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The article deals with content and problems of academic entrepreneurship in Ukraine. Also there are determined place and importance of small businesses for innovative economic development. Are analyzed the main approaches to the management of the academic enterprise. Are being suggested proposals for the feasibility of using efficient management techniques in future activities of small and medium enterprises through innovation.

Key words: Academic entrepreneurship, business incubator, scientific technology park, innovation infrastructure, small business, management, management decisions

Introduction
World-wide experience in innovation development demonstrates the need for improving innovation infrastructure, the main elements of which should be parks, technology transfer centers, business incubators, business accelerators, technology towns and more. Quite effectively can be increased the competitiveness of the national economy by creating centers of generation in innovation, on which base market participants can amplify and grown new innovative businesses, innovation possible future members of the cluster.

Formulation of the problem
Formation of a market economic system in Ukraine depends on the growth of entrepreneurship in all economic sectors. The issue of enterprise development is of great importance in the national and regional policies to support the entrepreneurship and development of it related infrastructure.

Academic entrepreneurship – one of the most pressing topics of late in the development of innovation-oriented economy and additional tools of higher education system. Academic entrepreneurship is seen, as a way, to transfer knowledge and technology from research and education sectors to private business. It helps to overcome the gap between academic high school practice and innovation, to identify the most active representatives and give them a springboard for the implementation of the boldest ideas, that promotes innovativeness and economic competitiveness, especially in sectors of the small and medium enterprises.
BRIEF REVIEW OF LITERATURE

V. M., Heyets, O. I., Amosha, N. V., Osadcha, V. I., Lyashenko and others, considered the problem of innovative development of Ukraine through the development of infrastructure. I. Kulchitsky is the founder of the academic study of entrepreneurship, of the development of modern forms of cooperation between research institutions, educational institutions and business in Ukraine (Nemchenko A., Nemchenko T., 2010: 36–42.). The problems of external character that prevent development of academic entrepreneurship environment in Ukraine were identified by N. I., Chukhrai (Czukhrai N. I., 2011: 448–458). To the development of successful academic entrepreneurship in Ukraine and to research components of higher educational institutions devoted his academic works A. A., Romanovsky (Kulchitsky I., Zasyadly K., 2006: 46–50.).

Analysis of recent research and publications, both foreign and domestic, has made it possible to find out that the problems of development of infrastructure to support the academic entrepreneurship in the academic regions of Ukraine are not enough investigated. Management problems in small businesses are discussed in the works of many local scholars, but management features of small and medium business on the basis of academic entrepreneurship is paid insufficient attention, because it needs further study. The experience of developed foreign countries shows that academic entrepreneurship in the future promises to be a special area of integration of research and economics for the development of domestic entrepreneurship, especially small and medium businesses, one of the key methods to implement innovative economic development of Ukraine. In ukrainian legislation there is no clear definition of the term «academic enterprise» which is one of the obstacles to reforming the Ukrainian economy. In the construction of academic entrepreneurship Ukraine is largely based on the experience of Poland. Among the most significant publications of Polish researchers are L. Kvyetsinski, K. B. Marusyak, K. Zasyadly, H. Hromada, T. Tsihoski, M. Kołodzeyski.

UNSOLVED EARLIER PARTS OF THE OVERALL PROBLEM

Actual in scientific terms is the problem of economic support of effective working national producer on both domestic and foreign markets. Its solution is possible in the following areas: optimization of the tax burden; eliminating opportunities for unfair competition from foreign and domestic producers; support export activity; using the potential global economic integration. This is reflected in the scientific works of Ukrainian scientists: B. Heytsya, A. Amosha, Y. Lysenko, O. Mnich, T. Vasyltsiva, T. Bludovyi, A. Guzenko, N. Barsyukinoyi and others.

However, there is required coverage of the modernization process of mechanisms of increasing innovation activity of enterprises by combining the interests of large, medium and small businesses in the form of production networks. All this can not be provided without the development of academic entrepreneurship. Therefore it is important not illuminated complex issues is the organization of academic entrepreneurship, establishing a list of services provided, that will be given, the target audience, the partner organization, forms of attracting investments to implement innovative projects, which important functions are in small and medium-sized businesses except informational, innovational, educational and controlling will perform.

The purpose of the article is to disclose the nature of the academic entrepreneurship, to be acquainted with their functions and foundations of activities, research status and prospects of academic entrepreneurship in Ukraine, study management features of small and medium-sized entrepreneurship on the basis of academic entrepreneurship, to provide more efficient operation of these enterprises.

PRESENTATION OF THE BASIC MATERIAL

The experience of developed countries shows that the acceleration of socio-economic development most effectively occurs as a result of innovative models implementation. Academic entrepreneurship as a modern form of organization of innovative activity in the structure of the national innovation system should be considered as a strategic task of the state. The formation and development of global and national economies occur under the influence of scientific-technical and technological progress, which is characterized by intensification of innovative activity and new approach to the definition of innovation that combines knowledge, techniques and technologies to the market. Each country has its own peculiarities of the mechanism of formation and implementation of innovations, methods to manage government and private enterprises. A study of functioning of academic entrepreneurship in developed countries allows to distinguish the following patterns (Czukhrai N. I., 2011: 448–458.).
at the time of formation of innovative economy of the state there is a transition from the direct to indicative management of innovative development of regions, industries and individual enterprises;

• the increase of new knowledge, technology development, optimization of production contribute to the creation of production and innovation networks based on principles of self-organization;

• increases the role of regions in development of innovative processes;

• the development of national innovation systems occurs in the direction of integration in supranational innovation systems.

That means that the result of the integration of science and business in the whole world becomes academic entrepreneurship as a modern form of organization of innovative activity on the basis of the intellectual potential of higher educational institutions (Romanovski O. O., 2015: 4). The academic entrepreneurship is acquiring particular importance for regional development.

There are preconditions for creation the effective policy to support the development of academic entrepreneurship in the structure of the national innovation system in Ukraine:

• there is a considerable intellectual potential for innovative development;

• is initiated legal basis of innovative activity of enterprises;

• are created the individual elements of innovative infrastructure;

• is implementing a number of innovative and investment projects.

Fig. 1. Innovative activity of enterprises.

* excluding the occupied territories


The problem of innovative development can only be considered systematically, using a holistic set of activities within a consistent and long-term government scientific and technical, industrial and innovation policy (Kashuba O. M., 2009). For this purpose it is necessary to solve the strategic issues of innovative development on (Palyvoda O. M., Temindarova Y. A., 2015: 101–110):

• means of innovative activity stimulation with the necessary financial resources involvement;

• reduction and refinement of the priority directions of innovative activity;

• identification of mechanisms and institutional arrangements for innovation development.

The state as one of the main subjects of innovative activity must ensure the activation of innovation process, and as a result of the development of academic entrepreneurship in the economy and perfect the legal regulation of relations in this field (Soroka M. V., Petryk I. V., 2011: 159–166.). The concept of academic entrepreneurship support should cover the main problems of technological, economic, environmental and social character, investment and staffing ensuring, prioritizing, organizational and institutional mechanism for their solution, to determine the role of labor collectives, the central, sectoral and regional authorities in these processes, to consider the contribution of science and education in the progressive and balanced development of the national economy.

The dynamics shown in Fig. 2 indicate directions for innovative activities in enterprises in recent years.

Fig. 2. Directions of innovative activity.


As academic entrepreneurship gains for regional development the particular importance, the promotion of the infrastructure upgrades processes and integrated
socio-economic development of regions, is the main challenge for innovation strategy, which involves:

- greater integration of regional educational and scientific infrastructure by strengthening ties between regional offices of the national Academy of Sciences of Ukraine, the national research institutes, academic institutions and enterprises;
- stimulate the creation of “academic innovation belt” around the regional centres of the national Academy of Sciences of Ukraine and higher education institutions (HEIS) and enterprises that implement scientific developments;
- increasing the number of innovative active enterprises, the provision of “local preferences”, strengthen the innovation and modernization components of the privatization processes, the application of the system of regional innovation priorities;
- the introduction of “innovation” as one of the basic statistical criteria of rating of regional development, as well as statistical reports on indicators of innovative development;
- contributing the development and implementation of regional and interregional target programs for innovation policy in Ukraine based on the experience of leading regions;
- implementation of the only standards and methodology for integrated assessment of indicators of innovative development of regions of Ukraine using the experience of the EU.

According to the law, state support is provided to business entities of all ownership forms, which are implementing in Ukraine of innovative projects, in particular innovative active enterprises of all forms of ownership. This ignores the need to promote the development of innovation infrastructure elements, which are tools to bridge the gap between the links of the innovation process (education – science – production), (Matusiak K. B., Zasiadty K., 2005: 145–148). Research and practical experience assures that the state – central, branch and regional authorities, along with the definition of scientific, technical and socio-economic priorities, development of fundamental Sciences and education, should pay attention to the creation of innovative prerequisites for effective operation of large enterprises (Bets M. T., Sokil Y. R., 2013: 6–15 and Aleksina I. S., 2,015: 73–79).

To ensure the integrity of regional innovation systems (especially at the formation stage) are necessary such functions as: the formation of a subsystem of innovative marketing, training and retraining of specialists for innovative businesses, promotion of innovative principles of rehabilitation of region and individual companies. At the enterprise level the ensuring of efficiency of industrial production in modern conditions requires a fundamental changes of work organization, to improve innovative activity, reduce costs and improve financial stability, development of foreign economic relations, HR transformation (Volyk N. G., 2008: 50–55 and Korobka S. V., 2010). Very important are radical structural changes in the management towards the implementation of the marketing concept, the application of the methodology of fuzzy sets and system-dynamic modelling for predictive assessments and strategic planning, quality control, it’s updates, diversification of production, continuous training of personnel working in the conditions of market, development of entrepreneurial management and providing social responsibility. The dissemination of advanced experience of domestic enterprises and firms is also critical.

Irrational structure of the economy by sizes of enterprises confirms the need to develop mechanisms for innovative activity activation of small and medium enterprises, their advantage over the large is in that:

- innovations include quick character of introductions of innovations that are exactly best able with the mobility accounting of small and medium enterprises;
- the scale of the financial needs of small and medium-sized enterprises is less and it is easier to find sources of funding, including private;
- as practice shows, the period of functioning of clusters formed with the involvement of small and medium enterprises is significantly more than established on the basis of the existing enterprises, which again is associated with the inertia of the system of management;
- the emergence of a large number of enterprises increases competition and is an additional stimulus to innovation;
- newly established enterprises increase employment, reduce social tension and contribute to the acceleration of the reform of socio-economic system.
According to the experience of developed countries it can be argued, that in Ukraine the institutions to support the innovative entrepreneurship, regardless of their names and organizational forms should serve functions supporting for the scientific and technical cooperation with domestic small and medium enterprises with European partners which are interested in development of science, the conduct of the technological audit process, the establishment of technology transfer from research institutions to small and medium-sized enterprises, cooperation with authorities in the field of diffusion of innovation, training for entrepreneurs, research of innovation potential of the region, provision of information, consulting, financial, and educational services, cooperation with business support organizations and experts in the field of innovation (Palyvoda O. M., Khomenko O. V., 2015: 74–84).

A strategically important event for the formation of innovation system in the region and the country as a whole, especially in the early stages, is to assist public authorities organizations private institutions of centralized coordination and information and advisory service for participants of the innovation processes on the principles of equal partnership between the state structures, representatives of scientific-innovation sphere and entrepreneurship (Bubenko P., V. Klyuchoviy, 2007: 33–39). These institutions serve, as a kind of “crystallization centers’ infrastructure, of regional innovation systems, and later the innovation system.

However, despite a number of adopted in recent years legislative acts and normative-administrative documents aimed at stimulating the development of public-private partnership in Ukraine there is no rapid development of academic entrepreneurship, but needhan be noted that the trend toward the popularization still exists. Small businesses differ from larger by goals and objectives that are able to solve them (Iziumska V. A., 2012: 17–27). Because they are a reflection of the entrepreneurial initiative, the interest of the owner, which itself reflects the leader, the idea generator, and the financial manager. Therefore, decisions related to enterprise management, are based on the authoritative opinion of the owner.

**Conclusions**

Today academic entrepreneurship in Ukraine is at the stage of not quite active development. It has not yet received a clear definition, algorithm development and is not provided with adequate legislative base. The state’s role is in generating institutions in the functioning of scientific and technological markets and to control their implementation, the formation of a favorable institutional environment and innovation infrastructure. An important activity of technology business incubators we believe the innovative audit performance for small and medium-sized enterprises in the region, which will give the opportunity to summarize the technological needs of enterprises, to fulfill national and European research projects, collaborate with partners for putting to use the research results or transfer of existing technologies. The feature of small enterprise is the ease of form of management and few managerial staff. As a rule, there is no distinction between the functions of ownership and management, since there are no ideas of delegation. One of the main features of small enterprises is the lack of regulation initiative, the focus is on informal communication, the intensity of which is high and, in fact, becomes a system of strict control. For small businesses, creation of rational structure of management is challenging, as governance should be based on organizational, economic, psychological and social factors. The governance structure can change under the influence of many factors, namely: technical, economic, social and other factors.

But despite existing problems and based on scientific and practical experience of Poland and other EU countries, with the support of selected programmes of the West European countries, in Ukraine more active are increasingly emerging new successful forms of academic entrepreneurship (Kamińska A., 2015: 27–39).

A priority for further research should be mechanisms for the integration of business innovation centres and business incubators in the national business network with incubators and business parks, trade associations, private companies, regional development agencies, industrial associations, chambers of Commerce,
financial institutions, scientific and technological parks, universities, and research centers that will provide stability of development of academic entrepreneurship.

References