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## PECULIARITIES OF MANAGEMENT OF THE DISCONTINUITY OF INTERESTS BETWEEN THE INTERESTED PARTIES AT ENTERPRISES OF INDUSTRIAL PRODUCTION

### ОСОБЛИВОСТІ УПРАВЛІННЯ РОЗРИВОМ ІНТЕРЕСІВ МІЖ ЗАЦІКАВЛЕНИМИ СТОРОНАМИ НА ПІДПРИЄМСТВАХ ПРОМИСЛОВОГО ВИРОБНИЦТВА

#### ANNOTATION

The article analyses the latency between the conflict of interests and the rupture of interests of stakeholders and establishes the links between these concepts, explores ways to reduce the gap between interest groups, which is one of the conditions for the development of machine-building enterprises. The reasons are investigated and methods for reducing the breaks of the stakeholders are proposed. The empirical data, public information on the state of development and activity of the mechanical engineering enterprises made it possible to conclude that there are such bottlenecks that are called "conflict of interests", provoking a "gap of interests", conflict situations exacerbate the problem of personnel management, many negative factors are formed, which influence further development of business entity. Personnel management and personnel development are processes that change under the influence of many factors: using a correlation-regression model, such factors are identified and assessed.

**Key words:** conflict of interests, stakeholder, gap of interests of stakeholders (GIS), causes of GI, methods of influence on GI, indicators of influence on GI.

#### АНОТАЦІЯ

У статті проаналізовано латентність між конфліктом інтересів та розривом інтересів стейкхолдерів та встановлено зв'язки між цими поняттями, досліджено шляхи зменшення розриву інтересів між зацікавленими групами, що є однією з умов розвитку машинобудівних підприємств. Досліджено причини та запропоновано методи зниження розривів стейкхолдерів. Наведені емпіричні дані, публічна інформація про стан розвитку та діяльність підприємств машинобудування дали змогу дійти висновку, що є такі вузькі місця, які названо «конфлікт інтересів», що провокують «розрив інтересів», конфліктні ситуації загострюють проблему управління персоналом, формується багато негативних чинників, які впливають на подальший розвиток суб'єкта господарювання. Запропоновано формування системи ключових показників для розвитку трудових ресурсів і зменшення розриву інтересів між зацікавленими групами. «Конфлікт інтересів» зумовлює зіткнення інтересів зацікавлених груп, а в гіршому випадку – припинення подальшої взаємодії та співпраці його учасників. Саме тому за допомогою організаційно-розпорядчих форм управління (одне із завдань адміністрування) треба зменшити величини розриву та ліквідувати конфлікт дисфункціонального

характеру. Кадрове управління та розвиток персоналу – процеси, які змінюються під впливом багатьох факторів: за допомогою кореляційно-регресійної моделі, такі фактори було виявлено та оцінено. Залежну змінну, яка становить собою величину розриву інтересів між стейкхолдерами, формують такі показники, як різниця пропозицій заробітної платні на вітчизняному ринку та за кордоном; різниця визначених рівнів заробітної плати, які подають підприємства та ставки затребуваної працівниками, що зазначено у їхніх резюме на ринку праці; експертні висновки про якість (емоційно-психологічний аспект) та кількісну сторону розривів. А найвагомішими показниками, які впливають на РІС, є такі незалежні змінні, як коефіцієнт плинності кадрів; витрати на навчання та підвищення кваліфікації; рівень корпоративної культури; адміністративні витрати; наявність страйків та їхня кількість; продуктивність праці. Значний вплив на розрив з яких чинять корпоративна культура та продуктивність праці.

**Ключові слова:** конфлікт інтересів, розрив інтересів стейкхолдерів (РІС), причини РІС, методи впливу на РІС, показники впливу на РІС.

#### АННОТАЦИЯ

В статье проанализированы латентность между конфликтом интересов и разрывом интересов стейкхолдеров и установлены связи между этими понятиями, исследованы пути уменьшения разрыва интересов между заинтересованными группами, является одним из условий развития машиностроительных предприятий. Исследованы причины и предложены методы снижения разрывов стейкхолдеров. Приведенные эмпирические данные, публичная информация о состоянии развития и деятельности предприятий машиностроения позволили прийти к выводу, что есть такие узкие места, которые названы «конфликт интересов», провоцирующие «разрыв интересов», конфликтные ситуации обостряют проблему управления персоналом, формируется много негативных факторов, влияющих на дальнейшее развитие предприятия. Кадровое управление и развитие персонала – процессы, которые изменяются под влиянием многих факторов: с помощью корреляционно-регрессионной модели, такие факторы были обнаружены и оценены.

**Ключевые слова:** конфликт интересов, разрыв интересов стейкхолдеров (РИС), причины РИС, методы воздействия на РИС, показатели воздействия на РИС.

The object of the research is the bottlenecks in the common interest of interest groups because the formation and development of the administration system aims to distinguish the basic principles of the enterprise, which, on the one hand, can identify the needs and motivations of each employee and, on the other, create an interactive highly effective management system with domination in its list of regulatory functions.

One of the most problematic places is the discovery, identification in the modern system of personnel administration of the discontinuity of interests of interest groups. The analysis of the current state of interest discontinuity indicates an imbalance of demand for wage proposals in the labour market. The main characteristics of the problem under study, determined by the asymmetry of the employer's requirements and the interests of the employee, are determined.

During the study, approaches were used to simulate the process of reducing the interest gap between the interest groups. Ways of modelling of the process of reducing the negative impact of the discontinuity of interests through the methods of solving problem situations depending on the object and subject of influence are determined. In order to realize this and determine the size of the GIS, it is proposed to use a correlation-regression model that will allow administrators of the enterprise to clearly assess the size of the gap, identify its cause and, accordingly, select effective and optimal methods for reducing it (avoiding) in order to increase the socio-economic efficiency and competitiveness of the enterprise. In comparison with similar well-known methods used to influence the gap, depending on the development of the problem, the selected ones are of a complex nature and precede the risk, and after its occurrence, the method of attracting external sources to overcome it (repay) is used.

**Introduction.** Enterprise management is a complex and specific process. Most companies are developing competitive human resource management programs and motivating key elements. However, they are not effective for all employees or are effective until a certain time. This indicates the complexity of the process and the need to ensure the integrity of the study. In the enterprise administration system, it is necessary to study the disagreements between the employee and the manager of any level since this will reduce the gap between their interests and influence the productivity of labour.

Any market relations between actors lead sooner or later to a clash of interests, and this is natural. The main problem of administrative management, and thus the task, is a detailed study of methods and their choice in favour of conflict resolution.

**The object of research and its technological audit.** The object of the study is the interested

parties – “stakeholders”, whose interests intersect in the process of their interaction.

Researchers such as I. Balabanov [1], O. Garafo-nova [3], K. Kovalska [4], O. Chris [5], T. Schelling [11], Z. Shershnev [12], and others whose works are devoted to the essence and methods of conflict management, they substantiated the need for conflict management, proposed tools of influence.

However, studies of how the conflict will affect the rupture of interests and what precedes this are not enough to fully describe the problem.

**The aim and objectives of the research.** The main goal of our study is to identify and formulate methods for reducing the level of interest discrepancy among stakeholders.

Accordingly, the task of the study is to propose a model for identifying the discontinuity of interests and defining their size between different stakeholders.

**Research of existing solutions to the problem.** Taking into account the extensive research on the method of influencing the reduction of conflict phenomena and situations in any field of entrepreneurship, we considered the situation when there is a “gap of interest” (GI) between stakeholders of entrepreneurship, presented in Figure 1.

We will put this notion as a derivative of “conflict of interest” (CIS) between its participants. If considered in general, then GI is in the context of subordination to the CIS because it is in a conflict environment. However, the “conflict of interest” is a legal concept and carries the significance of the contradiction between the interests of personality and service in the realization of goals set before the person [6].

Then, as a “gap of interest”, we will consider the relation of causal relationships: CIS – GI (the reason is the conflict, the result is a gap). “Rupture of interests” according to our findings is a consequence of the influence of two or more subjects on the problem situation; satisfaction of the interests of one of the parties, leading to the use of all the benefits and privileges, partially reducing the level of satisfaction of the needs and interests of the other party.

Also, both concepts have been explored and found that “CIS” leads to conflicts of interest between actors, and “GI” – to terminate further interactions of cooperation and delay in time resolution of the conflict due to the size of the gap. That is, the plane of the GIS is larger than its area of the ground (CIS). In other words, this is a consequence of gaining one entity at the expense of another entity. Reduction of GIS is due to factors that affect the CIS. The main task is to reduce the “clash of interests” and the further elimination of the conflict.

In our presentation, we refer to the concept of “stakeholders”, which is to be interpreted as the relationship between managers (business leaders) and employees, these actors who interact, that is, individual entities that are able to influence their

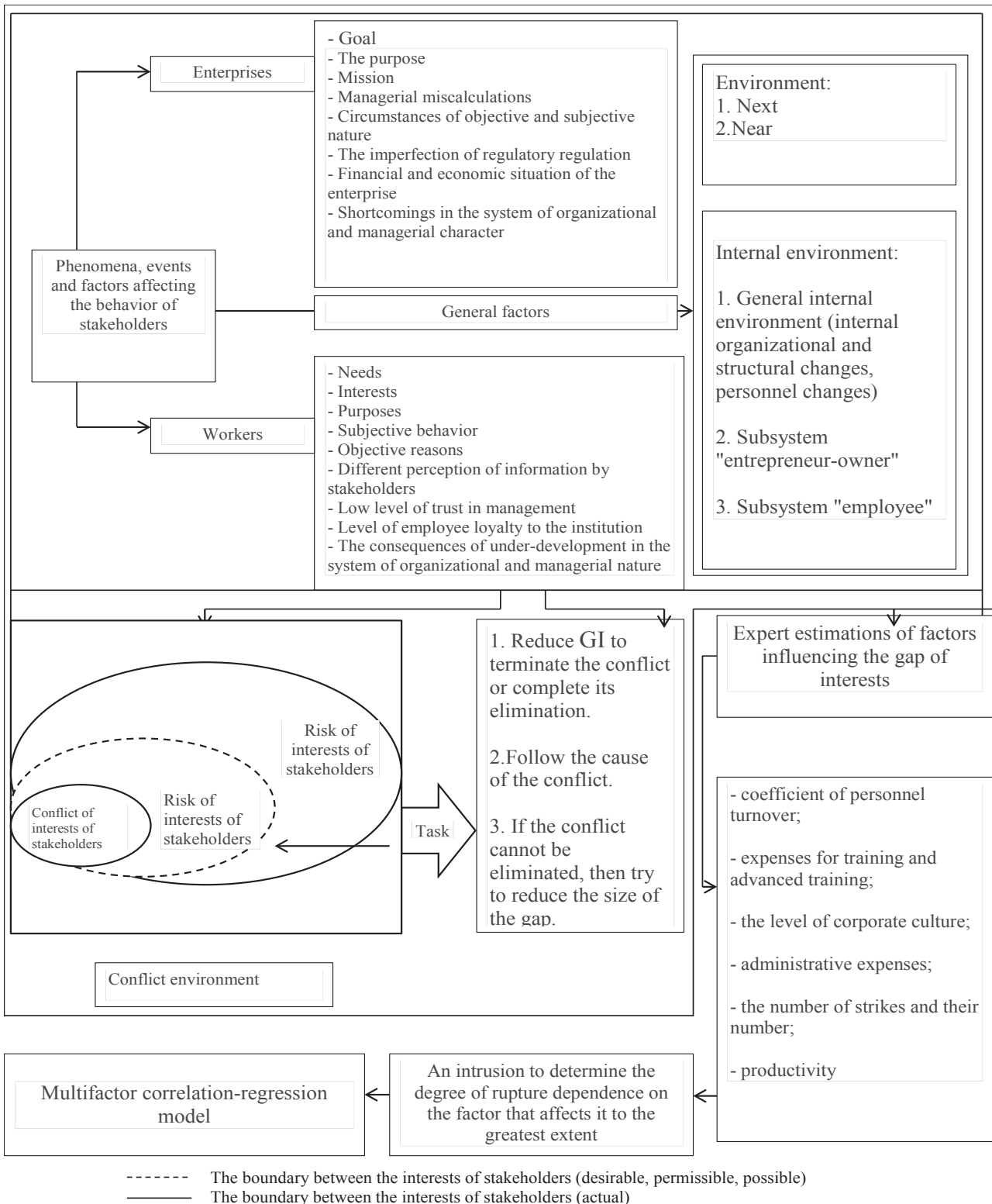


Figure 1. Concepts of CIS and GI that are subject to subordination

Source: the author's development

activities on the enterprise and on whose activity in turn is influenced by the enterprise. We consider internal stakeholders (employer-employee) who are interested in developing an enterprise that is a non-investing group of influence.

The main thing is to take into account the interests of stakeholders, which have a co-operative

character, as well as competing (without excluding conflict moments). The conflict itself is the reason for the discontinuity of interests between these interested groups.

**Methods of research.** According to our research, the gap of interests (y) will be determined by the asymmetry of the employer's requirements and

the interests of the employee, it is formed by the following indicators:

$y_1$  – the difference in salary proposals in the domestic market and abroad (by type of industrial activity);

$y_2$  – is the difference between the established salary levels provided by enterprises and the one that the employee wants to keep;

$y_3$  – an expert assessment that covers production aspects and takes into account the emotional and psychological side of the phenomenon under investigation in its quantitative expression. The general view of the dependent variable (in) will be as follows:

$$y=y_1+y_2+y_3 \quad (1)$$

Studying the level of wages in the domestic market, the trend was observed in the markets of Poland, the Czech Republic, and Russia. As you can see, the gap is significant (14400 USD). On average 1700 UAH – the difference between demand and supply for the Lviv region (Table 1).

Now, let's analyse the methods that can influence the GI course. Methods are methods and means that are designed to achieve the goal through a set of practical techniques and operations (Table 2) [9].

**Research results.** Before switching to the model calculation, one should determine the reason for the discontinuity of interests between the enterprise management and the employee. After analysing the business structures and their activities, we identified the main elements of GI.

To determine the value of GI, we will construct a correlation-regression model that has the form:

$$y=a_0+a_1x_1+a_2x_2+\dots+a_nx_n \quad (2)$$

where  $y$  – dependent variable (gap of interests);

$x_1, x_2, \dots, x_n$  – are independent variables;

$a_0, a_1, \dots, a_n$  – estimation of unknown parameters of multiple regression.

According to our research, the most significant indicators affecting GIS are the following independent variables:

$x_1$  – personnel turnover ratio;

$x_2$  – expenses for training and advanced training;

$x_3$  – the level of corporate culture;

$x_4$  – administrative expenses;

$x_5$  – the presence of strikes and their number;

$x_6$  – productivity of work.

The observed data, having brought them down to the time indexes, is reduced to Table 4.

After calculating, we obtained the results of our analysis, where  $R^2$  (determination coefficient) is 0,798, which means that 79.8% of the discontinuity of interest is determined by independent variables ( $x_1-x_6$ ), and 20.2% by other factors that was not taken into account. Significance of  $F=0,31$ , therefore, we can assert about the adequacy of the constructed model. Calculating the regression, the obtained coefficients are:  $y=89,35$  (in the case if all factors will be "0");  $x_1=-1,59$  (shows the influence of the factor  $x_1$  on  $y$ , has a negative relationship with the investigated parameter and means that with increasing staff turnover, the gap of interests decreases); weight factor = 49.8%.

Table 1

Imbalance of supply-demand for wages in the labour market

Years	Average wages in some countries, UAH				Wages in the labour market of the Lviv region, (UAH)			Expert data	
	Russia	Poland	average value	Ukraine	gap $y_1$	Demand	Offer	gap $y_2$	gap $y_3$
2014, I half-year	7565	14550	11057,5	3160	7897,5	2975	4860,5	1885,5	1885,5
2014, II half-year	7800	14900	11350	3200	8150	3100	4890	1790	1790
2015, I half-year	8753	15000	11876,5	3300	8576,5	3050,5	5032,8	1982,3	1982,3
2015, II half-year	9000	17200	13100	3200	9900	3375	5120,5	1745,5	1745,5
2016, I half-year	9000	20000	14500	3475	11025	3298	5298	2000	2000
2016, II half-year	9550	21500	15525	3685	11840	3732	5223	1491	1491
2017, I half-year	10500	22000	16250	3500	12750	3329	4977	1648	1648
2017, II half-year	10900	22300	16600	3629	12971	3930	5593,5	1663,5	1663,5
2018, I half-year	11000	22500	16750	4155	12595	5608,5	6282,8	674,3	674,3
2018, II half-year	11400	22750	17075	4825	12250	5242,5	7499,5	2257	2257

Source: according to sources [7; 8]

Table 2

## General methods for solving problem situations depending on the object and subject of influence

№	Object and subject of influence	Methods of influence
1	methods for resolving conflicts in the organization	<ul style="list-style-type: none"> <li>- explanation of the requirements for work and the result is expectation;</li> <li>- coordination and integration management mechanisms;</li> <li>- formation of general organizational complex goals;</li> <li>- construction of the system of rewards</li> </ul>
2	risk reduction methods	<ul style="list-style-type: none"> <li>- risk prevention or avoidance; normalization of the situation;</li> <li>- distribution of obligations between participants;</li> <li>- reducing the level of risk and its negative consequences</li> </ul>
3	methods of reducing financial limitation	<ul style="list-style-type: none"> <li>- risks;</li> <li>- insurance;</li> <li>- hedging;</li> <li>- reservation;</li> </ul>
4	organizational methods of reducing risks	<ul style="list-style-type: none"> <li>- radical deviation of risk;</li> <li>- preventing losses; loss minimization;</li> <li>- transfer of risk control;</li> <li>- method of risk distribution;</li> <li>- information search;</li> <li>- control and risk taking</li> </ul>
5	conflict management method	<ul style="list-style-type: none"> <li>- interpersonal method of influence, adjustment of the behaviour of an individual participant in the conflict;</li> <li>- coercion – the undisputed power of the leader</li> </ul>
6	method of personnel management at the enterprise	<ul style="list-style-type: none"> <li>- administrative;</li> <li>- economic;</li> <li>- socio-psychological</li> </ul>
7	method of personnel management depending on the nature of the impact on a person	<ul style="list-style-type: none"> <li>- stimulation;</li> <li>- informing;</li> <li>- belief</li> </ul>
8	general management methods for any situation	<ul style="list-style-type: none"> <li>- observation;</li> <li>- a collection of information;</li> <li>- analysis of information and phenomena;</li> <li>- making a decision</li> </ul>
9	directions and methods of influence on the level of risk management	<ul style="list-style-type: none"> <li>- avoidance of risk (rejection of risky projects, unreliable partners);</li> <li>- compensation (strategic planning of activity, forecasting of foreign economic activity, active marketing, monitoring of legal and socio-economic environments);</li> <li>- preservation (refusal of actions, attraction of external sources, creation of reserve funds);</li> <li>- transfer (conclusion of contracts and insurance contracts according to the subject of risk);</li> <li>- reduction (diversification, limitation of accumulation of additional information)</li> </ul>

Source: formed by the authors on the basis of [1–5; 11; 12]

Table 3

## Elements of the gap of interests of stakeholders

Problem area	GI Elements (Independent Variables)
Wages and planned expenses of the enterprise	<ul style="list-style-type: none"> <li>• wage level</li> <li>• formation of a social package;</li> <li>• salary arrears;</li> <li>• administrative expenses</li> </ul>
Motivational measures	<ul style="list-style-type: none"> <li>• the presence of motivational measures and their level;</li> <li>• working conditions;</li> <li>• expenses for training/advanced training</li> </ul>
Personnel management of the enterprise	<ul style="list-style-type: none"> <li>• number of staff;</li> <li>• age of employees;</li> <li>• age of managers;</li> <li>• corporate culture;</li> <li>• the presence of strikes;</li> <li>• productivity;</li> <li>• educational level;</li> <li>• personnel turnover ratio</li> </ul>
Labour demand and supply	<ul style="list-style-type: none"> <li>• demanded profession in the machine-building market;</li> <li>• the level of wages abroad</li> </ul>

Source: the author's development

Table 4

Input data for calculation of the correlation-regression model

Years	Coefficients of the model						
	y	x <sub>1</sub>	x <sub>2</sub>	x <sub>3</sub>	x <sub>4</sub>	x <sub>5</sub>	x <sub>6</sub>
2014, I half-year	-1,631133	1,01785	0,99564	1	1,012585	1,015681	1,012441
2014, II half-year	-5,379898	0,88596	0,98678	1,02244	1,027916	1,00760	0,999307
2015, I half-year	-1,859563	1,62376	1,05357	0,98674	1,008568	0,923584	1,427631
2015, II half-year	0,200061	0,60975	1,00635	1	1,006799	1,011235	1,091438
2016, I half-year	-0,62713	1,12	1,17894	1	1,005223	0,61010	0,886666
2016, II half-year	1,118781	0,4642	1,03571	0,98203	0,977624	1,026490	1,065162
2017, I half-year	-0,198203	0,8461	1,0827	1	1,00233	1,14516	1,301176
2017, II half-year	1,966887	1,1363	1,03503	0,99796	0,960547	0,771830	1,009041
2018, I half-year	-0,633980	1,2	1,04615	0,99885	0,999791	1,664233	1,003584
2018, II half-year	2,999819	0,9833	1,15441	1	0,9987	1,052631	1,007142

Source: according to sources [7; 8]

This can be explained by the fact that new employees have lower requirements, adapt to the environment and microclimate of the institution;  $x_2=16.82$  (the increase in the cost of training and advanced training leads to an increase in the gap, which can be explained by the fact that by gaining the best knowledge, having acquired more experience, the employee will also want to improve its financial situation, get adequate payment for its skills used in favour of the enterprise; factor = 21.3%);  $x_3=-30,32$  (corporate culture has a reverse effect on the process, its increase reduces the gap; weight factor = 74.8%);  $x_4=-77,505$  (not taken into account the cost of renting premises and leasing operations; the higher the administrative costs, the smaller the gap, which means that the costs go to improving corporate governance, staffing, for the maintenance of premises, but the weight factor of only 17.3%);  $x_5=1,304$  (direct relationship has the effect of the number of strikes on increasing the gap, due to the fact that dissatisfaction with salary leads to resistance workers, and simple production – to the discontent of the management apparatus, which causes the gap of interest; weight factor = 61.3%);  $x_6=0,44$  (the dependence of the gap on the productivity of labour, which has a negative connection, with increasing productivity, decreases the gap; weight factor = 93.4%).

Thus, we see that the most important influence on the breaking of interests is: the corporate culture and the coefficient of labour productivity. The final version of the research model has the form:

Knowing the influential factors, we predict the future dependence on the studied  $x_1-x_6$  and present it as a graph (Fig. 2).

Actual data are input values for calculating predicted values. The graph shows that the projected values increase within the actual range.

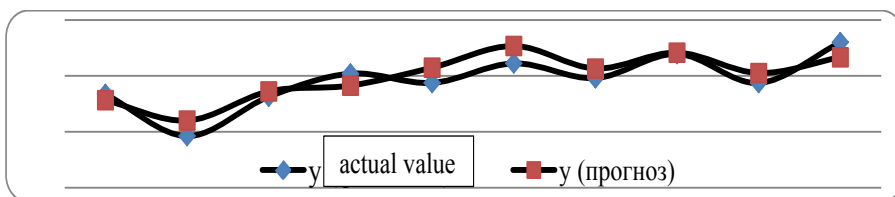


Figure 2. The predicted value of the gap of interest for the next similar period

Source: developed on the basis of sources [7; 8]

By influencing GI through independent variables, it is proposed to identify the methods that will contribute to this.

The above methods are complex. Therefore, often the impact on one of the problems entails a change in another environment. All of them precede the risk, and after its occurrence, apply the method of attracting external sources to overcome it (repayment).

**Conclusions.** The concept of “gap of interests of stakeholders” was analysed, which is wider than the “conflict of interest”, but the reason is the latter and the consequence of the first. The general methods that can influence the investigated phenomenon are distinguished: methods of conflict resolution, risk reduction methods, conflict management methods, etc.

Also, using the correlation-regression model, the main points that indicate a rupture of interests among stakeholders are the following: corporate culture and its management, and labour productivity that quantitatively and qualitatively affect the gap. Specific methods are proposed that can influence the specific elements of the research (ways of improvement of professional skills, regulation of wages, motivational measures, personnel management, etc.).

The prospect of further research will be the development of business development strategies based on acquired practices and the formation of the behaviour of enterprises of various forms of ownership in relation to their employees and in relation to the environment.

Table 5

## Specific methods for influencing the gap depending on the scope of the problem

№	Areas of application	Methods of influence	Results from the implementation
1	Certification training	<ul style="list-style-type: none"> <li>– systematic training of employees;</li> <li>– formation of standard and special programs;</li> <li>– continuous training of employees through continuous (phased) training</li> </ul>	<ul style="list-style-type: none"> <li>– will allow full disclosure of all human capabilities;</li> <li>– according to production needs;</li> <li>– affects the increase in labour productivity</li> </ul>
2	Wage regulation	<ul style="list-style-type: none"> <li>– formation of the company in accordance with qualitative and quantitative indicators;</li> <li>– reduction of redundant workers;</li> <li>– the dependence of the level and size of w / n on the “labour productivity”;</li> <li>– improvement of the method of labour valuation;</li> <li>– the method of the clear tariff system</li> </ul>	<ul style="list-style-type: none"> <li>– proportional increase with / n in accordance with the reduction of costs for raw materials;</li> <li>– will affect labour productivity and the share of w / w in the cost of production;</li> <li>– formation of a single hourly-bonus system, strictly prescribed surcharges for overtime execution;</li> <li>– the system of accrual of bonuses and allowances is understood, take part (proposals) in its elaboration</li> </ul>
3	Motivational measures	<ul style="list-style-type: none"> <li>– method of management of “emotional intelligence” (individual thanks to the head, meeting with employees, informing employees about the state of affairs in the company)</li> </ul>	<ul style="list-style-type: none"> <li>– an effective manager is able to influence the internal psychological state of the individual employee to achieve the enterprise goals</li> </ul>
3	Motivational measures	<ul style="list-style-type: none"> <li>– non-traditional methods of motivation;</li> <li>– a method of improving working conditions;</li> <li>– method of collective decision-making;</li> <li>– improvement of the production system;</li> </ul>	<ul style="list-style-type: none"> <li>– the employee has the right to buy shares of the company, the right to individual salaries depending on successes, the participation of the individual employee in the company’s profits, the involvement of staff in management issues;</li> <li>– will affect the moral and aesthetic attitude to work;</li> <li>– raising the level of staff awareness in internal economic issues;</li> <li>– formation of a temporary premium for the temporary production process – verification of results, correction and improvement of the system, monitoring of the work of employees</li> </ul>
4	Age of workers	<ul style="list-style-type: none"> <li>– rationalization of professions (between highly demanded and stably important)</li> </ul>	<ul style="list-style-type: none"> <li>– informing about new technical and innovative projects that will regulate the need for specialists, monitoring the environment, adjusting the quantity and quality of workers in universities, business incubators</li> </ul>
5	Labour demand and supply	<ul style="list-style-type: none"> <li>– forecasting method;</li> <li>– the method of integration;</li> <li>– coordination method;</li> </ul>	<ul style="list-style-type: none"> <li>– based on observation, collection of information, and analysis of the results;</li> <li>– the connection between those who produces the workforce and its customer;</li> <li>– regulation by the state of supply, and on the part of enterprises in the demand for labour</li> </ul>
6	HR	<ul style="list-style-type: none"> <li>– employee reserve method;</li> <li>– checking employees for loyalty</li> </ul>	<ul style="list-style-type: none"> <li>– selection of candidates, relevant structure, staff composition, oral or written characteristics;</li> <li>– comparison of tangible and intangible, internal and external stimuli</li> </ul>

Source: systematized and formed by the authors on the basis of the worked out sources [3; 5; 10; 12]

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