

# Management of Agricultural Production Enterprises in the Globalization of the Economy: Current State and Development Prospects

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**Abstract:** The article examines in detail the features of management of agricultural enterprises in the globalization of the economy. The principles and approaches of management of agricultural enterprises are highlighted. The purpose of management of agricultural enterprises is to ensure the most efficient activities with minimal costs of available resources; and reducing the effects of external threats and risks, especially those related to the globalization of Ukraine's economy. Management uses a wide range of tools and methods, covering, among other things, the use of modern technology and advanced technologies of labor and production, information flows, employee interaction and various functional units. An innovative approach to the management of agricultural enterprises plays an important role, as it is to promote the emergence of entrepreneurial ideas, identify new market needs and the optimal combination of ways and methods to meet them based on non-standard tools, formats and management methods. An effective management system of agricultural enterprises is based on numerous principles, among which the key ones are system, complexity, openness, transparency, flexibility, high adaptability, optimal combination of interests of the enterprise and the interests of regional development and economic development as a whole and other principles. Currently, the most effective management of enterprises contributes to the development of the agricultural market of Ukraine as a whole. The main purpose of using management tools is to ensure maximum efficiency in achieving the goals. An innovative approach to enterprise management is described, which is effective in the context of globalization of the economy and contributes to the strategic development of agricultural enterprises.

**Keywords:** Management, Enterprise, Agricultural production, Globalization, Management principles, Development.

## 1. INTRODUCTION

Today, in the conditions of globalization, as well as economic, political and financial instability, the successful development of agricultural production entities and their existence in general directly depend on the creation and maintenance of the effective functioning of the management system. This determines the importance of improving its tools, mechanisms and methods of evaluating the effectiveness of the management system.

Modern business conditions require the implementation of new requirements for the formation of a favorable business environment and adequate methods of its regulation. Dynamic transformations as a necessary prerequisite for the development of the national economy, objective transformational changes in the structure of its industries for the benefit of the further development of the agricultural sector of the Ukrainian economy require the functioning of mechanisms,

the functional load of which is to take into account the positive influence of external and internal factors, the avoidance or prevention of the negative impact of hazards or threats to the uninterrupted activity of subjects of financial relations and stimulation of the efficiency of their management with the outline of strategic priorities of sustainable growth due to the implementation of new, progressive approaches, measures, methods of formation and use of financial resources, which becomes possible thanks to the development and functioning of the financial mechanism for the development of agricultural production. Thanks to it, the balancing of cash flows in favor of expanded reproduction in the industry is ensured on the basis of a successful combination of the laws of the market economy and state regulation of its development, the avoidance of disparities and distortions in the processes of distribution and redistribution of financial resources of agricultural production, the acceleration of the formation of the high-tech agricultural sector and its infrastructure, the strengthening of the food safety (Lytvyn et al., 2022).

Especially important in 2022 is the study of the mechanisms and tools of management of agricultural production enterprises.

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es, including innovative, in conditions of economic instability, a difficult security situation and the complicated work of agricultural enterprises due to the impossibility of starting sowing on time, limited territories for work compared to 2021 (where military operations are currently being conducted or agricultural lands are mined) and other negative consequences. All of the above determines the relevance of this study (Osiejewicz et al., 2020).

Theoretical and practical aspects of enterprise management, their current state and development prospects have been studied by numerous scientists. Management problems of agricultural enterprises remain relevant for many generations of scientists. The issues of essence, structure and purpose of enterprise management were dealt with by the following domestic and foreign experts: L.I. Abalkin, V.I. Aranchiy, M.M. Artus, O.E. Hudz, V.D. Bazilevich, N.V. Bondarchuk, N.O. Botvina, I.M. Burdenko, O.D. Vasylyk, M.Ya. Demyanenko, L.O. Drobozina, O.A. Ivashko, O.P. Kyrilenko, H.G. Kireitsev, M.Ya. Kotobov, O.M. Kovalyuk, M.I. Krupka, S.V. Naumenkova, A.M. Podderyogin, N.S. Prokopenko, P.T. Sabluk, Yu.S. Serpeninova, O.M. Smirnova, E.B. Starodubtseva, P.A. Stetsyuk, S.I. Yuriy, T.Yu. Korytko (2018), I.S. Ladunka (2017), S.M. Lutkovska (2020), V.G. Nikitin (2021), S.T. Piletska (2018), T.M. Rybalka (2017), S.M. Savchenko (2021), O.M. Yastremska (2020), O.O. Yastremska (2020).

At the same time, paying tribute to the obtained results, the opinions of scientists regarding the essence of management of agricultural production enterprises, approaches to evaluating the effectiveness of its functioning, defining the essence and methods of management of agricultural production enterprises, as well as outlining the prospects for its activation in agriculture, which caused the emergence of the author's interest in the mentioned issues determined the choice of the research topic, definition of its purpose and tasks.

## 2. MATERIALS AND METHODS

The theoretical and methodological basis of the research is the acquisition of domestic and foreign scientific schools, as well as generally recognized provisions of the theory of finance and research methodology. Logic, as a method of generalization and comprehension, was used to specify the main categories of the study. Methods such as analysis and synthesis, inductive and deductive were used - to generalize theoretical approaches to defining the essence, formulating conclusions and determining the features of agricultural enterprise management, index method - to study the dynamics of the development of the industry. Expert assessment methods and statistical methods were applied to outline the situation related to the elements of management of agricultural enterprises. The method of cognitive modeling and formalization for modeling effective management measures of an agricultural enterprise in conditions of intensification of the development of agrarian production.

Although the topic of enterprise management has been studied widely enough, the peculiarities and key problems of managing the functioning and development of agricultural production enterprises, especially in the conditions of economic globalization, have not been sufficiently covered in scientific studies. This complicates the practical aspects of

implementing agricultural management. And therefore, this study is designed to form a theoretical base and certain practical recommendations in terms of the functioning of the management of agricultural production enterprises in the conditions of economic globalization.

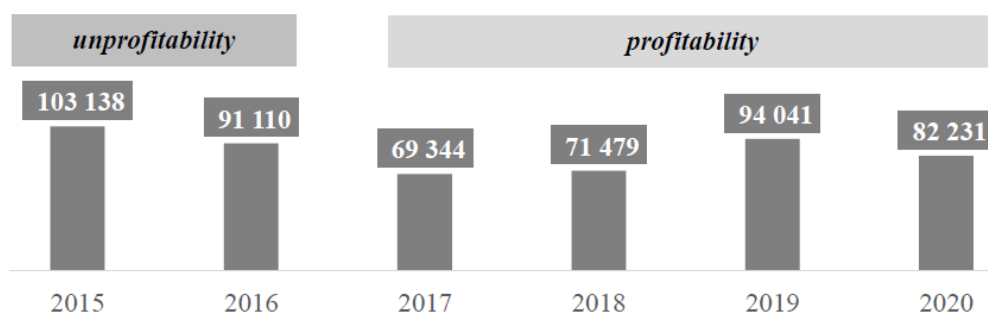
## 3. RESULTS

In market conditions, there is often a need for an adequate reaction of the manufacturer to challenges that are formed under the influence of a number of factors and force him to change the production system in general, or its components, in particular: the industry structure of the enterprise, the structure of sown areas, the structure of livestock. This, in turn, requires the adjustment of a number of operational aspects of running a business: changes in the basic production technologies, changes in the machine system, changes or improvements in technological equipment, changes in rations and feed standards for livestock and poultry, etc. Management of agricultural production enterprises is a complex system of interconnected and interdependent structural elements. And management efficiency reflects the contribution of management personnel to the effectiveness of the financial and economic activity of the business entity. Such efficiency is evaluated by various quantitative and qualitative indicators (Piletska & Korytko, 2018).

First of all, it should be noted that there is a significant number of active business entities on the agricultural market. For their effective activity, it is important to study the peculiarities of managing such enterprises, taking into account the conditions of globalization of the economy and the practical implementation of effective, high-quality and innovative management methods. The topic of effective management in the conditions of economic globalization is currently relevant in practical terms for almost 50,000 enterprises (Number of business entities by type of economic activity, 2022). Also, in addition to the number of people interested in the practical results of the study of management tools for agricultural production enterprises, it is worth evaluating their current state (Fig. 1 and Fig. 2).

In the period of 2015-2016, the result of the activities of most enterprises of the Ukrainian economy was a loss, which is connected, among other things, with unstable political and economic situations, currency fluctuations, military actions in the East of Ukraine, and others. At the same time, 2015-2016 was one of the most productive periods for agro-industry enterprises. In the future, the level of financial results decreased, but remained at a sufficiently high level. Ensuring significant profitability of agricultural activity was and is the result, in addition to everything else, of the functioning of an effective management system at most Ukrainian agricultural production enterprises.

At the same time, according to Fig. (2) although agro-industry is generally profitable, more and more enterprises end the financial year with a negative financial result. If in 2015 only 11.5% reported losses, then in 2020 such enterprises of agricultural production became 17.3%. Taking into account the fact that both the number of active enterprises on the market and the number of unprofitable enterprises are growing, it can be concluded that their problems are growing, including with the management of their activities.



**Fig. (1).** Balance of the financial result before taxation (profit - loss) of agricultural production enterprises in 2015-2020, UAH million.

Source: compiled by the author based on data from the State Statistics Service of Ukraine (Financial results before taxation..., 2022).

Note: the information is provided for 2015-2020, as updated information for 2021 is not available on the official website of the State Statistics Service of Ukraine.



**Fig. (2).** Distribution of agricultural production enterprises of Ukraine that received profit / loss as a result of their financial and economic activities, 2015-2020, %.

Source: compiled by the author based on data from the State Statistics Service of Ukraine (Expectations of agricultural enterprises regarding..., 2022).

Note: the information is provided for 2015-2020, as updated information for 2021 is not available on the official website of the State Statistics Service of Ukraine.

**Table 1. Production of Agricultural Products in all Categories of Farms 2015-2020.**

Indicators	Years					
	2015	2016	2017	2018	2019	2020
Agricultural products	37134,8	37274,2	36944,8	36390,6	36211,9	36109,9
including crop production	22053	22749	22968	23218	23454	24077
Stockbreeding	15081,8	14525,2	13976,8	13172,6	12757,9	12032,9

Source: compiled by the author based on data from the State Statistics Service of Ukraine (Expectations of agricultural enterprises regarding..., 2022).

Note: the information is provided for 2015-2020, as updated information for 2021 is not available on the official website of the State Statistics Service of Ukraine.

The role of labor productivity in agricultural production is of particular importance. The number of employees in the industry, the level and salary fund, the increase in the production of competitive products, ensuring the country's food security, as well as the efficiency of enterprise management as a whole depend on its level and dynamics. The results of agri-

cultural enterprises are characterized by the volume of products produced (Table 1).

The analysis of the volumes of production of agricultural products showed that, in general, there is a positive dynamic in the production of agricultural products, in particular plant products. The production of animal husbandry products has

**Table 2. Labor Productivity Per Employed Person in Agricultural Production of Ukraine 2015-2020.**

Indicators	Years					
	2015	2016	2017	2018	2019	2020
Agricultural products	624,0	765,0	755,0	867,7	928,6	857, 2
including crop production	660,0	804,0	777,4	900,1	954,4	853, 7
Stockbreeding	503,9	614,6	664,8	730,4	815,2	872,3

Source: compiled by the author based on data from the State Statistics Service of Ukraine (Expectations of agricultural enterprises regarding..., 2022).

Note: the information is provided for 2015-2020, as updated information for 2021 is not available on the official website of the State Statistics Service of Ukraine.

decreased over the last period, which is connected with the growth of imports of animal husbandry products from abroad. Most agricultural products are produced by enterprises - 66% (in particular, farms - 11.6%), respectively, households - 34%. Labor productivity remains one of the main indicators that determines the development of the agricultural industry in general, as well as the agricultural enterprise in particular. The relationship between labor productivity and economic growth is obvious, because labor productivity in a market economy is one of the factors in the formation of aggregate supply (Table 2).

Analysis of the dynamics of labor productivity per employee in agricultural production of Ukraine showed positive results (Lutkovska & Tsytskun, 2020). The growth of the indicator in the industry during the last 5 years is 48.81%, including in crop production - 44.61%, in livestock production - 61.78%. However, the level of labor productivity in agricultural production of Ukraine does not meet the available natural and material and technical resources, nor modern requirements. The level of labor productivity in Ukraine is lower compared to Germany by 3 times, France by 4, Great Britain by 4.5, Canada by 5.7, the USA by 8.5, Czechoslovakia by 1.6, Hungary by 1.8 times (Dvornyk, 2021). Factors of labor productivity growth are driving forces or reasons under the influence of which their level changes. The practical use of labor productivity factors necessitates a systematic approach and combining them into relatively homogeneous groups, which are divided into four groups (Inshyn et al., 2021):

1. organizational and economic, including the deepening of specialization and the development of cooperation, improvement of the organization of production and work, improvement of standardization, elimination of downtime for organizational reasons, reduction of the number of service personnel;
2. technical and economic: improvement of equipment, technology, complex mechanization of production and electrification, elimination of downtime for technical reasons;
3. socio-economic: improving the material and moral stimulation of work, observing labor discipline, improving the qualifications of employees, eliminating staff turnover, improving the working, living and leisure conditions of employees, reviving competition in labor teams (Krupskyi et al., 2019);

4. natural and climatic: climate, soil fertility, animal productivity (Dvornyk, 2021).

On the territory of Ukraine, unequal conditions have been created for agricultural producers, which seriously affects efficiency, including labor productivity.

The most important and effective factor in the growth of labor productivity in agricultural production is the use of advanced equipment, economical technology. The agrarian sphere of the economy, like no other, requires large investments, which will allow to transfer the industry to efficient production, to reduce losses of agrarian products at various stages. Investments in the agricultural sector are restrained by the low level of infrastructure development - in many regions there are no high-quality roads, and industrial sites are not connected to water supply and sewerage. Investments become unprofitable if business has to invest not only in enterprises, but also in infrastructure. In this regard, it is necessary to give business incentives - to develop the agro-industrial complex and, together with it, rural areas.

The government needs to develop a program for the joint development of territories with the participation of the state and companies (Dvornyk, 2021). Ukraine needs to engage in deep processing, which is currently lacking. Agricultural products should be processed as much as possible where they are produced. Only in this way will Ukraine be able to solve the main problem - low labor productivity. If we compare the average indicator of added value per worker in the EU and Ukraine, it is 6 times less in Ukraine, and 20 times less than in France. The reasons for the low productivity of agricultural production are the technological and technical backwardness of the agricultural industry. In Germany, 90 tractors cultivate a thousand hectares of land, in Ukraine - ten. Most of this technology is already morally and physically obsolete. Low labor productivity in Ukraine is the result of a mismatch between technology and labor capital, which is 3 times lower than in the USA. For many decades, labor productivity in agricultural production in Ukraine has been 20-25% of the US level (Dvornyk, 2021).

The stimulating factor remains important - employee satisfaction with material conditions (salary, bonuses, additional payments for length of service, manuals, sales of products to employees at a discount, etc.). It is worth noting that in 2019, the average wage in agricultural production was UAH 8,738, which is 25.87% less than in industry and 16.76% less than the average in Ukraine (Dvornyk, 2021). Other important forms of motivation are moral encouragement of the employee, his

promotion, professional development, creation of a favorable social atmosphere, development of trust and mutual understanding within the team, independence and responsibility, etc. Implementation of systemic reforms in agricultural production should ensure technological re-equipment of the industry, transformation it into an efficient, competitive sector of the economy on the domestic and foreign markets. For this, it is necessary to create conditions for attracting investments that will allow to increase the efficiency of agricultural production.

It is predicted that in 2022, the agricultural market is expected to decrease - both in financial results and in the number of active business entities. Among the main things that market representatives already expect in terms of prospects for business activity, we can highlight:

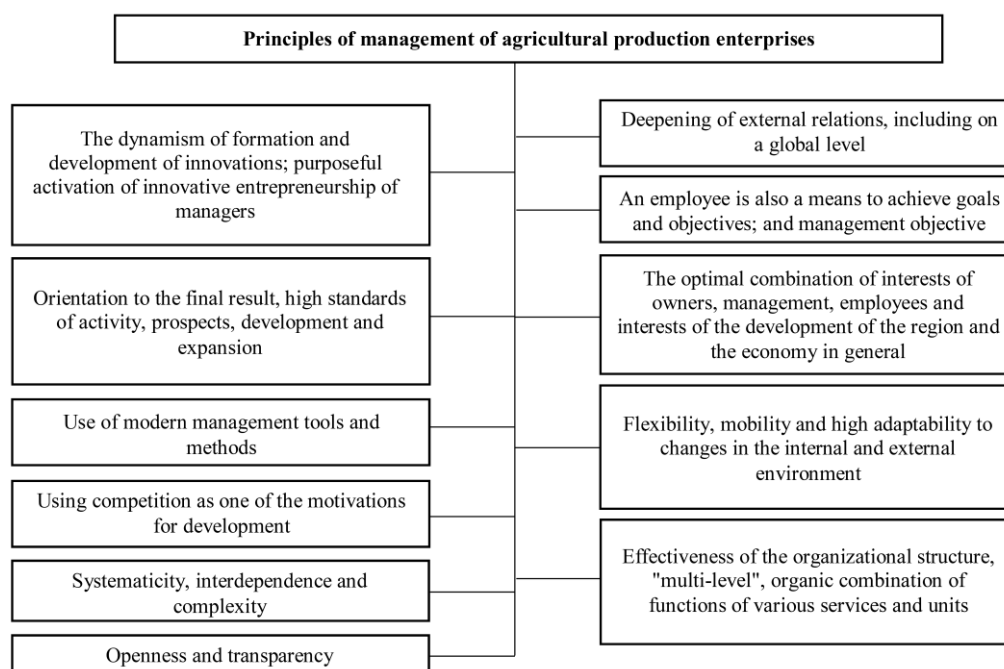
- decrease in the volume of production of agricultural products;
- the increase in prices for agricultural products, including due to limited areas of sowing, growth of fuel just in the period of sowing;
- increasing influence of restraining factors, such as - lack of materials and equipment, etc.

In order to prevent or eliminate threats and risks, as well as to reduce their negative impact on the effectiveness of agricultural production enterprises, it is necessary, among other steps, to ensure effective management of activities. Enterprise management is a set of tools, methods and measures of influence on the enterprise's activities, which ensure the achievement of set tasks and goals, including obtaining a high financial result. Management objects are resources that are transformed into products, services or works in the process of activity (Ladunka & Rybalka, 2017). The goal of managing agricultural production enterprises is to ensure the most efficient operation with minimal expenditure of available resources; as well as reducing the consequences of external threats and risks, especially those related to the globalization of Ukraine's economy. Analysis of literary sources and own research allow us to classify the management process in agricultural enterprises according to certain characteristics (Sheludko & Sheludko, 2014):

1. According to the scale of changes in the economic system of the enterprise:
  - corporate-wide (a set of changes occurring in the enterprise's economic system as a result of system-wide processes);
  - intra-corporate (changes occurring in economic, structural-functional and organizational-functional components).
2. According to the quality of changes in the economic system of the enterprise:
  - progressive (processes that ensure an increase in the efficiency of the enterprise's production and commercial system, improving the quality of its activity);
  - regressive (processes that lead to deterioration or unchanging efficiency of the enterprise's production

and commercial system, reduction (fixation) of the quality of its activity).

3. By object of changes in the economic system of the enterprise:
  - organizational (a set of changes that lead to the improvement (deterioration) of the enterprise's management system);
  - technical and technological (changes in the technical and technological system of the enterprise, which lead to an increase (decrease) in the level of progressivity of technological processes, the level of technical efficiency of production functioning);
  - social (a set of changes that lead to the improvement (deterioration) of the social and psychological climate at the enterprise, as well as its transition to a qualitatively new level);
  - economic (a set of continuous changes that contribute to the improvement (deterioration) of methods, methods, forms of economic calculations and all economic work).
4. By nature of changes:
  - directed (a set of changes that arise and affect the socio-economic system of the enterprise in one direction);
  - cyclical (a continuously repeating sequence of changes characterized by fluctuations in the efficiency of activity, the amount of expenses and other indicators of the enterprise's activity);
  - spiral development (continuously repeated sequence of changes, characterized not only by cyclical fluctuations of indicators (parameters) of the enterprise's activity, but also by their transition to a qualitatively new level).
5. According to the level of uncertainty of processes:
  - predicted (changes in the economic system of the enterprise that can be predicted by the management of the enterprise with sufficient probability);
  - random (changes in the economic system of the enterprise that cannot be predicted by the management of the enterprise with sufficient probability).
6. On the basis of changes in the economic system of the enterprise:
  - extensive (changes in the economic system of the enterprise and the efficiency of its functioning, which are achieved due to the quantitative increase (decrease) in the volume of production factors);
  - intensive (changes in the economic system of the enterprise and the efficiency of its functioning, which are achieved due to the qualitative improvement (deterioration) of the methods, methods or technology of the use of production factors (increasing their quality level).
7. On the possibility of change management:



**Fig. (3).** Key principles of management of agricultural production enterprises in conditions of economic globalization and economic instability.

Source: compiled by the author based on (Yarkina, 2014; Savchenko & Nikitin, 2021).

- managed (changes in the economic system that occur under the influence of meaningful actions of enterprise managers or specially created connections);
  - spontaneous (changes in the economic system of the enterprise, which are not the result of meaningful actions of the managers of the enterprise, but arise by chance).
8. By duration of action:
- short-term (changes occurring in the economic system of the enterprise up to 1 year);
  - medium-term (changes occurring in the economic system of the enterprise from 2 to 5 years);
  - long-term (changes occurring in the economic system of the enterprise over 5 years).
9. By purposefulness:
- investment (a set of changes related to the renewal and expansion of the company's assets);
  - innovative (scientific and technical changes in the production and economic system of the enterprise, which are accompanied by innovations) (Ladunka & Rybalka, 2017).

Thus, the modern management conditions of domestic agricultural enterprises, which are characterized by political instability, a protracted financial and economic crisis and an increase in the level of uncertainty of the external environment, determine the need to direct financial and economic activity to the process of continuous development, since economic development is one of the main goals of the functioning of any enterprise, the achievement of which will allow not only to ensure quick adaptation to changes in the operating envi-

ronment, but also to achieve the final result, which is impossible without an effective financial development mechanism, which, in turn, determines the need for research.

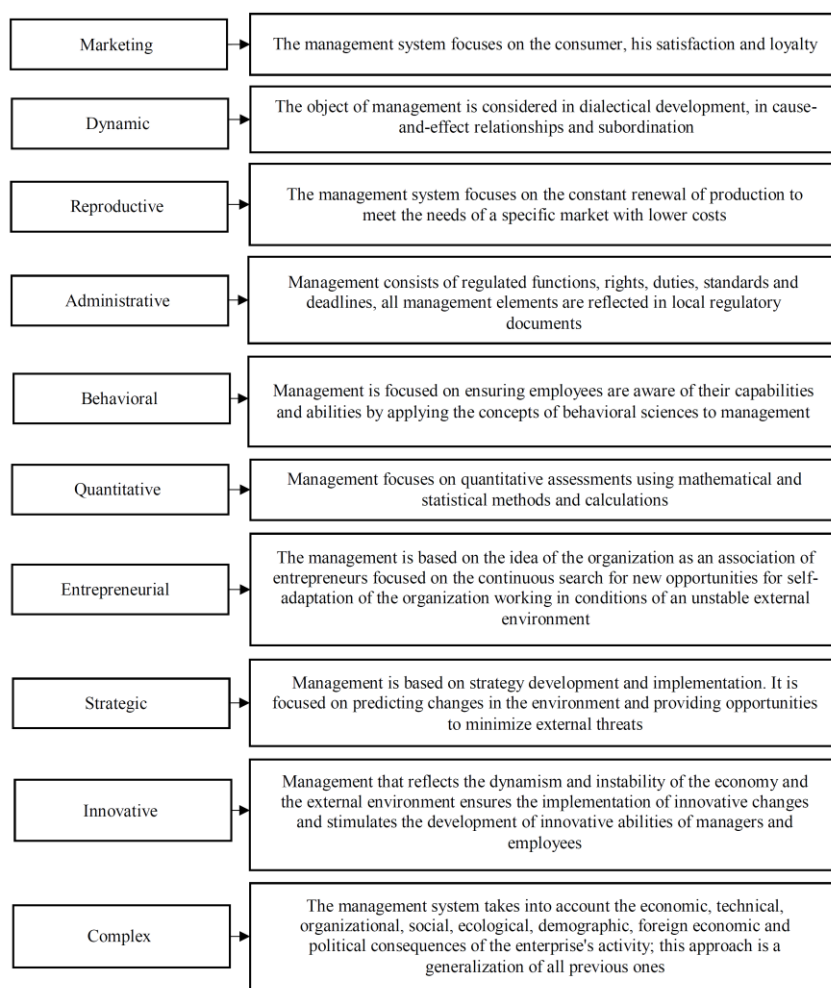
The management uses a wide set of tools and methods, which includes, among other things, the use of modern equipment and progressive technologies of labor and production organization, information flows, interaction of employees and various functional divisions. The main purpose of using management tools is to ensure the maximum efficiency of activities in achieving the set goals (Lutkovska & Tsytiskun, 2020).

Yarkina N.M. believes that enterprise management is a component of the global system of managing the economy of the state, which is conditioned by the development of the productive forces of society and is accompanied by a deepened division of labor. Hence, the efficiency of enterprise management directly determines the efficiency of the functioning of the economy in the conditions of globalization, including (Yarkina, 2014).

Management is a process consisting of stages and based on certain principles. They determine the peculiarities of the existence and functioning of the management system, being at its base (Fig. 3).

Listed in Fig. (3) principles of management have a decisive role for agricultural production enterprises in modern conditions of globalization of the economy, and especially in conditions of economic instability and the complexity of conducting ordinary activities. However, the following principles are of particular importance:

1. The principle of optimal combination of the interests of the enterprise (its owners, management, em-



**Fig. (4).** Approaches to the management of an agricultural production enterprise.

Source: compiled by the author based on (Yastremska & Yastremska, 2020).

- ployees) and the interests of the development of the region and the economy. In the period of economic recession and crisis caused by military actions on the territory of Ukraine from the end of February 2022, the support and stabilization of the Ukrainian economy "falls on the shoulders" of business. Especially important in this period are the enterprises of agrarian production, on which the food security of not only Ukraine, but also of a large part of the world is built, where in ordinary times grain, meat or oil were exported in significant volumes. Therefore, the management of agricultural production enterprises should currently be built on an organic combination of the interests of the enterprise (preserving the volume of activity, financial results, ensuring a sufficient level of remuneration) and the interests of regional development (creating new jobs or at least maintaining those already created; paying taxes to the budget; implementation of investment projects and others).
2. The principle of openness and transparency - the globalization of the economy increases its level of openness to international processes, just as it re-

quires an increase in the openness and transparency of agribusiness. It is believed that the degree of openness of Ukrainian business is still insufficient, and therefore there is a need to pay attention to this principle of management.

3. The principle of flexibility and high adaptability - building the management of an agricultural production enterprise on this very principle is a justified step in the modern world. The ability to quickly change internal business processes, organizational structure, resource policy, functionality of individual divisions or other components of the enterprise is a necessary condition for a stable enterprise. At the same time, the others listed in Fig. (3) principles that ensure the effective operation of an agricultural production enterprise in the conditions of economic globalization.

Features of the functioning of the management system are directly determined by the approach to its formation. As an example, Yastremska O. M. and Yastremska O. O. as a result of their research identified ten approaches to enterprise management, which are relevant, including for agricultural production (Fig. 4).

The information in the figure reflects approaches to management at various stages of the organization's life cycle. Such approaches are not unchanged during the period of existence of the business entity. Therefore, an enterprise that used an administrative approach to management over time as a result of its development may switch to a strategic, innovative, or complex approach. It is the complex approach to the management of agricultural enterprises that is most justified in these economic conditions (Ostapenko et al., 2020). It takes into account all aspects, risks and threats, involves the use of regulation of management procedures, the use of innovative tools and strategic orientation.

Particular attention should be paid to the innovative approach to the management of agricultural production enterprises. It consists in promoting the emergence of entrepreneurial ideas, identifying new market needs and optimally combining ways and methods of their satisfaction based on non-standard tools, formats and management methods.

An innovative approach to management ensures high-quality compliance with the principles of openness, flexibility and high adaptability of the management system to changes in the internal and external environment.

Management innovation is at the heart of the innovative approach. It represents a change in the content of technologies, tools, functions and organization of the management process and the work of the management apparatus, which increases the efficiency of the financial and economic activity of the enterprise in conditions of uncertain influence of external factors and others (Shvetz et al., 2013). For the successful and effective implementation of management innovations and any other innovations, the orientation of personnel and management towards development, the culture of promoting changes within the company, and the readiness for risks associated with innovations are essential. The main problems faced by agricultural production enterprises when applying an innovative approach are (Reznik & Opalat, 2019):

1. Lack of sufficient funding for the implementation of management innovations, including due to limited financial resources. This problem became especially urgent in 2022, when the financial results of the agricultural enterprise decreased significantly due to a decrease in market activity and the impossibility of ensuring the planned volumes of sowing, production and export of products.
2. Insufficient qualification of management personnel in terms of innovation implementation;
3. Lack of sufficient and high-quality information about effective innovative implementations in the field of management of agrarian production enterprises, limited possibility of receiving consultations and qualified assistance in matters of management innovations, etc.

In order to eliminate the above-mentioned and other problems, agricultural production enterprises should intensify the processes of improvement and modification of management tools, methods and measures in the context of maximum return of available resources, taking into account innovative approaches and tools.

The main measures that will be aimed at minimizing the negative consequences of changes in the process of enterprise management should be aimed at strengthening the role of the state in regulating agricultural production through the mechanisms of budgetary and tax support for the agricultural industry, the formation of the market infrastructure of the consumer market and indicators of product quality control, and the improvement of its management system, support of the export potential to ensure the food security of the state and strengthen the competitiveness of agricultural products on world markets.

For the successful development of the agricultural production enterprise management system, Ukraine should form a strategy for the development of the agricultural sector, which would take into account international experience. This experience should be used as a basic material for choosing ideas, as it offers us a wide range of options for managing an agricultural production enterprise. Using international experience, it should be noted that the enterprise management system is based on the financing of agricultural production and is clearly tied to the specifics of the financial policy of a specific country, and therefore their copied use will not bring the desired effect. Only the analysis of the specific conditions that have developed in the economy of Ukraine will allow us to determine and choose from the existing directions and tools of management of agricultural production enterprises in the world, exactly those that will work effectively in Ukraine. Focusing on the main areas makes it possible to correctly set priorities and establish a sequence of actions.

In order to eliminate the problems listed above and other problems, agricultural production enterprises should intensify the processes of improvement and modification of management tools, methods and measures in the context of maximum return of available resources, taking into account innovative approaches and tools. As mentioned earlier, an innovative approach to management is particularly relevant in the conditions of globalization of the Ukrainian economy. After all, globalization represents the expanded integration of countries in the economic, financial and other spheres, which contributes to the growth of opportunities to enter other markets for trade in goods and services, increases the intensity of international capital exchange, promotes the exchange of innovations and the exchange of international experience.

#### 4. CONCLUSIONS

The management of agricultural production enterprises is a set of methods and tools for influencing their activities, which ensure the most effective and most complete achievement of the set tasks and goals. An effective management system is one of the key tools for ensuring functioning and strategic development. In addition, it is quality management that allows the company to stay on the market during periods of economic upheaval, such as in 2022 as a result of military operations on the territory of Ukraine. An effective management system of agricultural production enterprises is based on numerous principles, among which the key ones are systematicity, complexity, openness, transparency, flexibility, high adaptability, optimal combination of the interests of the enterprise and the interests of regional development and the de-



velopment of the economy as a whole, and other principles. Currently, it is the effective management of enterprises that contributes to the development of the agricultural market of Ukraine as a whole.

One of the key directions in the development of the management system of agricultural production enterprises is their use of an innovative approach to management. It determines the introduction of management innovations, changes in the organizational structure, functionality, and other processes in accordance with urgent needs and changes in the external environment, taking into account modern advanced technologies. It is the innovative approach that is a tool for ensuring the efficiency of management and the overall activity of agricultural production enterprises.

Prospective areas of future research in this direction are the clarification of factors that will influence the management of the activities of agricultural production enterprises. Necessary conditions in this process are substantial quantitative and qualitative factors, namely: the volume of investments involved, the sale price of agricultural products, tax rates in agricultural production, liquidity of investments, the cost of sources involved in production, the ratio of own and borrowed financing, fulfillment of the terms of the contractual and payment discipline, the reputation of the producer of agricultural products, the investment risk management system, the profitability of investments, the presence and reality of the development of agricultural production in crisis conditions. These consignments will make it possible to determine the growth of management activity of agricultural production enterprises. The conclusions of this study have practical significance for improving the management systems of agricultural production enterprises, taking into account the challenges of the globalized economy based on an innovative approach to management.

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