguish the concepts of stable and unstable balance of positive and negative factors. The state of sustainable equilibrium differs in that if the negative impact on the enterprise does not exceed a certain limit, it will quickly adapt to the new conditions and return to a stable position.

An enterprise that is in a state of unstable equilibrium, even with slight disturbances, loses its stability. The instability of the functioning of the enterprise can be caused only by material, but also by psychological factors, such as the high level of conflict of the collective, lack of initiative of the manager, etc. Which makes it difficult to establish long-term partnerships, provide loans, allocate investments, etc. [13].

There is stability of the first kind, when the system, being withdrawn from the state of equilibrium, returns to its state of development. The stability of the second kind is observed if the system, derived from the state of

equilibrium, takes an equilibrium stay on another trajectory of its development. These types of stability correspond to the states of static and dynamic equilibrium of the system [10].

It should be noted that self-preservation of the enterprise is determined by its ability to self-organization, based on the ability to adapt to the external environment, and the effective use of factors of production, and, first of all, the human capital of the enterprise, which characterizes the dialectical relationship with resource theories of development.

By studying the laws of viability of the enterprise, it is expedient to analyse the role of static and dynamic components of the management of its functioning and development.

Static is a balanced state of the economic system in which it is located, regardless of any changes taking place in the external environment. All parameters and indicators reflecting the activity of the enterprise remain unchanged for a long time. The static enterprise is satisfied with the achievements and aspires to a quiet life, without any changes. And if there is no change, then there is no prospect of development.

Dynamics is the basis for the development of economic systems. Therefore, enterprises of dynamically developing are characterized by the desire to constantly increase the rate of their development, to master new markets with the aim of a positive trend of financial results [14].

Investigating the statics and dynamics of the development of economic entities, I. Ansoff singled out two approaches to the formation of organizational structures in them. Static does not take into account the dynamics of the change in the external environment and relies on the internal construction of enterprises based on the main functions they perform.

The dynamic approach is based on the notion that there is a close relationship between the nature of external relations and the conduct of the enterprise, on the one hand, and its internal organization, on the other. In this case, the organizational structure should not only be designed with respect to the market, but also undergo changes in accordance with the changes in the strategy of the enterprise [15].

Research L.A. Zhigun shows that the maintenance of the static or dynamic state of the enterprise is ensured by the application of special principles (Table 4).

Table 4 – Principles of maintaining static and dynamic state of the enterprise

State of the enterprise	Principles of the state of the enterprise
Static	goal priority; priority of functions over structure; the priority of the subject of entity over the entity
Dynamic	staff priority; priority of structures over functions; the priority of the object of control over the subject

Source: generalized by [10].

Thus, the process of functioning and development of the enterprise is connected with the problem of static and

dynamic equilibrium. The enterprise is in a static equilibrium if the structure does not change over time. It

is undertaking appropriate activities to adapt to the environment. In dynamic equilibrium, the structure of the enterprise changes.

It is worth noting that the problems of development and adaptation are fundamental to the concept of the enterprise as an economic system. Each system is influenced by external forces that make it adapt to changes in the external environment.

According to the model of dynamic development [9] the enterprise is considered as a "social organism", which is the result of human activity, that is, the internal factor of development. This approach provides the opportunity to take into account the current transformations in the economy of knowledge by introducing situation management at the enterprise, developing personnel, focusing on teamwork, confirms the experience of the leading Western corporations.

Investigating the source of formation and development of the abilities of the economic system, in particular the enterprise, Professor H.B. Kleiner [16] introduced the concept of the "soul" of the economic system as an independent driving force, determining the extent of its purposefulness, confidence in expectations, taking into account the intentions of other market players.

The manifestations of the "soul" of the enterprise are multifaceted and cover the peculiarities of the internal climate, interaction with customers and partners, reaction to external factors and corporate culture. According to the scientist, the market behaviour of the well-developed "soul" enterprises should be characterized by observance of business ethics, compliance with rules and legislative acts, loyal attitude to partners and competitors. With this approach, the enterprise is considered more perfect, the more developed its "soul". "Soul" plays the role of coordinator of various aspects of the activity of the economic system (enterprise) in the long term [17].

Conclusions

In the market competitive conditions of management, the important task of management is to ensure the viability of

enterprises, which means the ability to adapt to changes in the unstable external environment. At the same time, viable enterprises not only learn to adapt to the current situation or solve priority problems, they develop the ability to master new and constantly develop themselves.

To analyse the basic regularities of the viability of any system, in particular, industrial enterprises, the basic ones are the law of synergy, the law of self-preservation and the law of strategic development.

The source of synergistic effect is qualitative changes taking place in economic systems as a result of modification of internal interrelations in conditions of destabilizing factors and adaptation to changes of the external environment.

The law of self-preservation implies the desire to preserve itself (to survive) by using fully all available resources. In order for an enterprise to become viable and remain viable in the future, it is necessary, *inter alia*, to use management approaches that are more focused on effective managers who can make decisions faster and better than competitors, ensuring the sustainability of the enterprise.

By examining the mechanism of operation of the laws of viability of the enterprise, an important role belongs to the analysis of static and dynamic equilibrium. The dynamic approach, unlike static, is based on the close relationship between the nature of external relations and the conduct of the enterprise and its internal organization, which is the basis for its sustainability and development.

An assessment of industrial trends has found that they are more likely to have survival patterns than long-term development. Ensuring the viability of industrial enterprises in the current market conditions should be carried out taking into account the need for effective management based on the transformation of the knowledge economy based on strategic management, staff development, orientation to teamwork, that is, factors. That is, viability depends to a large extent on the level of self-organization of the enterprise.

References

1. Busel, V.T. (2005). Velykyy tлумachnyy slovnyk suchasnoyi ukrayins'koyi movy: 250000 [A great explanatory dictionary of modern Ukrainian]. Irpin: Perun [in Ukrainian].
2. Slava, S. S., & Bondarenko, V. M. (2008). Strukturuvannya zhyttyezdatnoho rozvytku: analiz pidkhdov ta definitsiy [Structuring viable development: an analysis of approaches and definitions]. *Rehional'na ekonomika – Regional economy*, 4(50), 208-214 [in Ukrainian].
3. Lysenko, Yu.H., Timokhin, V.N., Rudenskiy, R.A. et al. (2009). Metodologiya modelirovaniya zhiznesposobnykh sistem v ekonomike [Methodology for modeling viable systems in the economy]. Donetsk: Yugo-Vostok Ltd [in Ukrainian].
4. Bychkovskiy, A.Yu. (2012). Teoretychni zasady kontseptsiyi zhyttyezdatnosti pidpryemstv [Theoretical principles of the concept of enterprise viability]. *Zbirnyk naukovykh prats' NUK - Collection of scientific works of NUS*, 3-4, 104-108 [in Ukrainian].
5. Vzaimosvyaz' mezhdru pribyl'yu kompanii i kachestvom rukovodstva Godovoye issledovaniye Kompanii «The Ken Blanchard Companies» [Relationship Between Company Profit and Leadership Quality The Ken Blanchard Companies Annual Study]. (n.d.) Retrieved from: <http://www.seminar.kz/articles/?id=27>.
6. Kuznietsova, M.S. (Eds.) (2019). Diyal'nist' sub'yektiv hospodaryuvannya 2018 [Activities of business entities 2018]. Kyiv [in Ukrainian].

7. Lapyhin, Yu.N. Teoriya organizatsii [Organization theory] Retrieved from: hcherbina.ucoz.com/_ld/1/152_lapigin_teorija_.pdf. [in Russian].
8. Bohdanov, A.A. (1989). Tektologiya: (Vseobshchaya organizatsionnaya nauka) [Tectology: (General Organizational Science)]. Otd-niya ekonomiki AN SSSR. In-t ekonomiki AN SSSR - Separate Economics of the Academy of Sciences of the USSR. Institute of Economics, USSR Academy of Sciences. Abalkin, L.I. (Ed.) Moscow: Ekonomika [in Russian].
9. Hlazzl, F., Livekhud, B. (2000). Dinamichnoye razvitiye predpriyatiya. Kak predpriyatiya – pionery i byurokratii mogut stat' effektivnymi [Dynamic development of the enterprise. How pioneer enterprises and bureaucracies can become effective]. Kaluga: Duhovnoye poznaniye [in Russian].
10. Zhyhun, L.A., (2014). Teoriya menedzhmenta: teoriya organizatsii [Management Theory: Organization Theory]. Moscow: INFRA-M. Retrieved from: www.dx.doi.org/10.12737/2375 [in Russian].
11. Bir, St. (2009). Mozg firmy [Company brain]. (Lopukhin, M., Trans). Moscow: Librokom [in Russian].
12. Tarasevich, L.S., Gal'perin, V.M., Ignat'yev, S.M. (2000). 50 lektsiy po mikroekonomike. Lektsiya 9: Stabil'nost' ravnovesiya [50 lectures on microeconomics. Lecture 9: Stability of equilibrium]. Moscow: Ekonomicheskaya shkola [in Russian].
13. Kuznetsov, A.I. Organizatsionno-ekonomicheskiye osnovy obespecheniya vyzhivayemosti predpriyatiya [Organizational and economic basis for ensuring the survival of the enterprise]. Retrieved from: http://iteam.ru/publications/strategy/section_27/article_134 [in Russian].
14. Yefimova, S.A. (2007). Shpargalka po teorii organizatsii [Cheat sheet on the theory of organization]. Moscow: Okey-kniga [in Russian].
15. Ansoff, I. (1989). Strategicheskoye upravleniye [Strategic Management]. Moscow: Ekonomika [in Russian].
16. Kleyner, G.B (2018). Gumanisticheskyy menedzhment, sotsial'nyy menedzhment, sistemnyy menedzhment – put' k menedzhmentu XXI veka [Humanistic management, social management, system management - the path to management of the 21st century.]. Rossiyskiy zhurnal menedzhmenta - Russian Journal of Management, 16 (2), 231–252. Retrieved from: <https://doi.org/10.21638/spbu18.2018.204>. [in Russian].
17. Kleyner, G.B. (2011) Resursnaya teoriya sistemnoy organizatsii ekonomiki [Resource Theory of Systemic Organization of Economics]. Rossiyskiy zhurnal menedzhmenta - Russian Journal of Management, 3, 3–28. Retrieved from: [file:///C:/Users/V/Downloads/310-Текст%20статьи-506-1-10-20171027%20\(4\).pdf](file:///C:/Users/V/Downloads/310-Текст%20статьи-506-1-10-20171027%20(4).pdf). [in Russian].