UDC 330.16+338.984 JEL: D04; D24; D92; M21

DOI: https://doi.org/10.32983/2222-4459-2023-8-193-198

A STUDY OF THE INFLUENCE OF ENVIRONMENTAL FACTORS ON THE ECONOMIC BEHAVIOR OF THE ENTERPRISE

©2023 RAYEVNYEVA O. V., BROVKO O. I., ZHUI SU

UDC 330.16+338.984 JEL: D04; D24; D92; M21

Rayevnyeva O. V., Brovko O. I., Zhui Su. A Study of the Influence of Environmental Factors on the Economic Behavior of the Enterprise

The article is devoted to the study of factors of the external environment that have an impact on the formation of the economic behavior of the enterprises. The formation of the economic behavior of enterprises takes place under the influence of the internal and external environment, focused on entrepreneurial motivation and the provision of a high degree of security and faces "relative" freedom of economic behavior, because enterprises are in a situation of unstable economic development, which arises under the influence of factors with different etymologies of origin. It has been proved that the effective functioning and development of domestic enterprises in modern conditions requires the determination of factors of internal and external economic behavior and compliance with the necessary principles of activity. The purpose of the article is to study various types of factors of the external environment of the business entity and determine their influence on the formation of the economic behavior of the enterprise in conditions of unstable economic development. The article presents several approaches to the division of the external environment of the enterprise and offers a list of factors of the external environment that have an impact on the formation of the economic behavior of the enterprise, among which the following are highlighted: economic, international, market, demographic, technical-technological, geographical and ecological, social and cultural. Determining the influence of environmental factors on the economic behavior of the enterprise will increase the efficiency of decision-making in the conditions of the chosen trajectory of the enterprise's development.

Keywords: economic behavior, enterprise, factor, external environment, management.

Fig.: 3. Bibl.: 12.

Rayevnyeva Olena V. – D. Sc. (Economics), Professor, Head of the Department of Statistics and Economic Forecasting, Simon Kuznets Kharkiv National University of Economics (9a Nauky Ave., Kharkiv, 61166, Ukraine)

E-mail: olena.raev@gmail.com

ORCID: https://orcid.org/0000-0003-0260-4249

Researcher ID: https://www.webofscience.com/wos/author/record/1804416

Scopus Author ID: https://www.scopus.com/authid/detail.uri?authorId=56669948000

Brovko Olha I. – PhD (Economics), Associate Professor, Associate Professor of the Department of Statistics and Economic Forecasting, Simon Kuznets Kharkiv National University of Economics (9a Nauky Ave., Kharkiv, 61166, Ukraine)

E-mail: ol.iv.brovko@gmail.com

ORCID: https://orcid.org/0000-0003-0136-9355

 $\textbf{\textit{Researcher ID:}} \ https://www.webofscience.com/wos/author/record/603272$

Scopus Author ID: https://www.scopus.com/authid/detail.uri?authorld=57216437334

Zhui Su – Postgraduate Student of the Department of Statistics and Economic Forecasting, Simon Kuznets Kharkiv National University of Economics (9a Nauky Ave., Kharkiv, 61166, Ukraine)

E-mail: surui0929@gmail.com

ORCID: https://orcid.org/0009-0008-8321-5838

УДК 330.16+338.984 JEL: D04; D24; D92; M21

Раєвнєва О. В., Бровко О. І., Жуй Су. Дослідження впливу факторів зовнішнього середовища на економічну поведінку підприємства

Стаття присвячена дослідженню факторів зовнішнього середовища, які мають вплив на формування економічної поведінки підприємства. Формування економічної поведінки підприємств відбувається під впливом внутрішнього та зовнішнього середовища, орієнтованого на підприємства знаходяться в ситуації нестабільного розвитку економіки, що виникає під впливом факторів з різної етимологією походження. Доведено, що ефективне функціонування та розвитку економіки, що виникає під впливом факторів з різної етимологією походження. Доведено, що ефективне функціонування та розвитку відприємств у сучасних умовах передбачає визначення факторів внутрішньої та зовнішньої економічної поведінки та дотримання необхідних принципів діяльності. Мета статті полягає в дослідженні різних видів факторів зовнішнього середовища суб'єкта господарювання та визначення їх впливу на формування економічної поведінки підприємства в умовах нестабільного розвитку економіки. У статті наведено декілька підходів до поділу зовнішнього середовища підприємства та запропоновано перелік факторів зовнішнього середовища, які мають вплив на формування економічної поведінки підприємства, серед яких виділено: економічні, міжнародні, ринкові, демографічні, техніко-технологічні, географічно-екологічні та соціально-культурні. Визначення впливу факторів зовнішнього середовища на економічну поведінку підприємства дозволить підвищити ефективність прийняття рішень в умовах обраної траєкторії розвитку підприємства.

Ключові слова: економічна поведінка, підприємство, фактор, зовнішнє середовище, управління

Рис.: 3. Бібл.: 12.

Раєвнєва Олена Валентинівна — доктор економічних наук, професор, завідувачка кафедри статистики і економічного прогнозування, Харківський національний економічний університет ім. С. Кузнеця (просп. Науки, 9a, Харків, 61166, Україна)

E-mail: olena.raev@gmail.com

ORCID: https://orcid.org/0000-0003-0260-4249

Researcher ID: https://www.webofscience.com/wos/author/record/1804416
Scopus Author ID: https://www.scopus.com/authid/detail.uri?authorId=56669948000

Бровко Ольга Іванівна — кандидат економічних наук, доцент, доцент кафедри статистики і економічного прогнозування, Харківський національний економічний університет ім. С. Кузнеця (просп. Науки, 9а, Харків, 61166, Україна)

E-mail: ol.iv.brovko@gmail.com

ORCID: https://orcid.org/0000-0003-0136-9355

Researcher ID: https://www.webofscience.com/wos/author/record/603272

Scopus Author ID: https://www.scopus.com/authid/detail.uri?authorld=57216437334

Жуй Су — аспірант кафедри статистики і економічного прогнозування, Харківський національний економічний університет ім. С. Кузнеця (просп.

Науки, 9а, Харків, 61166, Україна) **E-mail:** surui0929@gmail.com

ORCID: https://orcid.org/0009-0008-8321-5838

The economic behavior of the enterprise is formed in the process of its interaction with the surrounding environment, the essence of which is a set of factors of such interaction. In reality, the environment of enterprise development should be considered everything that is inside the firm and outside its boundaries and has an impact on its economic behavior. In view of this, the development environment of the enterprise is divided into internal and external. Which of these components is more important for achieving success in the development of the enterprise can be considered quite relevant, because even under the condition of complete stability of the external environment, the economic behavior of the enterprise can be variable, as it is determined by the perception of its management of the internal essence of this external environment.

This issue was studied by both domestic and foreign scientists, namely: N. Shibaeva, G. Kaplenko, V. Pastukhova, N. Karachin, A. Kudinova, O. Prutska, T. Dolgopyatova, V. Voitko, L. Dovhal et al. However, to date, there is no single classification of factors that have an impact on the formation of the economic behavior of an enterprise in modern business conditions.

The *purpose* of the article is to study various types of factors of the external environment of the business entity and determine their influence on the formation of the economic behavior of the enterprise in conditions of unstable economic development.

The analysis of literary sources [1-12] made it possible to conclude that the division of the enterprise development environment into external and internal is not the only way to classify its types. It is advisable to classify all factors of the enterprise's operating environment according to the following characteristics:

- 1) by sphere of environment: external and internal;
- 2) depending on the degree of impact: direct and indirect (side) impact;
- 3) by the nature of the action: financial-economic, organizational-legal, social-psychological;
- 4) depending on the role of factors in creating an entrepreneurial climate: stimulating and restraining.

The external environment, under the influence of which the economic behavior of the enterprise is formed, is a set of elements and factors that are outside its bound-

aries and have a direct or indirect influence on its character. The peculiarity of the elements and factors of the external environment is that the enterprise cannot influence or shape them, or it can, but only partially. The internal environment consists of elements and factors that have a direct impact on the economic behavior of the enterprise and can be directly controlled within it. There are significant differences between the internal and external environment of the enterprise. The main characteristics of the external environment are its complexity, uncertainty and variability (*Fig. 1*).

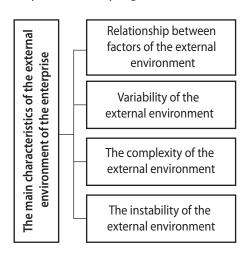


Fig. 1. Basic characteristics of the enterprise's external environment

This means that even slight changes in the action of one of the factors will cause a chain of changes in other factors by a domino effect.

Por a clear idea of the economic behavior of the enterprise and analysis of the environment in which the enterprise operates, as well as for an objective assessment of its production potential, development directions, timely development of an action plan in case of unforeseen circumstances, it is necessary to conduct a timely analysis of the factors of the external and internal environment.

When studying the factors of the external environment, the main task is to determine and assess the impact of opportunities and threats that may appear for the enterprise now or in the future, and also to make a choice

of strategic alternatives that will improve its economic behavior. The factors of the external environment have a certain relationship among themselves, which makes it possible to determine to what extent a change in one factor affects others in the formation of the economic behavior of the enterprise (*Fig.* 2).

of state regulation of foreign trade and measures of other states to protect the internal market. Research of problems related to these factors should be aimed at strengthening the national market, seeking state support and protecting foreign investors, etc.;

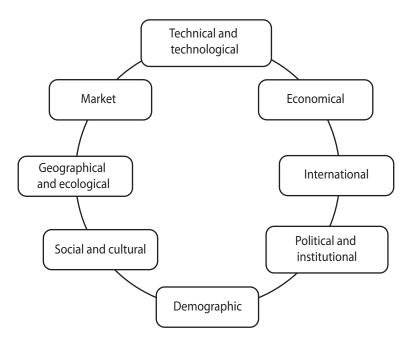


Fig. 2. Factors of the external environment that have an impact on the economic behavior of the enterprise

et's consider in more detail what the factors of the enterprise's external environment are related to and what impact they have on the enterprise's economic behavior [2; 3; 5; 9]:

- ★ technical and technological factors related to scientific and technological progress, consider technological trends and events occurring outside the market. Such events open up new opportunities, and the enterprise must be ready to use them, but a new alternative technology may also carry certain threats that may worsen or improve the existing state of economic behavior;
- economical factors reflect the degree of state regulation, the taxation system, the general state of the national market, investment processes, the stability of the national currency and other economic levers exert a differentiated influence on the process of formation, distribution of resources of the enterprise and on the formation of its economic behavior;
- international factors reflect the structure of the country's economy; income distribution; average salary level; cost of transport services; inflation and bank interest rates; currency exchange rate relative to the partner country; the level of taxes and fees; international investments; system

- → political and institutional factors inform enterprise managers about the intentions of state authorities regarding programs in the field of politics and economics. These include: government stability; state policy of privatization; state control and regulation of the activities and behavior of enterprises; interstate agreements with other countries; government decisions on supporting enterprises of certain industries; requirements for increasing the level of employment and regulation of the labor market; state policy regarding the provision of resources to certain industries and enterprises; level of economic freedom of the state, etc.;
- demographic factors are used by the external labor market, because demographic conditions reflect the availability of labor resources for enterprises. The main demographic factors include: the number of potential consumers; existing and potential labor force and its qualification characteristics, etc.;
- ★ social and cultural factors study and consideration of social factors are aimed at clarifying the impact on business of the following sociocultural phenomena: the mentality of the people; educational level; changing social guidelines for cultural values; traditions and customs that take place in society, people's adaptability to life changes, etc.;

- → geographical and ecological factors this group includes the following factors: natural and climatic conditions; territorial placement of minerals and natural resources; placement of large industrial and agricultural centers; legislation on environmental issues; the state of the ecological environment and its impact on production, etc
- → market factors when analyzing the market environment, which can directly affect the activity of the enterprise and its economic behavior, the following factors should be taken into account: life cycles of products and the enterprises themselves; the level of competition in the industry; changes in market segments; price factors, etc.

n turn, the external environment, which has an impact on the economic behavior of the enterprise some domestic and foreign scientists [8; 11; 12] divide it into macroenvironment and microenvironment (*Fig. 3*).

tion, the level of employment, the balance of payments, the rate of economic growth, the rate of unemployment, interest rates, labor productivity, levels of taxation, rates of accumulation, etc.

Social environment – the organization is also interested in information related to such factors as: demographic, social security of the population, occupational health and safety of workers, traditions, dominant life values and attitudes of people, etc. One important aspect is demographics, as markets are made up of people, and their growth potential depends on the dynamics of demographics. In light of the firm's strategic behavior, information on: birth rate dynamics is of interest; family structure; lifetime; sex-age composition of the population; educational level; population migration.

Technological environment – technology is both an internal variable and an external factor of great importance. The speed of technology change is constantly increasing. At the same time, the analysis makes it possible

The external environment of the enterprise

MACROENVIRONMENT
elements that are not permanently
connected to the enterprise,
but influence the formation of its
economic behavior

MICROENVIRONMENT
a set of internal factors/factors
that directly and constantly affect
the economic behavior
of the enterprise

Fig. 3. Division of the external environment of the enterprise's functioning

According to this classification of the external environment of the enterprise, the **macroenvironment** can be described by such main components as:

Political environment is one of the most important factors that must be studied in the first place in order to have a clear idea of the intentions of state authorities regarding the development of society, regulation of the money circulation mechanism in the state, creation of resource provision conditions for each organization, changes in legislation, legal regulation and taxation, as well as about the means by which the power structures will implement their policies.

Economic environment – the state of the economy is one of the most important factors that determine the normal functioning of any organization. In fact, the analysis of the economic component of the macro-environment is aimed at understanding the fact of how resources are formed and distributed. The weak economy of the state sharply reduces the ability of organizations to obtain credit and other resources necessary for normal functioning. Among the main indicators analyzed in the study of the economy, the following can be named: the size of the gross national product, the rate of infla-

to see in a timely manner the possibilities of scientific and technical progress (STP) for the production of new products and the improvement of existing ones, as well as the technology of manufacturing products and the use of marketing tools for the sale of products. The main purpose of the analysis of the technological environment is to provide the organization with information that will allow it to respond in time to the novelties of science and technology.

Economic environment is characterized by the rates of economic growth, the size of the gross domestic product and its dynamics, the balance of payments, the level of inflation, tax policy, the degree of development of the competitive environment, interest rates of banks, the dynamics and ratio of product prices, the level of employment, etc.

Political and legal environment contains a system of laws, political and legal institutions and other legal acts that regulate the entrepreneurial activity of an enterprise. A special place in its formation belongs to political parties, mass media, and trade union organizations, which through their activities exert a direct influence on the activities of state institutions and contribute to the adoption of relevant decisions.

Social environment is formed under the influence of demographic processes and changes in the cultural and educational level of the population, its life values. Enterprises must take into account changes in the structure of the population by age groups, as well as changes in lifestyle, tastes, and nutrition, as they lead to an accelerated growth in demand for some types of products and a decrease in demand for others.

Natural environment it is characterized by the state of land and water resources, the temperature regime, the amount of precipitation, the permissible level of pollution of land, water, and air, the trends of ecological change, which significantly affect the nature of the production activity of enterprises.

Technological environment characterized by scientific and technical developments, personnel potential of research and design institutions, know-how, patents, copyright certificates. Enterprises need to clearly navigate the changes taking place in the technological environment and make informed decisions about the possibility of introducing new types of equipment and technologies into production, thus ensuring the competitiveness of their products and higher income from their sale.

In turn, the **microenvironment** of the enterprise, which has an impact on its economic behavior, can be described by the following components:

Suppliers are various business entities that provide enterprises with material and technical resources necessary for the production of specific goods or services. Information about current and potential suppliers, the market situation of raw materials and materials, the price elasticity of demand for resources, the availability and possibilities of using substitute resources, etc. is important.

Intermediaries are enterprises or organizations that help producers sell their products in the respective markets. In the conditions of a market economy, important intermediaries are commodity exchanges, which facilitate trade in large batches of individual goods by providing intermediary services in concluding exchange agreements.

Consumers are those market subjects who buy products from enterprises for further industrial or personal consumption or for subsequent resale to other consumers for the purpose of profit. Studying consumers allows the enterprise to better understand which products will be accepted the most, what volume of sales the enterprise can count on, how much it is possible to expand the circle of potential consumers, etc.

Competitors — these are enterprises that produce for sale the same products as the given enterprise. Enterprises for the production of competitive products need to constantly study their competitors, develop and adhere to a certain market strategy and tactics.

Financial and credit institutions – banks, insurance companies, credit and other institutions with which enterprises enter into business relations when storing cash,

financing their transactions, insuring themselves against risk, obtaining long-term loans, etc.

Legal institutions — ensure compliance with the norms of current legislation during the conclusion of business agreements, their implementation, and the emergence of controversial issues of the enterprise's economic activity. Legal services enable enterprises to avoid unjustified losses and achieve a greater economic effect from their business transactions.

In market conditions, each enterprise is an independent producer. It independently makes any decisions within the limits of current legislation, but at the same time not only in its activities, but during the formation of economic behavior it is influenced by factors of the external environment. The enterprise constantly interacts with the external environment and depends on it. The effectiveness of the enterprise depends on successful interaction with the environment, which is formed by economic conditions, the global market, political activity and social traditions.

CONCLUSIONS

When defining economic behavior, it is necessary to understand that behavior is a dynamic process that acts and changes in an uncertain environment, performs certain functions and has results and consequences of its functioning. In most cases, the economic behavior of the enterprise is formed by the decisions of its management, the basis of which are the goals and strategies of the enterprise, which take into account the obtaining of the final effective result of the activity, conditions and limitations of functioning, motivation and methods of making managerial decisions, etc. Thus, the economic behavior of the enterprise is considered as a system of interconnected actions carried out to adapt to the conditions of the external and internal environment in which it functions. Therefore, the economic behavior of the enterprise is described not only by effective functioning results, but also by conditions, limitations, means of survival, adaptation, influence and interaction with the external and internal environment.

The conducted research made it possible to come to the conclusion that the economic behavior of the enterprise in conditions of uncertainty appears in two forms: adaptation of the enterprise to the environment and influence on the environment in order to change it. Such behavior covers not only the company's reactions to changes after they have occurred, but also all strategic actions that prevent changes in the external and internal environment that improve the long-term market position of the company.

BIBLIOGRAPHY

1. Безручко О. О. Особливості управління економічним потенціалом підприємства в умовах мінливого зовнішнього середовища. Вісник Кременчуцького національного університету імені Михайла

- *Остроградського. Серія «Економічні науки».* 2014. № 1. С. 96–107. URL: http://visnikekon.kdu.edu.ua/ARHIV/2014-1(3)/96-107.pdf
- 2. Кара Н. І. Види стратегій та оцінювання впливу факторів зовнішнього середовища на діяльність підприємства. Вісник Національного університету «Львівська політехніка». Серія «Проблеми економіки та управління». 2016. № 847. С. 97–102. URL: https://science.lpnu.ua/sites/default/files/journal-paper/2017/jun/2750/visnyk2016-97-102.pdf
- Ковбатюк М. В., Беник Н. Г. Вплив факторів зовнішнього і внутрішнього середовища на процес функціонування та адаптації підприємств. Водний транспорт. 2016. Вип. 2. С. 101–108.
- Кондратьєва Т. В. Адаптивність економічної поведінки фірми: інституційний підхід : автореф. дис... канд. екон. Наук: 08.00.01. Донецьк, 2010. 18 с
- Матушевська О. А. Оцінка факторів зовнішнього середовища, що впливають на економічну стійкість промислового підприємства. Економічний часопис-XXI. 2012. № 3–4. С. 56–59. URL: http://dspace.nbuv.gov.ua/bitstream/handle/123456789/48220/16-Matushevska.pdf?sequence=1
- 6. Нижник В. М., Полінкевич О. М. Методи оцінки впливу факторів зовнішнього середовища на бізнес-процеси промислових підприємств. *Економічні науки. Серія «Економіка та менеджмент»*. 2012. Вип. 9. Ч. 2. С. 334–345.
- 7. Орлов Д. І. Проблема аналізу впливу зовнішнього середовища на функціонування організації. *Економіка і менеджмент культури*. 2013. № 1. С. 74–77.
- Цапенко В. Ю. Економічна поведінка підприємств як основа для прийняття управлінських рішень. Бізнес Інформ. 2014. № 11. С. 313–317. URL: https:// www.business-inform.net/export_pdf/business-inform-2014-11_0-pages-313_317.pdf
- Юрій Е. О., Луцик І. Б. Особливості формування стратегії розвитку підприємств в умовах невизначеності зовнішнього середовища. Науковий вісник Міжнародного гуманітарного університету. Серія «Економіка і менеджмент». 2015: № 13. С. 131–134. URL: http://www.vestnik-econom.mgu.od.ua/journal/ 2015/13-2015/30.pdf
- 10. Карачина Н. П. Економічна поведінка машинобудівних підприємств: теорія, методологія, практика управління: монографія. Вінниця: Книга-Вега, 2010. 416 с.
- 11. Rayevnyeva O. et al. The Impact of Sensitivity of Ecof nomic Activities on the Economic Behaviour of Enterprise / Rayevnyeva, O., Filip S., Aksonova I., Brovko O., Rui S. *Економіка розвитку*. 2022. Т. 21. № 3. С. 27–39. DOI: https://doi.org/10.57111/econ.21(3).2022.27-39
- Scotti F., Flori A., Pammolli F. The economic impact of structural and Cohesion Funds across sectors: Immediate, medium-to-long term effects and spillovers. *Economic Modelling*. 2022. Vol. 111. Art. 105833. DOI: https://doi.org/10.1016/j.econmod.2022.105833

REFERENCES

Bezruchko, O. O. "Osoblyvosti upravlinnia ekonomichnym potentsialom pidpryiemstva v umovakh minlyvoho zovnishnyoho seredovyshcha" [The Features of the Management Enterprise's Economic Potential in the Changing Conditions of External Environment]. Visnyk Kremenchutskoho natsionalnoho universytetu imeni Mykhaila Ostrohradskoho. Seriia «Ekonomichni nauky»,

- no. 1 (2014): 96-107. http://visnikekon.kdu.edu.ua/ ARHIV/2014-1(3)/96-107.pdf
- Kara, N. I. "Vydy stratehii ta otsiniuvannia vplyvu faktoriv zovnishnyoho seredovyshcha na diialnist pidpryiemstva" [Strategy Kinds and Estimation of External Environment Factors Influence Activity of Enterprise]. Visnyk Natsionalnoho universytetu «Lvivska politekhnika». Seriia «Problemy ekonomiky ta upravlinnia», no. 847 (2016): 97-102. https://science.lpnu.ua/sites/default/files/journal-paper/2017/jun/2750/visnyk2016-97-102.pdf
- Karachyna, N. P. Ekonomichna povedinka mashynobudivnykh pidpryiemstv: teoriia, metodolohiia, praktyka upravlinnia [Economic Behavior of Machine-building Enterprises: Theory, Methodology, Management Practice]. Vinnytsia: Knyha-Veha, 2010.
- Kondratieva, T. V. "Adaptyvnist ekonomichnoi povedinky firmy: instytutsiinyi pidkhid" [Adaptability of the Firm's Economic Behavior: An Institutional Approach]: avtoref. dys... kand. ekon. nauk: 08.00.01, 2010.
- Kovbatiuk, M. V., and Benyk, N. H. "Vplyv faktoriv zovnishnyoho i vnutrishnyoho seredovyshcha na protses funktsionuvannia ta adaptatsii pidpryiemstv" [The Impact of Internal and External Environment on the Process of Operation and Adaptation of Enterprises]. *Vodnyi transport*, no. 2 (2016): 101-108.
- Matushevska, O. A. "Otsinka faktoriv zovnishnyoho seredovyshcha, shcho vplyvaiut na ekonomichnu stiikist promyslovoho pidpryiemstva" [Assessment of Environmental Factors Affecting the Economic Stability of Industrial Enterprise]. Ekonomichnyi chasopys-XXI, no. 3-4 (2012): 56-59. http://dspace.nbuv.gov.ua/bitstream/handle/123456789/48220/16-Matushevska. pdf?sequence=1
- Nyzhnyk, V. M., and Polinkevych, O. M. "Metody otsinky vplyvu faktoriv zovnishnyoho seredovyshcha na biznes-protsesy promyslovykh pidpryiemstv" [Methods of Estimation of Influence of Factors of External Environment on the Business Processes of Industrial Enterprises]. Ekonomichni nauky. Seriia «Ekonomika ta menedzhment», vol. 2, no. 9 (2012): 334-345.
- Orlov, D. I. "Problema analizu vplyvu zovnishnyoho seredovyshcha na funktsionuvannia orhanizatsii" [The Problem of Analyzing the Influence of the External Environment on the Functioning of the Organization]. Ekonomika i menedzhment kultury, no. 1 (2013): 74-77.
- Rayevnyeva, O. et al. "The Impact of Sensitivity of Economic Activities on the Economic Behaviour of Enterprise". Ekonomika rozvytku, vol. 21, no. 3 (2022): 27-39. DOI: https://doi.org/10.57111/econ.21(3).2022.27-39
- Scotti, F., Flori, A., and Pammolli, F. "The economic impact of structural and Cohesion Funds across sectors: Immediate, medium-to-long term effects and spillovers". *Economic Modelling*, art. 105833, vol. 111 (2022). DOI: https://doi.org/10.1016/j.econmod.2022.105833
- Tsapenko, V. Yu. "Ekonomichna povedinka pidpryiemstv yak osnova dlia pryiniattia upravlinskykh rishen" [Economic Behavior of Enterprises as the Basis for Managerial Decision-Making]. *Biznes Inform*, no. 11 (2014): 313-317. https://www.business-inform.net/export_pdf/business-inform-2014-11_0-pages-313_317.pdf
- Yurii, E. O., and Lutsyk, I. B. "Osoblyvosti formuvannia stratehii rozvytku pidpryiemstv v umovakh nevyznachenosti zovnishnyoho seredovyshcha" [Features of the Development Strategy of Enterprises in an Uncertain Environment]. Naukovyi visnyk Mizhnarodnoho humanitarnoho universytetu. Seriia «Ekonomika i menedzhment», no. 13 (2015): 131-134. http://www.vestnik-econom.mgu.od.ua/journal/2015/13-2015/30.pdf