

региональных вузов должны стать: создание и распространение знания в качестве объектов для коммерциализации, высокая степень открытости вузов по отношению к обществу, установление более тесного взаимодействия между вузами и обществом, подготовка высококвалифицированных кадров для инновационной деятельности.

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## **THE DECISION-MAKING PROCESS IN REGARDS TO THE ECONOMIC INTEGRATION OF SMALL AND MEDIUM BUSINESSES**

*Изложены результаты исследований, по формированию процессов экономической интеграции для предприятий малого и среднего бизнеса, предложен алгоритм управленческого процесса целесообразности принятия решений относительно интеграционного развития и определены положительные и отрицательные последствия при создании интеграционного объединения.*

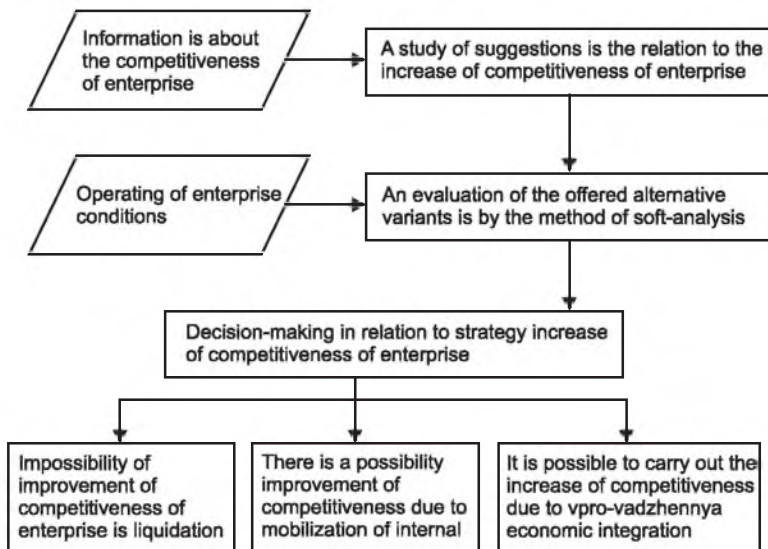
Increased competition makes an already tough business environment in a market economy more complex. As a result, Ukrainian businessmen associate various types of integration processes with the following perspectives: first of all, to minimize the risks of ineffective conduct of the case as a result of unforeseen short-term fluctuations; secondly, to strengthen their capacity for further development of small and medium enterprises in the context of globalization, financial crisis and other challenges.

The decision to join efforts with commercial partners and their specific forms turning in practice into a set of difficult analytical and strategic objectives, which are accompanied by the integrator in the first place (a private or legal person, whose initiative makes the problem rallying around the actual business project appear on the agenda), and then by other members of the future economic union.

The key prerequisite for the approval of the participation in the economic integration is the evaluation of the competitiveness of small and medium businesses. Undoubtedly, the need for radical ways of its market position improvement proves to come in handy when it is recognized to be unsatisfactory. Under such conditions, the management led by the owner, based on the information that appears in their possession, formulates appropriate solutions to the challenges before them. One of the most attractive solutions is the association of business potentials which is being favored about 58% of managers of small and medium businesses.

Generalized decision-making process on the use of economic integration in order to improve the competitiveness of small and middle business

in the sequence shown in Figure. As you can see, the choice of competitiveness will depend on the existing set of alternatives.



The consistency of the decision-making process in regards to the economic integration of small and medium businesses

Implementation of the above methods has confirmed its soundness. Based on the results obtained during the study concludes, the decision to merge even a fraction of their assets with commercial partner in the joint business projects for small and medium businesses is a complex and multi-stage process. Each of them has to be taken into account under a number of restrictions and formulated criteria. In their respect, constructive initiatives will improve the market position of partners, which simultaneously means of strengthening their competitiveness.

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