



THE ACADEMY OF MANAGEMENT
AND ADMINISTRATION IN OPOLE

SOCIAL AND ECONOMIC
ASPECTS OF SUSTAINABLE
DEVELOPMENT OF REGIONS

**СОЦІАЛЬНО-ЕКОНОМІЧНІ
АСПЕКТИ СТАЛОГО
РОЗВИТКУ РЕГІОНІВ**

SPOŁECZNE I EKONOMICZNE
ASPEKTY ZRÓWNOWAŻONEGO
ROZWOJU REGIONÓW

II

The Academy of Management and
Administration in Opole

***SPOŁECZNE I EKONOMICZNE ASPEKTY
ZRÓWNOWAŻONEGO ROZWOJU REGIONÓW***

***SOCIAL AND ECONOMIC ASPECTS OF SUSTAINABLE
DEVELOPMENT OF REGIONS***

***СОЦІАЛЬНО-ЕКОНОМІЧНІ АСПЕКТИ СТАЛОГО РОЗВИТКУ
РЕГІОНІВ***

Monograph

BOOK II

Edited by Alona Ohienko

Tadeusz Pokusa

Opole 2018

ISBN 978-83-62683-52-9

Social and economic aspects of sustainable development of regions, Book 2. Monograph. Opole: The Academy of Management and Administration in Opole, 2018; ISBN 978-83-946765-1-3; pp.292, illus., tabs., bibls.

Editorial Office:

Wyższa Szkoła Zarządzania i Administracji w Opolu
45-085 Polska, Opole, ul. Niedziałkowskiego 18 tel. 77
402-19-00/01 E-mail: info@poczta.wszia.opole.pl

Recommended for publication
by the Academic Council Mykolaiv V.O.Sukhomlynskyi national university
(Protocol No. 3 of June 20, 2018)

Reviewers

prof. dr hab. Marian Duczmal, prof. dr hab. Victor Mozgovyi

Editorial Board

*Wojciech Duczmal, Alona Ohiienko, Mykola Ohiienko, Tadeusz Pokusa,
Volodymyr Lagodiienko, Ruslan Skupskyi, Sławomir Śliwa, Larysa Kyienko-
Romaniuk, Lyudmila Matochnyuk, Tetiana Halych.*

Publishing House:

Wyższa Szkoła Zarządzania i Administracji w Opolu 45-
085 Polska, Opole, ul. Niedziałkowskiego 18 tel. 77 402-
19-00/01

200 copies

Authors are responsible for content of the materials.

ISBN 978-83-946765-1-3

© Authors of articles, 2018

© Publishing House WSZiA, 2018

TABLE OF CONTENTS

Introduction.....	7
Part 1. ENSURING SUSTAINABLE DEVELOPMENT OF REGIONS AND MANAGING CHANGES IN ENTERPRISES IN CONDITIONS OF INTERNATIONAL INTEGRATION PROCESSES ЗАБЕЗПЕЧЕННЯ СТАЛОГО РОЗВИТКУ РЕГІОНІВ ТА УПРАВЛІННЯ ЗМІНАМИ НА ПІДПРИЄМСТВАХ В УМОВАХ МІЖНАРОДНИХ ІНТЕГРАЦІЙНИХ ПРОЦЕСІВ	
1.1. Institutional providing of social coordination Інституційне забезпечення соціальної координації (<i>Nataliia Havadzyn, Jadwiga Ratajczak</i>).....	10
1.2. Improvement of management system cash flows at metallurgical enterprises Вдосконалення системи управління грошовими потоками на металургійних підприємствах (<i>Olga Bassova, Tadeusz Pokusa</i>).....	19
1.3. Improving the quality management system at industrial enterprises of Ukraine Удосконалення системи управління якістю на промислових підприємствах України (<i>Hanna Burdelna, Hanna Degtyar</i>).....	29
1.4. Financial instruments for the supporting of small business infrastructure subjects in the region Фінансові інструменти підтримки суб'єктів інфраструктури малого бізнесу в регіоні (<i>Ruslan Danyleychuk, Wojciech Duczmal, Mariana Zhytnikovich</i>).....	36
1.5. Problems of reproducing labor potential in rural areas (<i>Kateryna Didur</i>).....	46
1.6. The methodological approaches to assessing the financial and economic security of the enterprises in the agrarian sector Методичні підходи оцінки показників фінансово-економічної безпеки підприємств аграрного сектору (<i>Olena Dovgal, Mykola Kravchenko, Uliana Andrusiv, Anastasiya Datsenko</i>).....	55

TABLE OF CONTENTS

1.7.	Regional disproportions in the formation of attracted resources of commercial banks of Ukraine and the efficiency of their placement. Регіональні диспропорції у формуванні залучених ресурсів комерційних банків України та ефективності їх розміщення (<i>Lyudmila Dombrovska, Filip Pokusa</i>).....	60
1.8.	Priority directions of activation of investment-innovative processes regional economic structures Пріоритетні напрями активізації інвестиційно-інноваційних процесів регіональної економічної структури (<i>Ruslan Zubkov, Iwona Mstowska</i>).....	70
1.9.	Paradigm of the Shadow Economy of Ukraine: Methodological Aspect of Evaluation Парадигма тіньової економіки України: методичний аспект оцінки (<i>Ruslan Skupskyi, Witold Potwora, Volodymyr Krayniy</i>).....	78
1.10.	Use of cloud services by the manager of an educational institution in conditions of a New ukrainian school. Використання хмарних сервісів керівником освітнього закладу в умовах Нової української школи. (<i>Larysa Kyienko-Romaniuk, Serhiy Poyda</i>).....	88
1.11.	Analysis of production of agro-food products by regions of Ukraine: spatial asymmetries Аналіз виробництва агропродовольчої продукції по регіонах України: просторові асиметрії (<i>Irina Kramarenko</i>).....	97
1.12.	Structural processes in the national economy and their role in promoting sustainable development of regions Структурні процеси в національній економіці та їх роль у забезпеченні сталого розвитку регіонів (<i>Liliia Simkiv, Tetiana Kulyk</i>).....	104
1.13.	Peculiarities of formation and development the financial infrastructure of Ukraine Особливості формування та розвитку фінансової інфраструктури в Україні (<i>Iryna Lesik, Helena Karatieieva</i>).....	116
1.14.	Strategic management of sustainable development of regional socio-economic systems Стратегічне управління сталим розвитком регіональних соціально-економічних систем (<i>Viktor Lyashenko, Józef Kaczmarek</i>).....	124

- 1.15. Interaction of scientific and production complex innovative potential
 Взаємодія наукової та виробничої складових інноваційного потенціалу
 (*Olena Usykova*)..... 134
- 1.16. The influence of globalization and international integration processes for the development of regional transport and logistics systems
 Вплив процесів глобалізації та міжнародної інтеграції на розвиток регіональних транспортно-логістичних систем
 (*Liudmila Nazarova, Alona Ohienko, Marek Piałucha, Anna Fedosova*)..... 142
- 1.17. Strategic management of hotel industry enterprises
 (*Alena Obozna, Shabelnik Natalia, Katarzyna Syrytczyk, Ruban Katerina*)..... 151
- 1.18. The urgent aspects of stimulating the processes of nationalization of the national economy
 Нагальні аспекти стимулювання процесів детінізації національної економіки
 (*Ruslan Skupskyi, Inga Shapovalova*)..... 158
- 1.19. Managing change: the main challenges of preparing modern managers
 Управління змінами: основні проблеми підготовки сучасних керівників
 (*Vasylenko Nadiia*).....180

Part 2. EUROINTEGRATION PROCESSES IN THE MODERN EDUCATIONAL SPACE: PSYCHOLOGICAL AND PEDAGOGICAL ASPECTS

ЄВРОІНТЕГРАЦІЙНІ ПРОЦЕСИ В СУЧАСНОМУ ОСВІТНЬОМУ ПРОСТОРІ: ПСИХОЛОГО-ПЕДАГОГІЧНІ АСПЕКТИ

- 2.1. Form manager is a manager of the middle link of the secondary educational establishments: the peculiarities of coordination of the pupil collectives' activities
 Класний керівник – менеджер середньої ланки закладу загальної середньої освіти: особливості координації учнівських колективів
 (*Tetiana Halych*)..... 190
- 2.2. Specifics of educational environment management of the pedagogical postgraduate education system with the purpose of development teachers professional competence
 Особливості управління освітнім середовищем системи

TABLE OF CONTENTS

	післядипломної педагогічної освіти з метою розвитку у вчителів професійної компетентності (<i>Larysa Kovalenko</i>).....	197
2.3.	Student's culture of culture as the basis for the successful professional activity of the future teacher Культура мовлення студента як основа успішної професійної діяльності майбутнього вчителя (<i>Valentina Maruschak</i>).....	209
2.4.	Influence of the latest information technologies on the formation of professional qualities of cadets-border guards Вплив новітніх інформаційних технологій на формування професійних якостей курсантів-прикордонників (<i>Lyudmila Matochnyuk, Kateryna Demyanyuk</i>).....	215
2.5.	Educational strategies in the vector of civilizational progress (<i>Natalia Polischuk</i>).....	222
2.6.	Модель поведінки особистості у складних життєвих ситуаціях Model of person's behavior in difficult life situations (<i>Marina Pryshepa</i>).....	232
2.7.	Features of logical and mathematical teachers' training in the light of the requirement of new ukrainian school conception Особливості логіко-математичної підготовки вчителів у світлі вимог концепції «нова українська школа» (<i>Kvitoslava Avramenko, Lubov Rekhteta</i>)	241
2.8.	Formation of future elementary school teachers' ecological competence in conditions of education for sustainable development Формування екологічної компетентності майбутніх учителів початкової освіти в умовах освіти для сталого розвитку (<i>Sichko Iryna</i>)	249
2.9.	The effect of mass-media on the emotional and sensitive spheres of a person Вплив інформаційних засобів на емоційно-почуттєву сферу особистості (<i>Mykhailo Tomchuk, Serhii Tomchuk</i>).....	260
2.10.	Peculiarities the development of the educational space of the Ukrainian SSR in the second half of the twentieth century Особливості розвитку освітнього простору УРСР в другій половині XX ст. (<i>Iryna Khomytovska</i>).....	266
	ANNOTATION.....	275
	ABOUT OF AUTHORS.....	285

4. Пирожков С., Прейгер Д., Малярчук І. Проблеми реалізації транзитного потенціалу України в контексті розширення ЄС і формування ЄЕП // Економіка України.– 2005.– № 3.– С. 4–19.

5. Правове регулювання сфери транспорту в Європейському Союзі та в Україні: Т. 1 / За ред. канд. екон. наук. В. Г. Дідика.– К.: ТОВ “Ніка-Прінт”, 2006.– 392 с.

1.17. Strategic management of hotel industry enterprises

Hotel enterprises of Ukraine in modern conditions operate in an environment of multidimensional competition, in which effective management depends on the timely introduction of innovations. The growth of competition in the hotel industry requires the use of innovative methods of personnel management, material resources, information, implementation of infrastructure and technological and other innovations in the activity of hotel enterprises. The world has gained an enormous experience of successful hotel business management on the basis of the systematic introduction of innovations. It can not be rejected, it must be studied, carefully transferred to the domestic soil, taking into account national specifics. Future specialists in the field of shaved economy should acquire skills for establishing a link between the dynamics of macro and micro-environment, the innovative potential of hotel enterprises and other factors of influence; on the basis of the revealed factors to be able to predict the dynamics of the development of innovative technologies in the activity of hotel enterprises in Ukraine and abroad.

Of course, there are specific requirements for catering during a vacation, a tourist trip. Therefore, the restaurant enterprises at the hotel serve a rather diverse contingent of visitors both domestic and foreign. For each category of consumers, special methods, techniques for servicing the staff of the hotel and restaurant complex are needed. This study focuses on the issue of improving the quality of customer service for restaurant services at hotels.

Questions about standards of service in the hotel business and the quality of hotel services are considered by such renowned Ukrainian scientists as Roglev H. [11], Boyko M.G. and Hopkalo L.M. [9], Khudo V., Kiyanytsa A. [6], Kabushkin N. [4], Agafonova L. [1], Vinogradskaya A. [3] and others.

In the modern hotel business, only those hotels that can offer high-quality services to their clients, which is impossible without professionally trained staff, can withstand a fierce competition. The urgency of the study of personnel management of the enterprises of the hotel and restaurant industry in the conditions of globalization is

explained by the high requirements of clients, which are presented to hotel services in modern conditions. The staff of the hotel company is an important component of the final product and, consequently, the quality of service in the hotel complex organizations depends on the skill and consciousness of the employees. Thus, effective management of people becomes one of the most important functions of the hotel - the function of personnel management.

In fact, hotel enterprises in the structure of the tourism industry and hospitality perform key functions, offering consumers a comprehensive hotel service. The most important features of the modern management of a hotel enterprise are: a special approach to human resources as a main strategic factor, the adoption of effective managerial decisions at all levels, the development of new management methods and style of management. Therefore, the success of the hotel industry in general and each individual company depends on these modern approaches, which are the basis for management of the hotel enterprise.

The facilities of the hotel and tourist complex provide consumers with a range of services, especially the functioning of the restaurant at the hotel, which are represented by various types, namely: restaurant, cafe, bar, buffet, dining room, snack bar, using various forms of service [21].

Restaurants can serve as an organized contingent (hotel clients) and unorganized (city population). They provide consumers with a wide range of services. Places of restaurant facilities at the hotel can be varied: on the ground floor of the building, on floors, on the roof, in the form of a summer courtyard, a winter garden or a conservatory (a system of locked space), etc.

Marketers are well aware that a person makes choices based on emotions. Recent studies conducted in this area show that this occurs unconsciously in about 90% of cases. A rather significant result: it turns out that 9 out of 10, for example, visitors to the restaurant can be made to make it profitable for the owner to choose from the menu, just working with their emotions.

The easiest way to manage the client's minds is through the selection of relevant music, colors, images, smells, that is, all that makes us unobtrusive physical effects. For example, if there is a slow romantic music in the supermarket, then visitors will be inclined to walk slowly along the hall, while paying heed to chocolate, wines, colors and other items inherent in a sensual evening with the other half.

By controlling the consciousness of the guests of the restaurant, you can really push them to choose good dishes or drinks for you, but if you do not have enough experience, the situation may turn out to be in your favor and cause a negative customer.

The main problem of modern business for several decades is not shortage of supply, but consumer shortage. In other words, the supply is growing at a pace, seriously

outpacing the growth in demand. There is a serious struggle for the client. And in the future, this problem will only intensify, as the market becomes more mobile and open in the global sense.

So, if before the restaurant's competitors were only restaurants in the neighboring streets, then now they can meet their need for food and communicate potential customers can dozens of ways. It can lure an advert or group in social networks before traveling to a mortgage institution at the other end of the city; it can be tempted by discounts when ordering food home, it can be captured by a bright outdoors event, and so on.

It is better not to experiment with all methods at once, but try to evaluate them separately, alternately choosing the most suitable for your institution. Remember that there are no dim or fog memories in the memory. The human brain is arranged in such a way that only bright and unexpected associations are memorized, but you will have to make great efforts to create them.

In order to keep the situation under control in a restaurant, you need to know what and how to measure which performance indicators to compare with. And you need to be able to do it quickly, otherwise this job simply will not make sense. These are "fast-measured" parameters and are called "key performance indicators." For each restaurant and for each manager the set of such indicators will be its. After all, if you set the goal to get as full a set of such indicators, then it will have more than two hundred parameters. It is clear that all of them to control simultaneously and constantly just not real.

Let's start with the simple performance of the restaurant. They are easily identified and clearly reflect the current state of affairs:

1. Average number of guests per table per day:

This indicator allows you to understand what filling capacity of the guests. He gives an understanding of the need to develop one or another stimulus program to increase the filling of tables or turnover tables in the period of peak downloads of the institution. You can calculate it by dividing the total number of guests of the restaurant for the period by the number of tables in the institution and by the number of days in the selected period.

2. Revenue per square meter:

Obviously, it's unnecessary to open an institution too large in a less-developed area. Otherwise, you may encounter a situation in which the institution will be empty. This indicator allows to estimate how effectively the area of the hall is used and to calculate the useful area. Calculated by the ratio of revenue for the period to the total

area of the institution. Usually this parameter is also considered as the average per day, that is, the obtained value still needs to be divided by the number of days in the period.

The service system should describe the whole process of service to the visitor, from his arrival to leaving the institution. This system usually consists of a sequential description of the specific stages of the guest's "life" within your restaurant (for example, entrance to the restaurant, table selection, first order pick-up, servicing, take-away, etc.).

But the system of service should include not only a description of the sequence of actions, but also rules of conduct for employees, language forms or communication guidelines, nonverbal manifestations, work of facial expressions. It is impossible to describe all the language forms without exception, therefore, in some blocks, only communicative landmarks or recommended language turns can be indicated. Often, a system can be built "from the reverse", describing what to do exactly can not.

Every guest should be satisfied. Every employee at the restaurant, taking every step he must keep in mind. If all your managers are focused on this result, if employees are trained and trained, then at some point you, as a manager, will be able to calmly look at your institution from the outside, without interfering with its work and obtaining excellent results. In order to achieve such work from the restaurant team, it is necessary to build a service system. It often happens that it is difficult for managers to answer, for example, the question "what kind of work is in the hall, and how to manage it."

Frequently the general phrases sound and, as a result, their lively realization is in fact. Let's consider what a systematic approach to the service is and where to start its construction. The service system should describe the whole process of service to the visitor, from his arrival to leaving the institution. This system usually consists of a sequential description of the specific stages of the guest's "life" within your restaurant (for example, entrance to the restaurant, table selection, first order pick-up, servicing, take-away, etc.).

A simple description of the operations associated with each stage of service guests will not be enough. It is important to record clear timelines as a rule for each such operation. It should be remembered that the duration of the operation is determined not by your ability, but by the desire of your guest, his individual need. You have to think how to give the guest the speed that he expects from you. All service processes should be aimed at making the guest happy and even a little impressed with your excellent service.

Service quality is often defined as a "break" or a deviation from expectations. It is clear that if the guest did not receive what he was expecting, he would be dissatisfied. But if he got what he was expecting, his attitude to the service and to the restaurant would be neutral. That's why it's important to give the guest more than he is waiting for

you, using innovative ways to service his client. Only in this case, your service will be perceived as excellent. And in this lies the main secret of good service - the guest is quickly accustomed to the fact that yesterday he was amazing.

And so, in order to maintain the "break" of his every time you need to be surprised by something new, constantly improving service operations, increasing the level of work of the staff, thinking that every moment, a guest held in your restaurant, was for him the most comfortable and enjoyable.

It is important to remember that service staff are all who come into contact with the guest, as well as all those who fall into the field of his vision. It's not just about the waiters. These are also guards, cleaners, parking attendants, etc. Do not look narrowly at the service process. It is important to give each employee the rules of work, carefully determining his operations and their parameters. Otherwise he will come up with them!

No other analysis tool is subject to such attacks and criticisms as SWOT- analysis. He is barking for complexity and misuse. And they are bashing in many ways fairly. But do not forget that this is one of the most well-known and commonly used strategic planning tools, which is taught in almost all business schools around the world. And they are taught that it is a great fit in the curriculum, is well combined with other tools and is great for educational purposes.

Such an analysis is good not so much the results that it gives, but the algorithm of actions that must be performed by the company's managers for its implementation. We believe that the preparation of a SWOT- analysis is a great topic for a strategic development session to unite a team of managers to develop and coordinate common goals of management or business owners, for all cases where it is necessary to bring the business team through the routine and controversy stage to agreed solution. But the results obtained, too, should not be discounted.

Like any strategic management tool, SWOT analysis will allow you to combine all the information obtained at other stages of the restaurant's analysis - this is the assessment of competitors and maps of the trading area, this is the concept of the restaurant and the portrait of the client, both the strengths and weaknesses your menu, cost and cost analysis.

Hotel economy, as one of the main components of the tourist industry, is a highly profitable branch of the Ukrainian economy, which is developing dynamically. The hotel service comprises a range of services for tourists and is a key factor determining the prospects for tourism development in Ukraine.

Its development influences the development of the tourism industry in general, the production of tourism services and the rest of the key sectors of the economy, and as transport, communications, trade, construction, agriculture, and others. Thus, the

creation of developed hotel complexes, is important and as one of the effective areas of structural adjustment of the Ukrainian economy.

Hotel complexes, in addition to accommodation services, can also provide food services (restaurants, bars, cafes), trade and catering services (hairdresser, dry cleaning, laundry, photography, studio, etc.); specialist premises for sports (fitness center, swimming pool, sauna, sports halls, bowling alley, etc.), for entertainments (cinema-concert programs, organization and conduction of banquets, disco, casinos, etc.), for business (business meetings, seminars, provision of multifunctional business center services, exhibitions, banking services), etc. [5].

The problem of introduction of modern effective management models in the systems of management of domestic hotel complexes that meet the world standards is due to the need to provide high-quality services to clients and the need to ensure the safety of clients and service personnel. Among the number of measures to improve the domestic hotel service can be distinguished construction of new hotel complexes, modernization of the old, as well as improving the quality of service in them.

Particularly important is the so-called human factor in the field of hotel services, therefore, special attention must be paid to the management of the structure and staff selection of the hotel complex. The staff of hotel complexes must be well trained and have the appropriate professional training, personal and business qualities.

The high level of service in restaurant facilities, namely: delicious food, extraordinary interior flavor, individual approach to the client, create a good mood and unforgettable impressions, a desire to visit the institution again. All this is possible due to the systematic approach to managing the hotel and restaurant complex, united by a team of professionals concerned about the image of their enterprise, as a result of a professional, creative approach to the matter. The training of highly skilled professionals for catering should be carried out on the basis of programs of modern reform in this field, the latest technologies, the study of foreign languages, the passing of practice with the possibility of visiting for internships to foreign countries.

In the transition to the market there is a slow departure from the hierarchical management, a rigid system of administrative action, virtually unlimited executive power to market relations, property relations, based on economic methods. Therefore, it is necessary to develop fundamentally new approaches to the management of the hotel complex. The main thing inside the hotel complex is employees and consumers of hotel services - guests.

The successes of the world's leading hotel complexes in providing high quality hotel services, their rapid upgrading, reducing costs and integrating staffing efforts are due to the fact that they have created highly effective management systems.

By creating tourism industry in Ukraine, trying to enter the international market of tourist services duly, it is necessary to reconstruct the existing, build new modern enterprises of the restaurant industry.

References:

1. Агафонова Л. Туризм, готельний та ресторанний бізнес: ціноутворення, конкуренція, державне регулювання: Навч. посібник для студ. вищ. навч. закладів/ Людмила Агафонова, Ольга Агафонова,; Київський ун-т туризму, економіки і права. - К.: Знання України, 2002. - 351 с.
2. Байлик С. Гостиничное хозяйство: проблемы, перспективы, сертификация: Учебное пособие/ Станислав Байлик,. - К.: Альтерпрес: ВИРА-Р, 2001. - 207 с.
3. Виноградська А. Технологія комерційного підприємництва: Навчальний посібник/ Алла Виноградська,; М-во освіти і науки України, Київ. економ. ін-т менеджм. (екомен). - К.: Центр навчальної літератури, 2006. - 778 с.
4. Кабушкин Н. Менеджмент гостиниц и ресторанов: учебный посібник/ Николай Кабушкин, Галина Бондаренко,. - 3-е изд., перераб. и доп.. - Мн.: Новое знание, 2002. - 367 с.
5. Організація обслуговування у малих готелях: Навч. посібник / Г.Б. Мунін, З.І. Тимошенко, Ю.І. Палеха, М.Д. Стамболов; За заг. ред. академіка О.В. Шербенка. - К.: Вид-во Європ. ун-ту, 2007. - 181 с.
6. Кияниця А. Стратегія і тактика управління підприємствами готельного господарства та туризму в Україні // Вісник Української Академії державного управління при Президенті України. - 1999. - № 3. - С. 149-159.
7. Котлер Ф., Боуэн Дж., Майкенз Дж. Маркетинг гостеприимство туризм: Пер. с англ. / Под ред Р. Б. Ноздревой. – М.: Издат. объединение «Юнити», 1998. – 764с.
8. Нечаюк Л. Готельно-ресторанний бізнес: Менеджмент: Навчальний посібник для студ. вузів/ Лідія Нечаюк, Наталія Телеш,; Центр навчальної літ., М-во освіти і науки України, Київський нац. ун-т культури і мистецтв. - К.: Центр навчальної літератури, 2003. - 346 с.
9. Бойко М.Г., Гопкало Л.М. Організація готельного господарства: Підручник. - К.: Київ, нац. торг.-екон. ун-т, 2006. - 448 с.
10. Ресторанне господарство і туристична індустрія у ринкових умовах: Збірник наукових праць/ Київський нац. торговельно-економічний ун-т; Ред. кол.: М.І. Пересічний, Н.Я. Орлова, Т.І. Ткаченко. - К., 2002. - 168 с

11. Роглев Х. Основи готельного менеджменту: Навчальний посібник / Христо Роглев,; Київський ун-т туризму, економіки і права. - К.: Кондор, 2005. - 405 с.

12. Управління сучасним готельним комплексом: Навчальний посібник / Георгій Мунін, Андрій Змійов, Георгій Зінов'єв та ін.; За ред. С. І. Дорогунцова; НАНУ, Рада по вивченню продуктивних сил України, Укр. гуманіт. ін-т. - К.: Ліра-К, 2005. - 514 с.

13. Управління інформаційною базою управління готелем // Король С. Я. Економіка і підприємництво: стан та перспективи. – К., 2003. – С.220–224.

14. Організація обслуговування в закладах ресторанного господарства: Підручник / За ред. П'ятницької Н. О. – 2-ге вид. перероб. та допов.– К.: Центр учбової літератури, 2011 – 584 с.

1.18. The urgent aspects of stimulating the processes of nationalization of the national economy

Нагальні аспекти стимулювання процесів детінізації національної економіки

Процеси реформування та побудови соціально орієнтованої економіки в Україні нашоухуються на багато гострих проблем, головною з яких є нестача у державі фінансових ресурсів для організації та забезпечення дієвих економічних перетворень, відчутних як для господарюючих суб'єктів, так і пересічних громадян. Забезпечення розвитку вітчизняної економіки можливе лише на основі вирішення проблеми поповнення ресурсної бази державних фінансів, у тому числі і за рахунок залучення до офіційного господарського обороту підприємницького капіталу, задіяного поза межами чинної державної регламентації – у сфері неофіційних економічних відносин, у сфері «тіньової економіки».

Особливу увагу феномен тіньової економіки привертає до себе через відносну його самостійність як елемента господарської системи держави, що формує паралельну систему виконання важливих господарських функцій, дублювання діяльності офіційних економічних інститутів, неврахований законодавством рух фінансових коштів. Значні масштаби тіньового сектора в економіці України справляють негативний вплив на ділову репутацію країни у взаємовідносинах із міжнародними фінансовими організаціями та інвесторами з огляду на можливість отримання зовнішніх позик, залучення іноземних