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**FORMATION AND EFFICIENCY OF FUNCTIONING
AGROHOLDINGS**

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ABSTRACT
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You can get acquainted with the dissertation in the library of the National Research Center "Institute of Agrarian Economics" (03680, Kyiv, MSP, Heroiv Oborony St., 10, room 212).

The abstract was sent to "___" in February 2012.

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GENERAL CHARACTERISTICS OF WORK

Actuality of theme. The development of competitive agro-industrial production in the conditions of market relations requires fundamentally new approaches to the organization of its management, aimed at increasing efficiency to the European level. First of all, this is connected with the need to introduce mechanisms for its resource, technological and organizational renewal, attract investments, protect the interests of domestic producers, settle inter-industry disparities, eliminate intermediary influence, build a closed cycle of production, processing and sale of products, access to foreign markets product and capital markets, implementation of innovations and development of infrastructure. At this stage, the active development of agricultural holdings is conditioned by this.

The current state of development of the economy of the agro-industrial complex poses special challenges to agricultural holdings. Along with restoring the resource potential, ensuring the coordinated activity of their structural divisions, developing investments, and introducing innovations, it is necessary to focus attention on the formation of mutually beneficial relations between the subjects of integration processes, the avoidance of social tension and the establishment of partnership relations between agricultural holdings and the territories within which they conduct their activities .

The creation of agricultural holdings is a model for the development of the agrarian sector of the economy, which ensures expanded reproduction by attracting investments, introducing innovations, forming a competitive agro-industrial complex, which is characterized by the following criteria: the production of high-quality products capable of satisfying food security and realizing the country's export potential; introduction of scientific and technical achievements and effective use of resource potential; development of agricultural market infrastructure; rational use of land; implementation of energy-saving technologies; achieving effective functioning of business and raising the social standards of life of working people, improvement of rural areas and implementation of social programs.

The development of the agricultural economy should be closely related to the development of rural areas. In this connection, there is a need for an in-depth study of the institutional support for the development of these processes and the prospects of their impact on the economy of the agrarian sector and the social development of rural areas.

Theoretical and methodological aspects of the development of integration processes are highlighted in the works of: I. Ansoff, M. Benoit, M. Bradley, P. Coulomb, K. Marks, and others. A significant contribution to the study of this issue was made by V.G. Andriychuk, V.I. Boyko, P.I. Hayuduky, S. M. Kvasha, P.K. Kaninskyi, M.Yu. Kodenska, I.G. Kirylenko, M.F. Kropyvko, I.I. Lukinov, Yu.O. Lupenko, M.Y. Malik, P.M. Makarenko, V.Ya. Mesel-Veseliak, Yu.O. Nesterchuk, P.T. Sabluk, O.H. Shpykulyak, M.M. Fedorov et al. A significant contribution to the

development of economic relations at the intra-economic level belongs to such domestic scientists as M.V. Gladiy, O.V. Krysalnyi, M.I. Pugachev, H.M. Podlisetskyi, V.P. Sytnyk, A.M. Stelmashchuk, S.O. Yushin et al. The theoretical and practical foundations of production management were reflected in the works of foreign management scientists and practitioners: D. McGregor, F. Taylor, A. Fayol et al. Socio-economic problems of development and adaptation of integration processes, related to social and labor relations, settlement of land relations are highlighted in the writings of S.I. Banduri, A.L. Balandy, O.A. Bugutskoho, V.M. Geitsa, I.K. Bystryakova, V.S. Diesperova, E.M. Libanova, O.M. Onishchenko, N.S. Palia, I.V. Prokopy, V.M. Petyuha, V.V. Yurchyshyn

Accumulated certain theoretical and methodological material in the field of development of integration processes can serve as a basis for conducting research in this direction. However, the insufficient justification of the theoretical and methodological foundations of the formation of agricultural holdings, the unsatisfactory state of development of the agricultural sector of the economy, the need to implement effective forms of production organization require an in-depth study of the institutional foundations of methodological and methodical support for the formation and development of agricultural holdings and the development of mechanisms for their effective activity. The great importance for the national economy of the problems of the formation of the development of agricultural holdings and their insufficient study determined the choice of the topic of the dissertation research, the goal, the task and the structural construction of the work.

Connection of work with scientific programs, plans, topics. The dissertation was completed in accordance with the programs and plans of fundamental and applied scientific research works of the National Research Center "Institute of Agrarian Economy" as a component of the topic: "Develop scientific and methodological principles for ensuring the extended reproduction of agricultural production in market-type economic formations" (state registration number 0110U002927) , within which the acquirer worked out the concept of formation and theoretical and methodological principles of the formation and functioning of agricultural holdings and their influence on the development of socio-economic processes, identified problematic issues of the creation and functioning of agricultural holdings, in particular, ensuring the coordinated activity of structural units, the formation of mutually beneficial relations between the subjects of integration processes and the relevant legal framework.

The theoretical and practical principles of improving the efficiency of land resources were studied in the context of the topic: "Develop scientific and methodological principles for the development of land relations and increase the efficiency of the use of agricultural land in market conditions of management" (state registration number 0106U006644) and "Develop theoretical and methodological principles for the market transformation of land relations and the efficiency of agricultural land use" (state registration number 0111U001304), within which the acquirer justified the methodological approaches to the classification of integrated structures, highlighted the role of agricultural holdings in increasing the efficiency of agricultural production, determined the main motives for their creation, revealed the

features of the development of agro-industrial integration at the current stage, the essence of integration processes in agriculture and the historical stages of their development.

The purpose and objectives of the study. The purpose of the dissertation research is to substantiate the theoretical and methodological foundations of the formation of agricultural holdings and to develop practical recommendations for their effective functioning through the prism of organizational, economic and social factors of the development of agro-industrial production.

Achieving the set goal made it necessary to solve the following tasks:

- deepen the theoretical foundations of the development of integration processes in agriculture;
- to substantiate the theoretical-methodological and organizational-economic principles of the formation and development of agricultural holdings;
- to reveal the prerequisites for the formation and regularities of the creation and development of agricultural holdings;
- to assess the scope and efficiency of agricultural holdings;
- to determine the strategic vectors of improving the efficiency of land use in conditions of integrated production;
- to develop methodological bases for the development of budgeting and methodical approaches to the management of production and economic activities of agricultural holdings;
- to reveal the specifics of the mechanisms for building a budgeting system in agricultural holdings;
- summarize modern theoretical aspects of the organization of work on personnel management in agricultural holdings and develop proposals for their improvement;
- to determine socio-economic problems of the development of rural areas and socio-psychological aspects of the perception of agricultural holdings.

The object of research there are processes of formation and functioning of agricultural holdings in the agricultural sector of the economy.

The subject of research is a set of theoretical and methodological foundations of the formation and functioning of agricultural holdings, organizational and economic relations and phenomena, practical issues of integration processes.

Research methods. The methodological basis of the dissertation research is the dialectical method of learning economic phenomena and the position of economic theory with consideration of problems in the historical and economic aspect. The following methods were used in the research process: abstract-logical (theoretical generalizations and formation of conclusions), statistical and economic (analysis of the current state of development of agricultural holdings, property transformation processes), monographic (monitoring of economic activity of agricultural holdings), sociological (questionnaire among employees and specialists of integrated structures), index method - for rating evaluation of the efficiency of agricultural holdings; calculation-constructive and comparison (comparing the activities of agricultural holdings), correlation-regression (establishing the influence of individual factors on

increasing the efficiency of the use of production resources, the formation of land massifs, to determine the influence of factors on the resulting characteristic), other generalised statistical methods.

The main sources of information were relevant regulatory and legal documents, official materials of the State Statistics Service of Ukraine, the State Agency of Land Resources of Ukraine, the Ministry of Agrarian Policy and Food of Ukraine, data from annual reports of agricultural enterprises, selective monographic surveys of agricultural enterprises, special literary sources, etc.

Scientific novelty of the obtained results consists in substantiating the theoretical-methodological and organizational-economic foundations of the formation and development of agricultural holdings in the agrarian sector of the economy. The main provisions constituting scientific novelty are:

for the first time:

- the development of integration processes in agro-industrial production is summarized and systematized, which will ensure the implementation of the best experience of agricultural holdings in the practice of increasing the efficiency of agricultural production, the introduction of modern technologies and mechanisms for attracting investments, the organization of intra-farm relations, the construction of a system of budgeting, motivation and management of production processes in crop production and animal husbandry;

- the theoretical and methodological principles of the formation of agricultural holdings, the organizational, economic, structural and legal stages of their creation, options for optimizing the agro-industrial chain, which will allow developing agro-industrial production on a new resource, technological and organizational basis, are substantiated;

- the methodological bases of the development of budgeting and methodical approaches to the management of production and economic activities in agricultural holdings have been worked out, which will make it possible to improve intra-economic relations in conditions of integrated production based on clear control of profits and costs of the entire production and financial process;

- developed and implemented system mechanisms for organizing budgeting, rationing and planning of production processes in the structural units of agricultural holdings and their centralization at the level of the management company, which will ensure: a comprehensive solution to the problems of consolidating large arrays of diverse information; effective control over the use of material, technical and financial resources; formation of effective management of production processes at all levels of production management; modeling of possible options for business development and development of strategies and tactics on this basis;

- the participation of agricultural holdings in the development of rural areas, aimed at raising the social standards of life of villagers, restoring infrastructure and improving the improvement of villages, is substantiated, which will ensure the normalization of production and social relations between agricultural holdings and the

territories within which they operate, and will contribute to increasing the motivation and prestige of work in agro-industrial sector of the economy;

improved:

- the content of the concept of "agroholding", which consists in the ownership by the parent company of the assets of other companies and their management, taking into account the entire cycle of production, processing and sale of products, which is characterized by a purposeful reproduction of the industry on a new technological, organizational and economic basis;

- an organizational mechanism for the formation of mutually beneficial relations between the subjects of integration processes by creating a structure in the agricultural holding, such as a sociological laboratory, which will be responsible for the implementation of internal and external social projects and will allow to relieve tension in solving social issues between the company's management and the population of rural areas;

received further development:

- directions for increasing the efficiency of land use in conditions of integrated production through the introduction of precision farming technologies, synergy of economic processes, closed production cycle; mechanisms for attracting investments by pledging land rights;

- substantiation of the economic benefits of the development of integration structures, based on the synergy of relationships between various spheres of the economy in order to ensure expanded reproduction in agro-industrial production on a new resource, technological and organizational basis;

- the directions of organizing personnel training and their motivation in the conditions of integrated production in order to increase labor productivity through the implementation of programs aimed at the development of corporate solidarity of employees and increasing the level of their social security.

Practical significance of the obtained results. The conclusions and proposals contained in the dissertation are of great practical importance for the improvement of integration processes in agro-industrial production. Recommendations proposed by the dissertation on increasing the competitiveness of the agro-industrial complex and its resource provision in matters of technical renewal and modernization of production, creation of a favorable investment climate, formation of effective management of production processes and the introduction of innovations, balancing intra-economic relations between subjects of integration processes and modeling possible options for business development and development of strategies and tactics of action on this basis,

Proposals regarding: directions of agrarian policy regarding the further development of integration processes in matters of organization of building intra-economic relations were considered and accepted for implementation; methods of choosing integration models, directions for the implementation of social and economic programs and a set of measures aimed at the development of territories within which agricultural holdings conduct production; establishment of public control over the effective use of land (reference of the Main Department of Agriculture and Food of the Lubarsk District State Administration No. 487/1 dated September 20, 2011).

Methodical approaches to the principles of building intra-economic relations in terms of: management, regulation, planning, development of the labor payment system and budgeting of production processes, developed in the dissertation, were tested in real economic conditions, including in the process of creation and operation of the Nibulon JV LLC ", LLC "A.T.K." (certificate No. 327 dated 09/29/2011 and certificate No. 459 dated 08/25/2011).

Personal contribution of the acquirer.All scientific results presented in the dissertation were obtained by the author personally. From scientific works published in co-authorship, ideas, provisions and conclusions are used in the dissertation, which are the result of the author's personal work and constitute his individual contribution.

Approbation of the results of the dissertation.In the course of the dissertation research, the intermediate and final results of the work were approved by publicizing them at international, all-Ukrainian, and foreign scientific and practical conferences, namely: the fourth scientific and practical conference of young scientists "Formation of the strategy for the development of the regional agricultural industry" (Zhytomyr, 2008 .); Eleventh annual meeting of the All-Ukrainian Congress of Agricultural Economists (Kyiv, 2009); regional annual meetings of the All-Ukrainian Congress of Agrarian Economists "Transformation of Land Relations to Market Conditions" (Zhytomyr, 2009); The twelfth annual meeting of the All-Ukrainian Congress of Agrarian Economists "Organizational and Economic Transformations in Agricultural Production" (Kyiv, 2010); the second international scientific and practical conference of young scientists "Productive forces and food security of the country" (Kyiv, 2010); the eighth international scientific and practical conference of young scientists, graduate students and students "Actual problems of the financial system of Ukraine" (Cherkasy, 2011); of the seventh scientific and practical conference of students, postgraduates and young scientists "Science. Young. Ecology-2011" (Zhytomyr, 2011); the seventh interfaculty scientific and practical conference of young scientists "Formation of the strategy for the development of the agrarian sector of the region" (Zhytomyr, 2011); the international scientific and practical conference "Information and analytical provision of balanced development of agriculture and the countryside" (Lviv, 2011); the third international scientific and practical conference "Marketing support of the food market of Ukraine" (Poltava, 2011); the eleventh All-Ukrainian scientific and practical conference "Statistical assessment of socio-economic development" (Khmelnyskyi, 2011); international scientific and practical conference "Economy: current state and development priorities" (Simferopol, 2011); international scientific and practical conference "Actual problems of the development of regional agriculture" (Lutsk, 2011); All-Ukrainian scientific and practical conference "The role of science in increasing the technological level and efficiency of the agricultural industry of Ukraine" (Ternopil, 2011); the first All-Ukrainian scientific and practical conference "Management of the 21st century: financial, economic and innovative aspects" (Kyiv, 2011); the fifth international scientific and practical conference "Aspects of stable economic development in the conditions of market relations" (Uman, 2011); the third

international scientific and practical conference of young scientists "Formation of economic conditions for the development of rural areas" (Kyiv, 2011); the fifth All-Ukrainian scientific and practical conference of young scientists "Ecological problems of agricultural production" (Yaremne, 2011); At the Thirteenth Annual Meeting of the All-Ukrainian Congress of Agrarian Economists, "Institutional Basis of Transformations in the Agrarian Sphere" (Kyiv, 2011).

Publications. According to the results of the dissertation research, the author has published 49 scientific works with a total volume of 39.28 U.D.A., including 4 monographs, one of which is an individual work, 24 articles in scientific specialized publications; 18 abstracts of speeches at scientific and practical conferences, 3 publications in other publications.

The structure and scope of the dissertation. The dissertation consists of an introduction, five chapters, conclusions, appendices, and a list of used sources. The list of used literature includes 370 titles on 36 pages. The full volume of the dissertation is 451 pages, the volume of the main part is 387 pages. The thesis contains 48 tables on 15 pages, 46 figures on 18 pages, 7 appendices on 26 pages.

MAIN CONTENT OF THE DISSERTATION

In the first chapter - "Theoretical and methodological foundations of the formation of integration structures in the agrarian sector of the economy" - the essence of integration processes and the historical stages of their development are revealed, methodological approaches to the classification of integrated structures are systematized and the methodological foundations of the formation and functioning of agricultural holdings are substantiated, the institutional effects of development are summarized and reflected their role and significance in increasing the efficiency of agricultural production.

Theoretical, methodological and applied aspects of the development of integration processes in agriculture through the prism of organizational, economic and social factors have been studied from the standpoint of a systemic approach. The organizational, management and resource tools of agricultural holdings can be elements of building an effective model for the further development of the agro-industrial complex on an innovative basis.

On the basis of a retrospective analysis of the development of agro-industrial integration in Ukraine and abroad, its features, specificity and the possibility of implementing experience in production practice were assessed. Forms of agro-industrial integration are classified and characterized, and methodological and organizational approaches to their formation are outlined.

A specific feature of agricultural holdings is the ability to increase profits based on synergistic effects, introduce new systems into production, cover the entire cycle of production, processing and sale of products and purposefully reproduce the industry on a new technological, organizational and economic basis.

The theoretical and methodological principles of the formation of agricultural holdings, the peculiarities and practice of their creation through mergers and acquisitions are outlined.

The interpretation of the concept of "agroholding" - which, taking into account the specifics of production and the direct participation of the investor in the management of production activities, should be interpreted as a company that owns and manages the assets of other companies - has been deepened.

A comparative analysis of the integration of spheres of economic activity was carried out depending on: the form of association of companies, legal status, specifics of integration of spheres of activity, territorial location and advantages and disadvantages.

The investment, management, organizational, personnel, financial and social effects of the development of agricultural holdings, which are a multi-faceted and multi-component phenomenon and are important in the formation of economic relations between subjects of integration processes, are formulated.

In particular, the tools for ensuring the integration effect are: legalization of business and capital, formation of one's own brand, access to stock exchanges, which allows attracting investments through the issue of shares; asset portfolio diversification, capitalization growth. Management effects are ensured by making effective management decisions. For this purpose, in establishing the management mechanism of the agricultural holding, the following are used: a systematic approach to decision-making and business organization; planning and budgeting of business processes; unified methodological approaches to the analysis, accounting and controlling of production processes; automated production management centers; creation of a closed production cycle.

The importance of agricultural holdings in the restoration of domestic agricultural production as a foundation for the development of reproductive processes in the economy and socio-economic development of rural areas is revealed. The objective technical and economic advantages of agricultural holdings are a high level of labor productivity, savings in capital and operating costs per unit of cultivated area, greater opportunities for rational organization of production, use of technology, achievements of science and progressive practice. Unlike the rest of the commodity producers, they have the opportunity to dictate their rules of the game both in the domestic and foreign food markets and to attract long-term investments (Fig. 1).

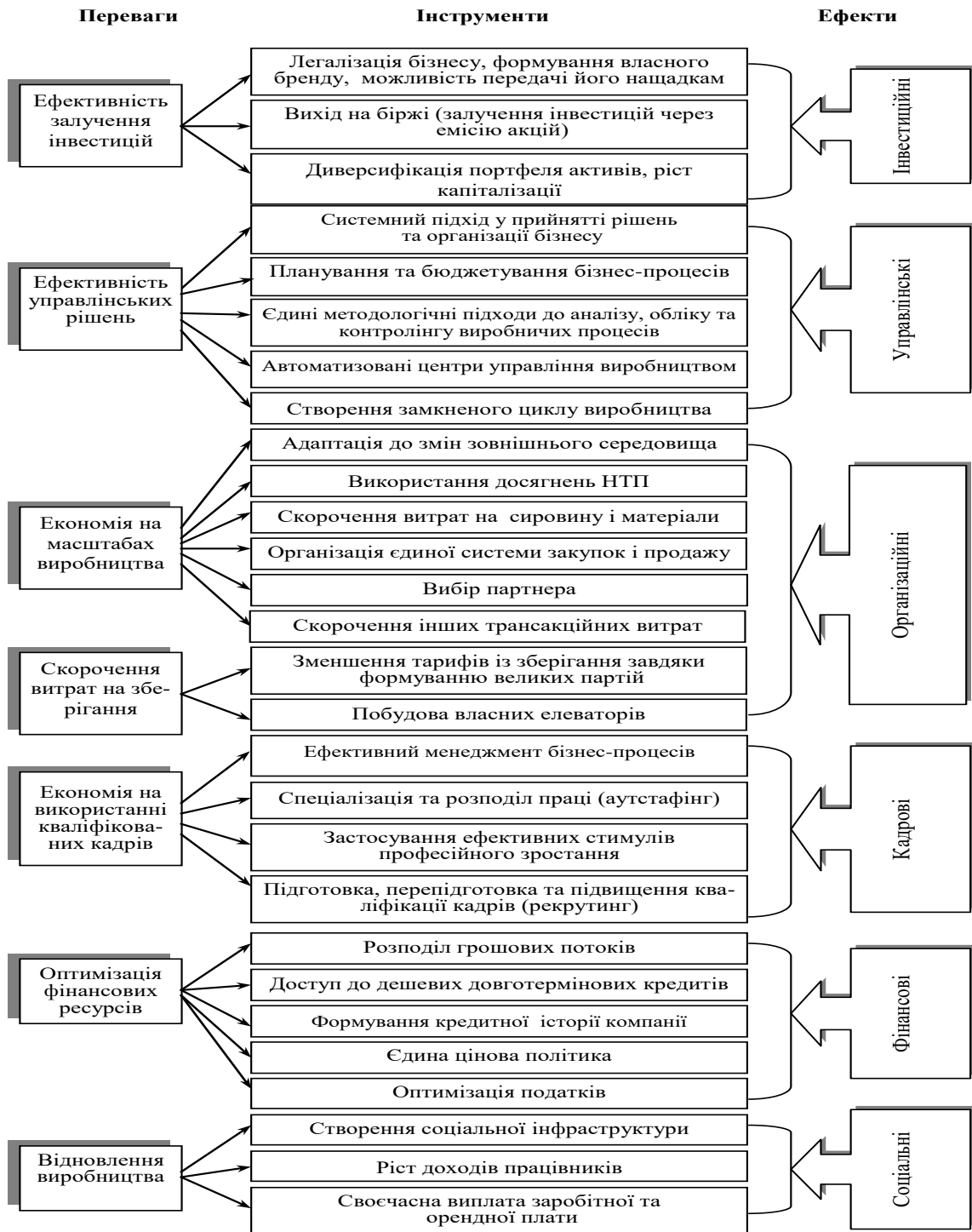


Fig. 1. The advantages of the development of agricultural holdings and ways to ensure them*

*Developed by the author

In the second chapter - "Formation and functioning of agricultural holdings" - the prerequisites and mechanisms for the formation of agricultural holdings in agriculture are substantiated, the organizational and economic model of the construction of agricultural holdings and the mechanisms for the formation of their land masses are considered. Based on the system analysis, the features of the development of agro-industrial integration at the current stage are summarized.

The main prerequisites for the creation of agricultural holdings are the growth in demand for food products and the need to increase the competitiveness of production.

The development of agricultural holdings is an effective tool for attracting investments in agriculture. Thanks to the entry to the international stock exchanges, they managed to attract significant amounts of investments. Yes, only the largest of them attracted more than 1 billion dollars. USA, and in total more than 2 billion dollars were involved. USA. Agricultural holdings account for about 90% of the total amount of investments involved in the agriculture of Ukraine. Agricultural holdings are a real tool for the legalization of capital that was taken abroad and is now involved in domestic agricultural production.

The initiators of the creation of agricultural holdings are mainly processing enterprises and transnational companies. Agroholdings are a kind of response of agricultural commodity producers to the conditions of the market and state policy that have been forming in Ukraine for the past 20 years.

The main motives for creating agricultural holdings are: strengthening competitiveness by building a closed cycle of production and regulating inter-industry relations, attracting investments, diversifying financial and raw material risks and the opportunity to legalize capital, create your own brand. The production specialization of agricultural holdings is formed, as a rule, based on the specialization of the parent company.

Official statistics of agricultural holdings are not kept in Ukraine. Most of the enterprises that are part of them have the status of a separate legal entity, so it is quite difficult to identify their affiliation to a specific agricultural holding. Currently, more than 24% of arable land cultivated by agricultural enterprises of Ukraine is leased to agricultural holdings. The study of the largest companies is due to the fact that, unlike the rest of the agricultural holdings, they have separated agricultural production into a separate type of business and have been working on the Ukrainian market for more than 10 years (Fig. 2).

The average size of the land area in agricultural holdings is about 79,000 hectares, structural divisions (branches) - close to 5,000 hectares, and in the absence of livestock - up to 10,000 hectares.

The organizational, economic, structural and legal stages of the creation of agricultural holdings are highlighted and its organizational model is proposed, in which the management system consists of two control centers - financial and production.

The management company, in addition to planning and control of production processes, coordinates the movement of financial flows, ensures the union of qualified personnel, conducts scientific research, develops and implements innovative projects.

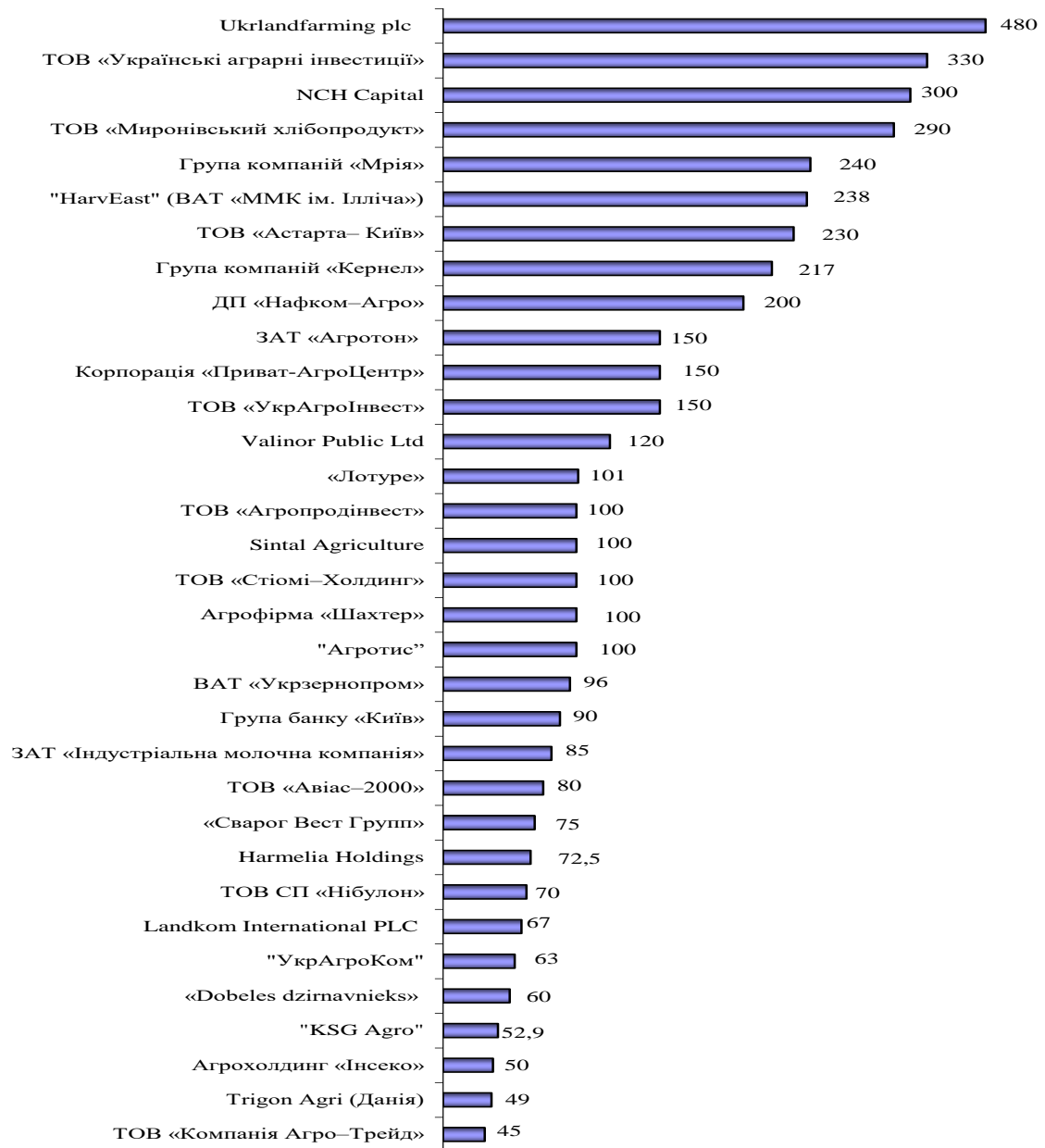


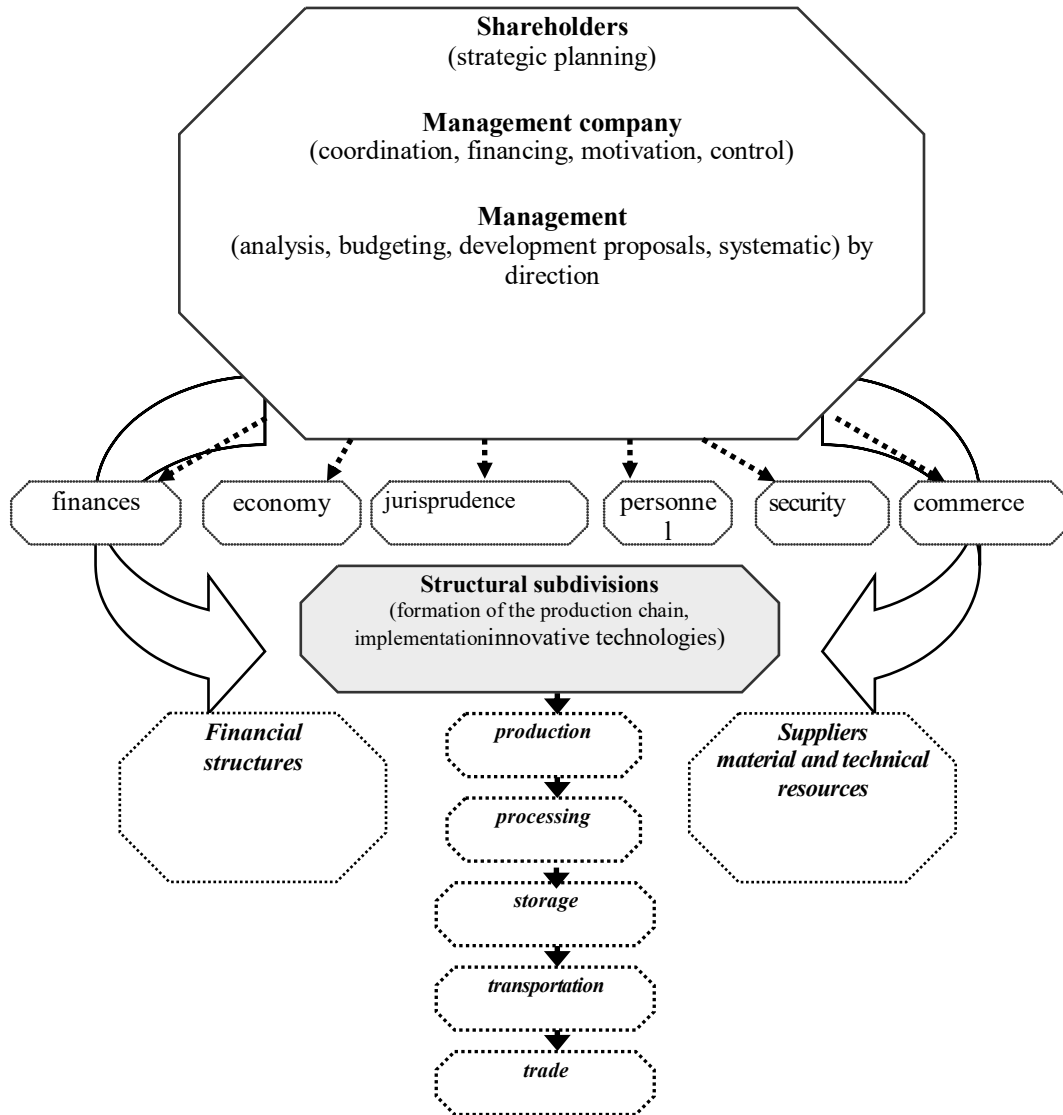
Fig. 2. Sizes of individual agricultural holdings of Ukraine, thousands of hectares*

*Developed by the author based on enterprise data

Special attention in the management of production processes is given to the financial and economic service, which implements the following tasks: formation of a unified economic policy in the areas of planning, regulation, motivation and complex economic analysis of the industrial and economic activity of the association and its structural divisions, in particular; determination of ways to improve the efficiency and profitability of production; strengthening control over the implementation of the resource and energy saving policy in project documentation; application of highly effective technologies, equipment, structures, materials, compliance with general economic and industry norms.

Problematic issues in the creation and functioning of agricultural holdings are the provision of effective activity of structural divisions, the formation of mutually

beneficial relations between the subjects of integration processes and the corresponding regulatory and legal framework. They are solved through the establishment of effective management of production processes by means of planning, budgeting, controlling production processes and developing constructive proposals for ways to improve its efficiency. The organizational model of the agricultural holding is shown in fig. 3.



*Fig. 3. Organizational model of an agricultural holding**

*Developed by the author

One of the main ways to solve these problems is to develop a budgeting system and draw up a production and financial plan of the enterprise and its control during reporting periods.

A comparative analysis of integration of spheres of economic activity was carried out depending on the form of association of companies. Four options for the organization of the agro-industrial chain of the agroholding and the possibility of its optimization by uniting enterprises into a territorial-production agrocluster are

substantiated. The organizational scheme of integration with the involvement of foreign capital has been developed.

Possible options for optimizing the agro-industrial chain (between the links and within each of them): 1 – unification of the links of the agro-industrial chain; 2 – consolidation of the link of the agro-industrial chain; 3 – "separation"; 4 - division of the agro-industrial chain.

By using the method of grouping, the dynamics of consolidation of the size of land uses and the level of production of each of the groups were characterized. It was established that during 2001-2010, the share of enterprises with an area of more than 8 thousand hectares increased from 5.8% in 2001. to 20.5% in 2010

The size of agricultural holdings is formed under the influence of many factors, in particular: the goals and objectives set by the business entity; natural conditions; proximity to transport routes and sales markets; specialization, technological equipment, production technology; methods of carrying out industrial and economic activities; forms of production organization. However, in general, they should ensure the implementation of the company's strategy according to two main criteria: manageability and efficiency.

The analysis of the influence of the size of land uses of enterprises, conducted on the basis of production data of 9,242 agricultural enterprises of Ukraine, which are reported in the form of 50 s.-y., showed that there is a close relationship between the growth of the size of land uses and the level of indicators of economic efficiency of agricultural production. According to calculations, with the consolidation of the area of the enterprise, there is a tendency to increase sales revenue, gross production and profit of crop production per unit of area.

When forming land massifs, the agricultural holding must be guided by the principle of economic expediency, according to which the balance between economic activity and the land's ability to reproduce should not be disturbed.

The formation of agricultural holdings allows enterprises to increase their competitiveness, accumulate financial, material, energy and labor resources for the implementation of investment projects, improve intra-industry relationships between all participants of the integration process and their interest in profit maximization.

In the third chapter - "Management of intra-farm economic processes in agricultural holdings" - on the basis of a systematic study of the development of integration processes in the agricultural sector of the economy, the organizational and economic principles of managing the production and economic activities of agricultural holdings are defined. Methodological features of building a centralized system of budgeting, rationing and labor motivation are revealed. The organization of work with personnel in agricultural holdings was studied.

The activity of agricultural holdings in market economic conditions is determined by many factors, in particular, the following: balanced management, formation of qualified personnel, growth of business capitalization and optimization of financial and investment activities, which are implemented taking into account the

company's single mission and provide for the effective use of a system of strategic planning, control and rational management business processes.

Effective use of modern equipment and application of new technologies and production management systems is possible in combination with appropriate methods of working with personnel. Research shows that the majority of newly created agricultural holdings do not have a regulatory document on personnel policy. This leads to the fact that personnel work is carried out in isolation from the strategy of their development.

As a result of the conducted research on the organization of work with personnel at Rise-Agro CJSC: the functional structure of the personnel management department, which provides for internal communications, organization of document flow, project personnel management, personnel issues, training and implementation of social programs, and factors that reduce the effectiveness of management, was substantiated staff; formulated fundamental requirements for managers and specialists of all levels, which consist in strengthening organizational work with personnel, in terms of planning, recruitment, selection and its adaptation, standardization and motivation of work, assessment of knowledge and training of personnel, career planning and personnel training; organizational, economic and social problems are highlighted,

The management system in structural subdivisions of agricultural holdings is formed on the basis of clearly defined cost centers and profit centers. The main directions of improving management efficiency are reducing the number of decision-making levels, forming rational agroclusters from the point of view of resource provision and management, strategic planning of assigned tasks and systematic control over their implementation, and motivation of centers for the formation of added value on the result.

The structure of the management service depends on the nature and size of the organization, the characteristics of the products it produces. It may include the following departments: personnel, training, personnel evaluation and remuneration, social protection, labor protection, legal department and sociological laboratory.

The company's management directs the main efforts to create a single management center for the agricultural holding and form a single economic policy in the areas of planning, rationing, motivation and comprehensive economic analysis of production and economic activity, which is implemented by developing a budgeting system and drawing up a production and financial plan.

The effectiveness of managing business processes in agricultural holdings depends on the effectiveness of the organization of the centralized budgeting system, which involves planning, accounting and control of income and expenses received from the activities of the agricultural holding. At the same time, each branch must function with clearly defined profit and cost centers of the entire production and financial process, and functional services are created within the central office to serve all divisions. Budgeting is considered as an integral part of the production and financial plan of the enterprise.

The fundamental requirements that form the basis of budget construction are: uniformity, systematicity, self-sufficiency, continuity, reliability, efficiency. At the same time, the budget should ensure a positive financial result. On this basis, depending

on the tasks set by the management, the budget program of the company's activities for the next year is modeled. A similar mechanism has been implemented in most agricultural holdings.

The diagram of the production and financial plan of the enterprise is shown in Fig. 4.

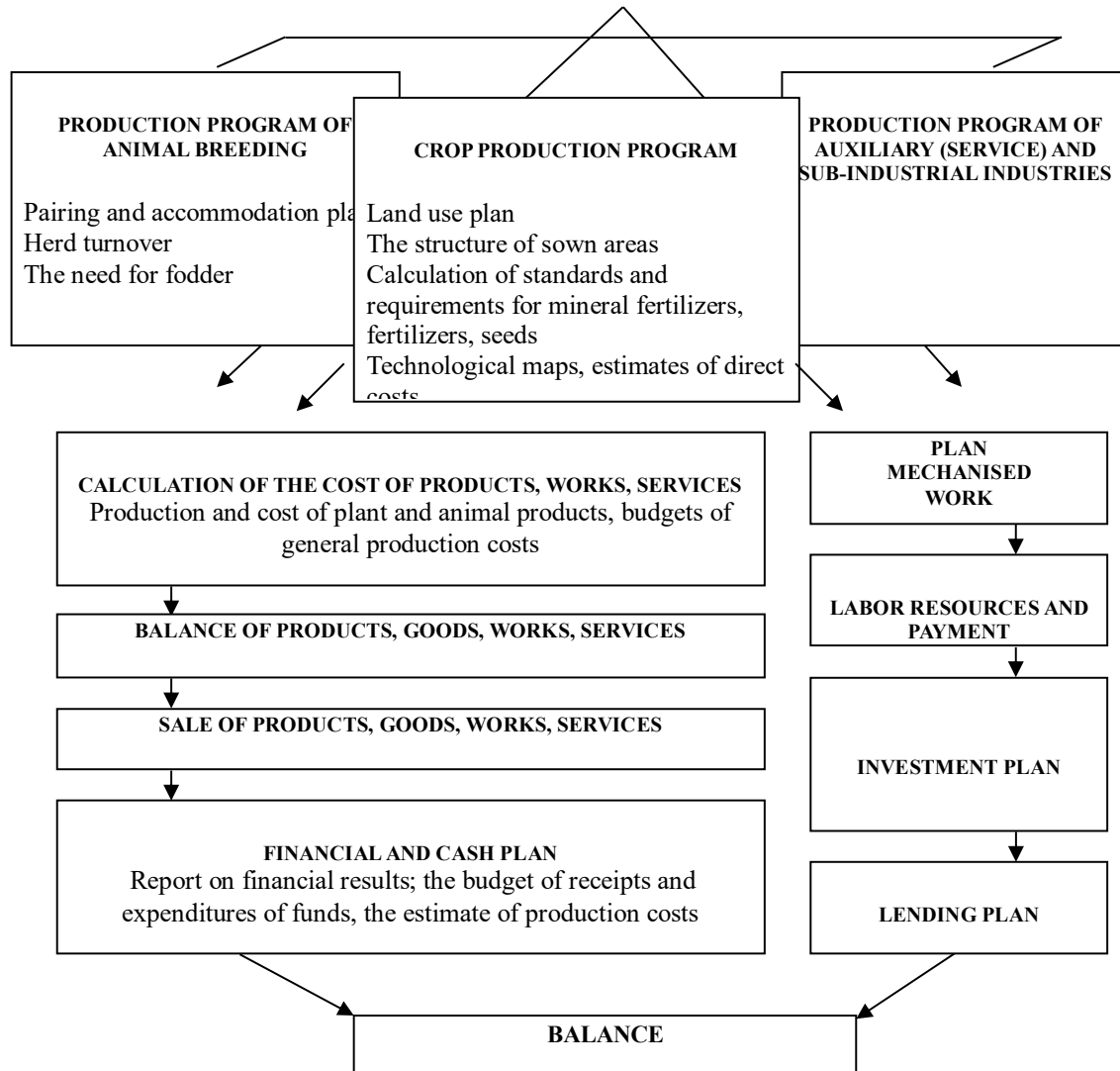


Fig. 4. Scheme of the production and financial plan of the company*

*Developed by the author

The introduction of a budgeting system at the level of a management company allows: maximizing profit by strengthening cost control, increasing the efficiency of resource use and the financial soundness of management decisions, optimizing cash flows and rationally redistributing resources between different types of activities.

The production and financial plan is drawn up for 12 months with monthly details. Each service of the enterprise must reveal in it the vision of the development of the enterprise according to its profile. At the same time, the reliability, completeness and correctness of the display of information about these processes in accounting and management accounting are mandatory.

The need for the formation of a unified economic policy in the areas of planning, regulation, motivation and comprehensive economic analysis of the production and

economic activity of the agricultural holding and its separate divisions is substantiated. It was determined that the main ways of increasing production efficiency are: introduction of resource and energy saving policy, application of highly efficient technologies and strengthening of labor motivation.

Labor motivation in agricultural holdings is based on: creation of equal opportunities for promotion based on the criterion of labor productivity, provision of appropriate conditions for health protection, labor safety, welfare of all employees, maintenance of an atmosphere of trust in the team, etc. Among the methods of labor motivation, economic direct and indirect and non-monetary ones should be distinguished.

Personnel management and economic decision-making largely depends on the administrative influence of the owner. The increase in the number of employees is explained by the presence of old equipment in production, the desire to provide work for a larger number of employees than is dictated by production necessity. The lack of funds for arranging social and living conditions for living of young specialists weakens the possibility of attracting promising personnel in the village.

The necessity and directions of strengthening organizational work with personnel are substantiated. The production activity of agricultural holdings requires fundamentally new requirements for managers and specialists at all levels, which is due to the emergence of new professions and types of activities related to marketing, management, controlling, stock exchange activities, organization of international activities, in particular, with access to new financial and capital markets .

In the fourth chapter - "Effectiveness of the use of production resources in agricultural holdings" - the influence of a number of factors on the efficiency of the use of production resources in the conditions of corporatization is investigated, the organizational and economic components of the rational management of agricultural holdings and their material and technical support are substantiated, a comprehensive analysis of the efficiency of the economic activity of agricultural formations in market business conditions; approaches to the system of agricultural production organization based on new directions of effective use of resource potential in the context of corporatization have been developed.

In recent years, economic formations created on the basis of collective agricultural enterprises have increased production volumes and increased efficiency indicators, but such growth rates do not meet the modern requirements of the market economy. The low level of their resource provision does not provide an opportunity to conduct efficient production, to solve the issue of economic and social development of rural areas.

The conducted studies show that agricultural holdings conduct production on a new technological, organizational and resource basis. So, on average, in 2005-2009, their capital adequacy was 14% higher compared to the rest of the agricultural enterprises. In addition, buildings and structures occupy 44.5% of fixed assets in agricultural enterprises, that is, their passive part, and the active part (machines and equipment and vehicles) accounts for only 40%, while in agricultural holdings it is 66 % (Table 1).

Table 1

Comparative analysis of the structure of the main production funds in agricultural holdings and agricultural enterprises VAH for 2005-2009

Indicator	Group of agricultural holdings*		Agricultural enterprises of Ukraine**		Deviation of indicators of agricultural holdings and agricultural holdings enterprises
	per hectare, thousand UAH	%	per hectare, thousand UAH	%	per hectare, thousand UAH
The main productive assets of everything, of them:	2.74	100.00	2.41	100.00	0.33
buildings and structures	0.61	22,26	1.07	44.40	-0.46
Machinery and equipment	1.14	41.61	0.76	31.54	0.38
vehicles	0.66	24.09	0.2	8.30	0.46
working and productive cattle	0.32	11.68	0.02	0.83	0.30
perennial plantations	0	0.00	0.03	1.24	-0.03
other basic means	0.01	0.36	0.33	13.69	-0.32

* Calculated by the author based on the data of "Rise-Agro", "Rise-Maximco", "Agro-Alfa"

** Calculated by the author in the form of 50 s.-g. "The main economic indicators of the work of rural-urban enterprises"

The fact that the specific weight of working and productive livestock in the structure of fixed assets of agricultural holdings is increasing, which has already reached 11.6% against 1% in the agricultural enterprises of Ukraine as a whole, is indicative. Consequently, agricultural holdings invest more and more funds in the development of livestock, increasing livestock and increasing the production of livestock products, the production deficit of which is one of the biggest problems of the agricultural sector of Ukraine in terms of providing the country's population with dairy and meat products at the level of scientifically based nutritional standards.

Agricultural holdings, compared to agricultural enterprises, have a higher level of provision of fixed assets, labor resources and the efficiency of using fixed assets, which significantly affects the growth of labor productivity and other performance indicators (Table 2).

Table 2

The efficiency of the use of the main production assets in agricultural holdings and agricultural enterprises for 2005-2009.

Indicator	Group of agricultural holdings*	Agricultural and gift enterprises of Ukraine**	The ratio of indicators of agricultural holdings to rural areas. enterprises, %
Fund security, thousand UAH (funds per 100 hectares of agricultural land)	273.7	241.0	113.6
Fund resources, thousand UAH (funds per 1 average annual employee)	67.3	61.0	110.3
Fund return (gross production per UAH 1 of fixed assets)	2,3	0.8	306.0
Labor productivity, thousand UAH (gross output per 1 employee)	192.5	52.5	366.7

* Calculated by the author based on the data of "Rise-Agro", "Rise-Maximco", "Agro-Alfa"

** Calculated by the author in the form of 50 s.-g. "The main economic indicators of the work of rural-urban enterprises"

In particular, the level of capital security of agricultural holdings is 14% higher than the similar indicator of agricultural enterprises, and capital adequacy is 10% higher. At the same time, their capital return and labor productivity are more than 3 times higher.

Ensuring the sustainable development of production must be achieved thanks to the balance of the resource potential and the ability of the land to reproduce its fertility. The results of the correlation-regression analysis show that with an increase in costs per unit area and an increase in land availability, indicators of the economic efficiency of agricultural production improve, in particular, with an increase in costs by UAH 1 per unit area, the gross output of crop production increases by UAH 0.39, revenue from sales of plant products - UAH 1.0, profit from the production of plant products - UAH 0.14, and an increase in land availability by 1 ha ensures an increase in gross production per hectare by UAH 7.6, revenues from the sale of plant products - 8, 3 hryvnias, profit - 7.5 hryvnias relative to the average level.

A comparative analysis of indicators of economic activity, in particular, profit in the group of agricultural holdings and agricultural enterprises of Ukraine for 2005-2010 indicates a significantly higher level of it in agricultural holdings, which is more than 4 times higher than the similar indicator of agricultural enterprises (Table 3).

Table 3

Indicators of economic activity of agricultural holdings and agricultural enterprises of Ukraine

Indicator	Agricultural holdings*		Agricultural enterprises of Ukraine	
	2005	2010	2005	2010
The area of the village land, thousand ha	24.0	163.7	16254.3	18453.8
Total employees—on average, persons	1402	5063	798630	518178
It belongs to rural areas. land per worker, ha	17.1	32.3	20.4	35.6
Average salary, thousand UAH (<i>annual</i>)	7.5	30.8	4.2	13.1
Revenue from product sales (goods, works, services) per hectare, thousand UAH	3.3	9.4	1.7	4.1
Produced products (goods, works, services) by one worker, thousand hryvnias	56.1	302.4	33.7	145.9
Profitability, %	21.1	45.6	9.1	20.7
Earned profit per employee, thousand hryvnias	9.8	94.8	2.8	25.1
A profit was obtained for 1 ha s.-y. land, UAH	571.9	2932.4	137.7	703.5

* Calculated by the author based on the data of "Rise-Agro", "Rise-Maximco"

It should be noted that the share of agricultural holdings in the production of agricultural products tends to increase. Thus, the specific weight of 20 main companies in the production of the main types of agricultural products of crop production was 17.4% for grain crops, 14.7% for oilseeds, and 47.1% for sugar beets. The use of scientifically based technologies allows agricultural holdings to obtain a higher yield of agricultural crops compared to other agricultural enterprises. Thus, the yield of grain crops in the main companies in 2010 was 38.7 t/ha against 26.1 t/ha in agricultural enterprises, sugar beet - 297.6 and 268.6 t/ha, respectively.

In agricultural holdings, more and more attention is paid to the development of animal husbandry, which is a promising direction of business development, taking into account the growing demand of the food industry for raw materials, and the population for quality food products. Thus, they have 14% of cattle, 16% of cows, 23% of pigs,

67% of poultry to their total number in agricultural enterprises. In 2010, the share of the main agricultural holdings accounted for: 80% of poultry meat production in slaughter weight, 33% - pork, 20% - beef, 18% - milk.

Agricultural holdings are modernizing livestock complexes and introducing new technologies into production. As a result, in 2010, the average yield from one cow in the main agricultural holdings was 4.2 tons against 3.7 tons in other agricultural enterprises. In some agricultural holdings, the yield from a cow is 5-7.5 tons, and in "Agro-Soyuz" - 7.9 tons.

In the fifth chapter - "Socio-economic aspects of the development of integration processes in agriculture" - the importance of agricultural holdings in the socio-economic development of the village, the mechanisms of their influence on the development of the social sphere, and the ways of institutional changes in the socio-economic policy of rural areas are substantiated. Attention is focused on areas of improvement of state policy in the field of development of rural areas.

The development of rural areas and the social sphere is characterized by destructive factors in matters of population depopulation, reduction of jobs and social infrastructure facilities, production volumes as the main source of reproductive processes.

Studies have shown that agricultural holdings not only support the social infrastructure that has developed around enterprises, but also implement programs aimed at developing corporate solidarity among employees and increasing their level of social security. Research shows that in agricultural holdings limits on social activities are set within 1% of the profit, which is equivalent to 10 to 50 hryvnias/ha. At the same time, along with technologies, new management, new management systems and the transfer of part of the social benefits available to the urban population to the countryside are involved in agriculture.

The development of agricultural holdings should be closely related to the development of rural areas. In this regard, there is a need to introduce mandatory reporting of the economic activity of agricultural holdings and the possibility of introducing a property tax in the amount of 1% of its value, strengthening land legislation in terms of the targeted use of land. The state's position in matters of effective use of land resources should consist in the purchase of unclaimed shares with their subsequent lease and strengthening of state regulation of the production of agricultural products.

The driving motives for the implementation of social programs are: the need to create an appropriate microclimate in the company, traditions; the influence of local authorities, the moral desire of business owners to provide assistance.

It should be noted that social programs are divided into two groups: internal and external. Internal - aimed at the development and social support of personnel: improving their qualifications; fulfillment of obligations under land and property lease agreements and implementation of targeted social programs; compliance with labor legislation; providing benefits to employees. External ones include: infrastructure development (repair of roads, construction of hospitals, gasification of villages); provision of targeted assistance to churches, schools and children's institutions; holding cultural and sports mass events.

Conflicts of interest between agricultural holdings and the local community are analyzed, caused by the reduction of non-core production and animal husbandry and the payment of taxes to the budgets of the territorial community at the place of state registration of the investor, which leads to a reduction in revenues to local budgets. For various reasons, not all agricultural holdings start production on leased land in full or in part in the first year. The technical re-equipment of the production is accompanied by the optimization of the full-time number of employees, while not always enough attention is paid to the social factor - the adaptation of the employees who are laid off. Seasonal importation of equipment and personnel leads to the emergence of surplus labor in the village. Overconcentration can lead to a loss of controllability and develop only specialized areas of business. Questions arise related to violations by agricultural holdings of certain labor protection requirements, compliance with the norms of current labor legislation and fears for the state of the region's economy due to the cessation of production activities, given their scale. The support of agricultural holdings in rural areas is not regulated by law and is carried out at the discretion of their owners. Issues of social development are not priorities for business, so there are concerns about changes in the socio-economic structure of rural areas and rural communities in particular.

For the agricultural holding, the priority is obtaining an economic effect - profit, and for society - ensuring the moral and material benefits of the local community. The efficiency of the agricultural holding and the public good are always in conflict. Achieving harmony in relations between subjects and forming a balance of interests is an important task that was investigated in this work. Under the current conditions, the needs of society for the implementation of social issues significantly exceed the income from tax payments paid by enterprises.

It should be noted that during recent times the development of agricultural holdings significantly contributes to the revival of production in rural areas, increasing the level of wages and income from rental payments in the income of the population (Table 4).

The level of average annual wages and rent in agricultural enterprises*

Year	Average annual salary of one worker, hryvnias		Deduction for wages of one employee, hryvnias		Rent from 1 ha of leased land (arable land), UAH	
	Area of enterprises, thousand hectares					
	to 10,000 hectares	over 10,000 hectares	to 10,000 hectares	over 10,000 hectares	to 10,000 hectares	more than 10,000 hectares
2001	1439.2	1831	32.8	165.1	83.6	81.3
2002	1873	3011.4	52.3	499.9	96.1	96.1
2003	2179.1	2849.7	62.4	109.5	86.6	109.7
2004	3024.5	4220.1	89.5	155.9	115.7	110.6
2005	4038	5450.4	457.5	764.4	119.8	139
2006	5141.1	6815.3	590.4	804.8	125.4	138
2007	6591.3	7796.7	1108.2	1584.7	136	145.3
2008	9727.9	11401.8	2264.8	3107.8	191	216
2009	10549.8	13098.7	3123.4	4081.6	250.4	277.1
2010	12602.1	14862.7	4526.3	5310.2	302.5	359.6

*Calculated by the author in the form of 50 s.-g. "The main economic indicators of the work of rural-urban enterprises"

Thanks to the improvement of the conditions of payment of work, increase of its prestige and motivation of employees for the final result, agricultural holdings change the attitude of employees towards the objects of work, increase their responsibility. The implementation of these measures is largely determined by the change in the psychology of the investor, who chooses stable business as a basis and promotes his own style and philosophy of the company's development. Taking into account the authenticity of the individual management of agricultural holdings, a new psychology of relationships is formed, which affects specialization, the market strategy of the company's behavior and the attitude of people to the matter. As a result, under the influence of this, fundamental changes in the psychology of thinking in the field of agribusiness are taking place. The need to find sales markets for products and improve their quality parameters comes to the fore, and only then to increase production volumes.

Increasingly, society's attention is focused on the need to form an agrarian lobby in the issues of establishing barriers to the excessive import of food products produced in Ukraine, and defending the internal markets of products, works and services from unfair competition, providing the population with quality food products, implementing export potential of the country.

In the course of research, the main areas of normalization of industrial and social relations between agricultural holdings and their employees were outlined, which, in our opinion, are: approval of the code of corporate policy of the agricultural holding and instructions on conflict prevention; introduction of a staff list, based on typical

workload norms and all possible forms of employment relations with employees; development and approval of job descriptions; formation of the company's personnel reserve; development and approval of provisions on certification, training and retraining of managers and specialists, selection of the labor council; signing the order on approval of the list of positions of employees with irregular working hours and the order on employees entitled to additional annual leave; approval at the meeting of the council of the labor collective "Regulations on remuneration";

In order to eliminate contradictions between them and local communities regarding the payment of taxes, it is advisable to make clarifications to the Economic and Tax Codes of Ukraine regarding the territorial character of the structural units of the enterprise, which must be located within the territorial unit of the same name and be registered as taxpayers according to the location of the land plot.

CONCLUSIONS

The dissertation research, conducted on the basis of the analysis and assessment of the experience of forming agricultural holdings in the conditions of the market economy of Ukraine, the generalization of the work of agrarian economist scientists, the foreign experience of the functioning of agricultural holdings, made it possible to substantiate the conclusions and recommendations regarding their creation and effective development through the prism of organizational, economic and social factors.

1. The growth of agro-industrial production at this stage does not meet the modern requirements of the market economy and requires fundamentally new approaches to its organization and resource provision, in particular, technical renewal and modernization of production, the creation of a favorable investment climate, the formation of effective management of production processes and the introduction of innovations, such as takes place in agricultural holdings.

From a legal point of view, agro-housings represent the pooling of capital of enterprises under the control of a management company. The initiators of the creation of agricultural holdings are mainly processing enterprises and transnational companies. Studies show that the main motives for their creation are: strengthening competitiveness by building a closed production cycle and regulating inter-industry relations, diversification of financial risks and the opportunity to legalize capital, create a brand, provide a raw material zone for own processing facilities.

2. Agricultural holdings cover, as a rule, the entire cycle of production, processing and sale of products and ensure purposeful reproduction of the industry on a new technological, organizational and economic basis. As a result of the research, the organizational, economic, structural and legal stages of the creation of agricultural holdings were identified, a general scheme and organizational model of an agro-industrial association was built, in which the management system consists of two control centers - financial and production. A comparative analysis of integration of spheres of economic activity was carried out depending on the form of association of

companies. The key options for the organization of the agro-industrial chain of an integrated structure and the possibility of its optimization by uniting enterprises into a territorial production cluster are substantiated. Accumulation of financial, material,

3. One of the factors determining the success of the development of agricultural holdings is the establishment of effective management of production processes, the components of which are: training and advanced training of personnel, management of market risks, optimization of financial and investment activities taking into account the company's single mission and long-term goals, control for rational management of business processes, effective use of new equipment and modern technologies and production management systems in combination with modern methods of working with personnel.

4. An important condition in the management of the production and economic activity of agricultural holdings is the motivation of work. The main requirements on which it should be based include: provision of equal opportunities for promotion based on the criterion of work efficiency, creation of appropriate conditions to protect the health, safety, and well-being of all employees, maintaining an atmosphere of trust in the team, etc. The functional structure of personnel management in agricultural holdings provides for the organization of document flow, project personnel management, personnel training, training and implementation of social programs, basic requirements for managers and specialists of all levels, which are due to the need to strengthen organizational work with personnel.

5. The effectiveness of business process management in agricultural holdings is ensured thanks to the construction of a centralized financial system - budgeting, which provides for planning, accounting and control of income and expenses of structural divisions, clearly differentiated according to the centers of profits and expenses of production activity. At the same time, functional services are created within the central office, monitor and serve divisions.

6. Technical and economic advantages of agricultural holdings are: adequate level of resource provision, greater opportunities for rational organization of production, use of equipment, processing, storage and sale of products in better terms and of higher quality. Effective use of resource potential is ensured by the construction of vertically integrated structures with delivery of products to the final consumer and control of costs at all stages of the technological chain and minimization of the influence of intermediary structures. Intensive resource-saving technologies are being implemented taking into account the bioclimatic potential of the regions, specialization and concentration of production is deepening.

7. Ensuring the sustainable development of production should be achieved by balancing the balance between the amount of resource potential and the ability of the land to reproduce its fertility. When forming land masses, the company must be guided by the principle of economic rationality, which ensures manageability and competitiveness of production and promotes the development of rural areas.

8. More than 60 large holdings operate in Ukraine, most of which are not separated into separate businesses. Currently, they have about 6 million hectares, or

24% of arable land, and they are the largest producers of grain and technical crops. Practically all agricultural holdings provide for the expansion of land massifs. According to experts' forecasts, more than 200 agricultural holdings will be formed in Ukraine by 2015, and gross grain production will reach the level of 60-70 million tons.

9. The formation of agricultural holdings takes place in a fairly short period of time, which leads to an increase in social tension in rural areas. For various reasons, in full or in part, not all integrated structures start production activities on leased land in the first year. The technical re-equipment of the production is accompanied by the optimization of the full-time number of employees, while not always enough attention is paid to the social factor - the adaptation of the laid-off workers, an individual approach to their possible employment in other positions. For agricultural holdings, the priority is obtaining an economic effect - profit, for society - ensuring the moral and material benefits of the local community. The efficiency of a particular enterprise and the public good are always in opposition. Achieving harmony in relations between subjects and forming a balance of interests is an important task of research. Under the current conditions, the needs of society for the implementation of social issues significantly exceed the income from tax payments paid by enterprises.

10. Agricultural holdings not only support the social infrastructure that has developed around enterprises, but also implement programs aimed at developing corporate solidarity of employees, increasing their level of social security and creating conditions for comprehensive development. Costs in the social sphere are mostly compensated by increasing labor productivity, acquiring new work skills, and confidence in the future. At the same time, along with technologies, new management, new management systems and the transfer of part of the social benefits available to the urban population are involved in agriculture. The formation of agricultural holdings is the foundation for further reproductive processes in the economy, the primary basis for the formation and implementation of a socially oriented policy: the restoration of social infrastructure,

11. The development of the agricultural economy should be closely related to the development of rural areas. Along with effective production, it is necessary to solve social issues, avoid social tension and promote the establishment of partnership relations between commodity producers and the territories within which they conduct production. In this regard, there is a need to introduce mandatory reporting of the economic activity of agricultural holdings in order to identify them in the area and fill the revenue part of local budgets, in particular, through the introduction of a property tax in the amount of 1% of its value, strengthening of land legislation in terms of targeted land use. The state's position in matters of effective use of land resources should consist in the purchase of unclaimed shares with their subsequent lease.

12. Ensuring the social development of rural areas requires the development and implementation of a constructive state agrarian policy, which should become a priority in the system of socio-economic transformations and be aimed at regulating economic relations in integrated agricultural formations, including agricultural holdings. This will be facilitated by the introduction of registration of structural subdivisions of

agricultural holdings based on the location of the land plot, which will allow filling the revenue part of local budgets and implementing social programs of local territorial communities.

13. The main areas of improvement of personnel management are: reforming the management system of structural units, while clearly defining cost centers and profit centers; regulatory delimitation of the competence of the main specialists of the central office and directors of branches, as well as the principles of their motivation; creation of an internal recruiting service; optimization of the number of personnel, taking into account the different intensity of production of agricultural products during the year; reforming the labor remuneration system, based on the quantity and quality of the products produced; carrying out personnel assessment, including attestation of management personnel; organization of training modules for branch directors and training of primary accounting staff.

14. The strategy for the development of agro-industrial production should be the expanded reproduction of production on a new resource, technological and organizational base. At the same time, agricultural holdings should be the driving force behind integrated production and an effective tool for attracting investments. Their consolidation should take place in the direction of strengthening vertical integration and improving an effective business model due to the accumulation of unique experience and the introduction of innovative technologies. Balancing the interests of diversified production and the socio-economic and environmental needs of consumers is crucial; achievement of company management. The undisputed priority should be the socially responsible market behavior of companies, which should manifest itself in the financing of programs for the social development of rural areas. The need to change the psychology of thinking, which should be focused on finding product sales markets and improving its quality parameters, becomes of fundamental importance; risk assessment and detailed planning of business activities in the short, medium and long term, and only then ensuring and increasing the volume of its production.

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ABSTRACT

Dankevych A.E. Formation and efficiency of functioning of agricultural holdings. - On the rights of the manuscript.

Dissertation for the degree of Doctor of Economic Sciences, specialty 08.00.04 – economics and enterprise management (by types of economic activity). - National Research Center "Institute of Agrarian Economics", Kyiv, 2012.

Generalized theoretical and methodological principles of formation and efficiency of functioning of agricultural holdings. Institutional effects and the role of agricultural holdings in the development of agro-industrial production are investigated. Six groups of institutional effects have been formed: investment, management, organizational, personnel, financial and social.

Theoretical, methodological and applied aspects of the development of integration processes in agriculture through the prism of organizational, economic and social factors are studied from the standpoint of a systemic approach.

The organizational, management and resource tools of agricultural holdings are reflected as elements of building an effective model of development of the agro-industrial complex on an innovative basis. The organizational, economic, structural and legal stages of creation of agricultural holdings are highlighted. The general scheme of the agricultural holding and its organizational model were built, in which the management system consists of two control centers - financial and production. A comparative analysis of integration of spheres of economic activity depending on the form of association of companies was carried out.

Four variants of the organization of the agro-industrial chain of agroholdings and the possibility of its optimization by combining the enterprises into a territorial-production cluster are substantiated. The organizational scheme of an agro-industrial association with the involvement of foreign capital has been developed.

A comprehensive study of the effectiveness of the use of resource potential and social and economic factors of the development of integration processes in the economy was conducted. The importance of agricultural holdings in the revival of

agricultural production as a foundation for the reproduction of the economy for the implementation of a socially oriented policy is substantiated. The directions for the development of agricultural holdings and the improvement of state policy in the development of integration processes are determined.

The problematic issues that arise when creating agricultural holdings are revealed, in particular: conflict of interests between the investor and the territories within which they conduct production. To a large extent, this is due to the optimization of the number of employees, the reduction of non-specialized production and animal husbandry, the payment of taxes at the place of state registration, which leads to a reduction of income in local budgets; ensuring the coordinated activity of structural subdivisions, the formation of mutually beneficial relations between the subjects of integration processes.

The directions of the subsequent development of agricultural holdings are determined, in particular: the formation of intra-household economic relations based on grounded theoretical principles; organization and improvement of the personnel management system; optimization of the production structure and development of optimal models of the ratio of industries for efficient management of the economy; improvement of the legislative basis for the activity of holding structures in agriculture.

As part of solving the problem, a study of the organization of work with personnel in agricultural holdings was conducted. Fundamental management requirements determined by the need to strengthen organizational work with personnel in terms of: planning, recruitment, selection and adaptation of personnel; normalization and motivation of work; personnel evaluation and training; career planning and personnel training.

The need to form a unified economic policy in the areas of planning, rationing, motivation and comprehensive economic analysis of the production and economic activity of agricultural holdings as a whole and individual subdivisions in particular is substantiated.

Developed ways: increasing the efficiency and profitability of production, strengthening control over the implementation of the resource and energy saving policy; application of highly effective technologies, equipment, structures, materials, general economic and industry norms.

Taking into account the peculiarities of the structure of agricultural holdings, their production and financial activities, the process of drawing up a production and financial plan is reflected in the work.

The condition is assessed and the necessity of improving the resource support of agro-industrial production is substantiated.

The importance of agricultural holdings in the development of rural areas is characterized, in particular: raising social standards of peasant life, motivation and prestige of work in agriculture; improvement of village infrastructure. The motivating

motives for the implementation of social programs are laid out: traditions; influence of local authorities; moral desire to help.

Systemic studies allow us to assert that the principles underlying the functioning of agricultural holdings can become a constructive tool in building an effective model for the development of the agro-industrial complex of Ukraine, which will allow it to be brought to a qualitatively new level of stable, highly efficient and competitive functioning.

Key words: agro-industrial integration, integrated structures, agricultural holding, competitiveness, efficiency, budgeting, management, resource potential, social development, state policy.

ANNOTATION

Dankevych A.E. Formation and efficiency of functioning of agricultural holdings. - Manuscript.

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From positions of approach of the systems investigational theoretical-methodological and the applied aspects of development of integration processes in agriculture through the prism of organizational, economic and social factors. The organizational, administrative and resource tool of agroholdingiv as elements of construction of effective model of subsequent development of agroindustrial complex is reflected on an innovative basis.

The organizational, economic, structural and legal stages of creation of agroholdingiv are selected, the general chart of agroholdings and its organizational model in which control system consists of two centers of control is built – financial and production. The comparative analysis of integration of spheres of economic activity is conducted depending on the form of ob"ednannya companies.

Complex research of efficiency of the use of resource potential and socio-economic factors of development of integration processes is conducted in an economy.

Key words: agroindustrial integration, computer-integrated structures, agroholding, competitiveness, efficiency, agroindustrial chain, byudzhetyvannya, management, resource potential, social development, public policy.

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