MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
VOLODYMYR DAHL EAST UKRAINIAN NATIONAL UNIVERSITY

GUIDELINES

for practical classes
in the discipline “Enterprise Potential Management”
(for students of the second (Master’s) level of higher education
in specialties C1 “Economics and International Economic Relations” and D7 “Trade”)
(Electronic edition)

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Guidelines for practical classes in the discipline “Enterprise Potential Management” (for students of the II (Master’s) level of higher education in specialties C1 “Economics and International Economic Relations” and D7 “Trade” / Authorship by: O. V. Maslosh, I. M. Semenenko, O. O. Khandii. – 2nd edition, revised and expanded. – Kyiv: Volodymyr Dahl East Ukrainian National University, 2026. – 78 p.

The guidelines include requirements, recommendations, tasks for completion, questions for discussion during practical classes of the discipline “Enterprise Potential Management”, tasks for independent work, test assignments, examples of problem-solving, a list of recommended literature, and a workbook for each topic.

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CONTENTS

INTRODUCTION 4
Practical class No. 1 Topic 1. Fundamentals of Managing the Formation and Development of Enterprise Potential.....5
Practical class No. 2 Topic 2. Management of Enterprise Material and Technical Potential 12
Practical class No. 3 Topic 3. Managing the investment potential of an enterprise 16
Practical class No. 4 Topic 4. Managing the competitiveness of enterprise potential.....20
Practical class No. 5 Topic 5. System for managing the formation and use of the labour potential of an enterprise.....26
Practical class No. 6 Topic 6. System of anti-crisis management of enterprise potential30
Practical class No. 7 Topic 7. Features of innovative reproduction of enterprise potential 31
Appendix A. Workbook for practical class 1 35
Appendix B. Workbook for practical class 2 43
Appendix C. Workbook for practical class 3 49
Appendix D. Workbook for practical class 4 55
Appendix E. Workbook for practical class 5.....61
Appendix F. Workbook for practical class 6.....67
Appendix G. Workbook for practical class 7 72

INTRODUCTION

Modern entrepreneurial activity of domestic enterprises, regardless of their main field of operation, is characterized by complexity and dynamism. A prerequisite for the effective functioning of a business entity is the correspondence between its internal capabilities and market potential.

Enterprise potential management is a relatively new and promising area of economic research. The specific features of management within national practice determine particular approaches to studying the theoretical and practical aspects of expanding enterprise potential.

The study of the discipline “Enterprise Potential Management” involves consideration of the following issues:

- assessment of the degree of coherence of the main structural elements of enterprise potential;
- selection of the most effective indicators for evaluating enterprise capabilities;
- analysis of organizational and economic concepts of enterprise activity;
- assessment of opportunities and feasibility of enterprise growth;
- study of motivational and innovation mechanisms of enterprise development.

Practical classes are a compulsory component of the educational process and represent an active form of classroom work for full-time students.

The purpose of practical classes is to systematize, consolidate and expand students’ theoretical knowledge in the discipline “Enterprise Potential Management”, as well as to develop skills for independent study of the subject. The level of mastery of theoretical knowledge is demonstrated by solving practical tasks.

The criteria for assessing students’ performance during practical classes include the ability to present theoretical material clearly and logically, as well as to apply theoretical knowledge and methodological approaches to evaluating individual elements and the overall enterprise potential when performing practical assignments**.**

Practical class No. 1
Topic 1. Fundamentals of Managing the Formation and Development of Enterprise Potential

Purpose of the practical class: To consolidate students' knowledge of the subject and objectives of the discipline "Enterprise Potential Management", and to master such economic categories as potential, enterprise potential management, and optimization of enterprise potential.

Lesson plan

1. General characteristics of enterprise potential.
2. Principles of forming the potential of an industrial enterprise.
3. Optimization of the structure of enterprise potential.

Key concepts and terms

Potential, classification of types of potential, potential management, optimization of potential structure.

Questions for discussion

1. Definition of the terms: "potential", "enterprise potential", "enterprise potential management".
2. Difference between the concepts of "enterprise development" and "enterprise potential".
3. General classification of types of potential according to various criteria.
4. Principles of managing the potential of enterprises in different areas of activity.
5. Graphical and analytical model as a tool for analyzing the optimality of enterprise potential structure.

Theoretical and methodological guidelines for practical classes

The algorithm of the graphical and analytical method for assessing enterprise potential [1] - the **"**Potential Square":

1. Initial data are presented in the form of a matrix (a_{ij}), i.e., a table where rows contain indicator numbers (i = 1, 2, 3, …, n), and columns contain the names of enterprises whose potential is analyzed (j = 1, 2, 3, …, m).

2. For each indicator, its best value is determined by taking into account the sensitivity coefficient, and enterprises are ranked with the assignment of the corresponding positions.

3. For each enterprise, the sum of positions (P_j) obtained during the ranking process is calculated using the formula:

$$P_j = \sum_{i=1}^{n} a_{ij} \times k_ч \qquad (1.1)$$

4. The sum of positions (P_j) obtained during ranking is transformed into the length of the vector that forms the enterprise potential square (Fig. 1.1). The enterprise potential square consists of four zones corresponding to the sections (k) applied in the considered system of indicators, and four vectors (B) that form it.

Thus, the length of the vector forming the enterprise potential square (B_k, where k = 1, 2, 3, 4) is determined using the following formula:

$$Bk = 100 - (P_j - n)\frac{100}{n(m-1)} \qquad (1.2)$$

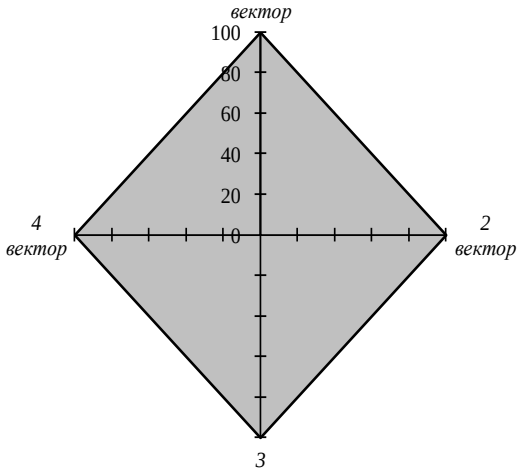

Fig. 1.1. Enterprise Potential Square

5. After determining the length of all vectors, the enterprise potential square is constructed and appropriate conclusions are drawn.

The graphical and analytical method of analysis known as the “Potential Square” has several theoretical features that must be taken into account when applying it:

1. The shape of the potential square may be of two types. The first type has a regular square shape (i.e., the vectors forming it are equal or nearly equal in length). Such an enterprise has a balanced potential, which is a prerequisite for successful performance.

The second type has a distorted square shape due to the following reasons: either one vector is more developed than the others (a “dominant” or “problematic” vector), or all vectors are developed unevenly (vector disharmony). If the enterprise potential square approaches the second type, the enterprise potential requires immediate transformation to improve the balance of its elements.

2. Enterprise potentials may be classified by size as large, medium, and small. A large potential corresponds to vector lengths within the range of 70–100 units; a medium potential – within 30–70 units; a small potential – up to 30 conventional units.
3. The external contour of the square outlines the enterprise’s ability to achieve optimal potential parameters.
4. The second and third vectors of the potential square (“Organizational Structure and Management” and “Marketing”) indicate the presence of prerequisites for further development of the enterprise potential.
5. The fourth vector - “Finance” - is a result-oriented one and characterizes the effectiveness of enterprise performance.

Example of Solving a Typical Problem

Example problem 1.1.

Using the existing algorithm of the graphical and analytical method for assessing enterprise potential (“Potential Square”) and the economic information provided below (Table 1.1), assess the potential of the enterprise “Set”, operating in the field of rock processing.

Table 1.1

Production, Distribution and Sales of Products

No.	Indicator	Sensitivity coefficient	Kvant	Sirius	Bast	Nega	Set
1	Enterprise capacity, thousand tons	1.2	14000	12000	10000	8000	10190
2	Product quality, %	1.25	65.0	65.8	63.0	61.7	65.5
3	Fixed assets turnover, UAH/UAH	1.1	1.90	2.07	1.83	1.69	2.15
4	Costs per 1 UAH of output, UAH	1.1	0.80	0.81	0.94	0.89	0.79
5	Environmental costs (penalties), thousand UAH	1.05	1183	890	1789	2560	1509
6	Profit, thousand UAH	1.15	13120	18975	9320	6583	21036
7	Production profitability, %	1.15	5.0	5.7	4.1	2.7	6.18

Organizational Structure and Management

No.	Indicator	Sensitivity coefficient	Kvant	Sirius	Bast	Nega	Set
1	Managers' business qualities, points	1.2	245	256	232	198	248
2	Efficiency of organizational management structure, points	1.15	20	22	16	14	17
3	Staff under 45 years old, %	1.15	65.0	71.2	57.4	45.9	68.8
4	Employees with higher education, %	1.05	7.0	11.2	6.8	4.3	9.9
5	Labour productivity, UAH	1.2	39800	48530	38720	36980	48778
6	Average monthly wage, UAH	1.25	720	835	710	702	840

Marketing

No.	Indicator	Sensitivity coefficient	Kvant	Sirius	Bast	Nega	Set
1	Domestic market supply, thousand UAH	1.2	10903	5860	7890	6080	8646
2	Exports, thousand UAH	1.15	1350	5680	1305	840	1544
3	Advertising expenditures, % of costs	1.15	0.012	0.110	0.008	0.002	0.132
4	Corporate identity, units	1.15	4	6	3	2	5
5	Price per unit of product, UAH	1.1	36.20	34.02	35.40	36.80	34.66
6	Innovation expenditures, thousand UAH	1.25	1750	3680	2950	1354	2328

Finance

No.	Indicator	Sensitivity coefficient	Kvant	Sir-ius	Bast	Nega	Set
1	Current ratio	1.05	2.99	2.53	2.36	2.67	2.98
2	Quick ratio	1.1	2.87	2.38	2.17	2.53	2.86
3	Inventory turnover	1.05	4.91	4.48	4.36	4.33	4.87
4	Accounts receivable turnover	1.05	1.07	1.63	4.00	1.19	1.50
5	Return on sales, %	1.15	4.5	10.4	10.1	3.7	6.2
6	Return on assets, %	1.05	24.1	20.3	21.1	19.2	23.9
7	Return on equity, %	1.1	110.86	87.29	67.52	78.72	107.55
8	Asset turnover	1.1	0.19	0.51	0.47	0.19	0.25
9	Profit per employee, thousand UAH	1.05	1.7	1.1	1.2	1.5	1.6
10	Revenue per employee, thousand UAH	1.05	54	32	33	38	52
11	Debt ratio	1.1	0.04	0.03	0.62	0.31	0.11
12	Capitalization ratio	1.15	4.6	4.3	3.2	4.1	4.5

Solution

For each enterprise, the sum of ranks (P_j) obtained during the ranking process is calculated using formula (1.1):

$$P_{j1} = 3 \times 1{,}2 + 1{,}25 \times 2 + 1 \times 1{,}1 + 1 \times 1{,}1 + 3 \times 1{,}05 + 1 \times 1{,}15 + 1 \times 1{,}15$$

$$= 13{,}75 P_{j2}$$

$$= 2 \times 1{,}2 + 3 \times 1{,}15 + 2 \times 1{,}15 + 2 \times 1{,}05 + 1 \times 1{,}2 + 1 \times 1{,}25 = 12{,}7$$

$$P_{j3} = 2 \times 1{,}2 + 2 \times 1{,}15 + 1 \times 1{,}15 + 2 \times 1{,}15 + 2 \times 1{,}1 + 3 \times 1{,}25 = 14{,}1$$

$$P_{j4} = 2 \times 1{,}05 + 2 \times 1{,}1 + 2 \times 1{,}05 + 3 \times 1{,}05 + 3 \times 1{,}15 + 2 \times 1{,}05 + 2 \times 1{,}1 +$$

$$+3 \times 1{,}1 + 2 \times 1{,}05 + 2 \times 1{,}05 + 3 \times 1{,}1 + 2 \times 1{,}15 = 30{,}5.$$

The length of the vector forming the enterprise potential square is determined using formula (1.2):

$$B_1 = 100 - (13{,}75 - 7)\frac{100}{7 \times (5-1)} = 75{,}89$$

$$B_2 = 100 - (12{,}7 - 6)\frac{100}{6 \times (5-1)} = 72{,}08$$

$$B_3 = 100 - (14{,}1 - 6)\frac{100}{6 \times (5-1)} = 66{,}25$$

$$B_4 = 100 - (30{,}5 - 13)\frac{100}{13 \times (5-1)} = 66{,}35$$

The enterprise potential square consists of four zones corresponding to the sections (k) applied in the considered system of indicators and four vectors (B) that form it.

he enterprise potential square is constructed and appropriate conclusions are drawn.

1. The shape of the square is distorted, meaning that one vector - “Finance” - is less developed than the others (a “problematic” vector). In this case, the enterprise potential requires immediate transformation aimed at improving the balance of its elements.

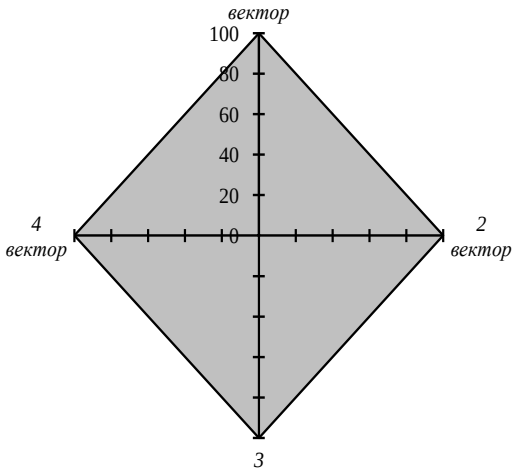

Fig. 1.2. Enterprise Potential Square of “Set”

2. Enterprise potentials may be classified by size as large, medium, and small. The enterprise potential of “Set” may be characterized as large, since the lengths of most vectors are within the range of 70–100 conventional units.
3. The second and third vectors of the potential square (“Organizational Structure and Management” and “Marketing”) indicate the presence of prerequisites for further development of enterprise potential.
4. The fourth vector - “Finance” - is result-oriented and characterizes insufficient performance efficiency of the enterprise. This vector is less developed than the others, which leads to an overall imbalance of enterprise potential.

Tasks for Independent Study

Essay topics for consolidating the material

1. Current trends in the development of enterprise production potential.
2. Infrastructure potential and its role in modern enterprise development.
3. The importance of managerial potential for successful business performance.

Questions for independent study

1. What main types of resources traditionally determine enterprise potential?
2. Why is it possible to identify the concept of enterprise potential with reserves?
3. Explain the impact of a systems approach to enterprise potential.
4. Provide a classification of types of enterprise potential.
5. What is potential in general terms?
6. What are the main directions of studying enterprise potential as an object?

Literature

1. Fedonin, O. S., Repina, I. M., & Oleksiuk, O. I. *Enterprise Potential: Formation and Evaluation.* Study guide. Kyiv: KNEU, 2005. 261 p.
2. Berezin, O. V., Duda, S. T., & Mitsenko, N. H. *Enterprise Potential Management.* Study guide. Lviv: Magnolia, 2006, 2024. 308 p.

Practical class No. 2
Topic 2. Management of Enterprise Material and Technical Potential

Purpose of the practical class: To consolidate knowledge on the formation, use and evaluation of the material and technical potential of the enterprise.

Lesson plan

1. Management of the formation of the components of enterprise material and technical potential.
2. Management of the use of the components of enterprise material and technical potential.

Key concepts and terms: Material and technical potential, technical and technological potential, environmental potential, civil safety potential, and communication security potential.

Questions for discussion

1. Components of enterprise material and technical potential and their interrelations.
2. Content of the enterprise technical potential development program.
3. Indicators of enterprise technical level.
4. Material and technical supply plan and the procedure for its development.

Theoretical and methodological guidelines for practical classes

The absolute efficiency of capital investments **E** is calculated as:

$$E = \frac{П}{K}, \qquad (2.1)$$

where:

$П$ - profit, UAH;

K - capital investments

The absolute efficiency of operating production assets is calculated as:

$$E = \frac{П}{S}, \qquad (2.2)$$

where:

S - discount rate (in the absence of data, 10% is assumed)

Capital investments made **before** the calculation year are converted to the calculation year by multiplying by the discount coefficient:

$$K_{прив} = \sum_{t=1}^{T} K_t \cdot (1+R)^t, \qquad (2.3)$$

where:

K_t - capital expenditures in year *i* of implementation, UAH.;

R - discount rate (10% if no data are available);

t - — number of years separating the expenditures and results of the given year from the beginning of calculation;

T - total project implementation period.

Capital investments made **after** the calculation year are converted to it by dividing by the discount coefficient (at the beginning of the year):

$$K_{прив} = \sum_{t=1}^{T} \frac{K}{(1+R)^{t-1}}. \qquad (2.4)$$

Capital investments made **after** the calculation year are converted to it by dividing by the discount coefficient (at the end of the year):

$$K_{прив} = \sum_{t=1}^{T} \frac{K}{(1+R)^t} \qquad (2.5)$$

Example of solving a typical problem

Example problem 2.1

How will investments in construction affect enterprise potential according to absolute efficiency indicators based on the following data:

Indicator	Value
Output volume, thousand units	100
Wholesale price, UAH/unit	200
Cost price, UAH/unit	160
Capital investments, million UAH	14
Value of production assets, million UAH	12.5

Solution

The absolute efficiency of capital investments in construction is calculated using formula (2.1):

$$E = \frac{П}{K} = \frac{(200 - 160) \cdot 100000}{14000000} = 0{,}28$$

The absolute efficiency of operating production assets is calculated using formula (2.2):

$$E = \frac{П}{S} = \frac{(200 - 160) \cdot 100000}{12500000} = 0{,}32$$

Answer: Since the **standard** efficiency coefficient equals 0.15, the investments will contribute to an increase in the enterprise's potential.

Example problem 2.2

An automation program has been developed for 4 years in two variants. Which of the proposed variants will contribute more to increasing enterprise potential if the discount rate is 10%?

Indicators / Variants	**First**	**Second**
Capital investments, million UAH	1.6	1.6
Including by years:		
Year 1	0.4	0.7
Year 2	0.4	0.3
Year 3	0.4	0.5
Year 4	0.4	0.1

Solution

To choose the best option, it is necessary to calculate capital investments discounted to the beginning of project implementation:

$$К_{прив} = \frac{0{,}4}{(1+0{,}1)^{1-1}} + \frac{0{,}4}{(1+0{,}1)^{2-1}} + \frac{0{,}4}{(1+0{,}1)^{3-1}} + \frac{0{,}4}{(1+0{,}1)^{4-1}} = 1{,}3947$$

$$К_{прив} = \frac{0,7}{(1+0,1)^{1-1}} + \frac{0,3}{(1+0,1)^{2-1}} + \frac{0,5}{(1+0,1)^{3-1}} + \frac{0,1}{(1+0,1)^{4-1}} = 1,4611$$

Answer: The first variant is economically more feasible, since the amount of capital expenditures discounted to the beginning of their implementation is smaller, which contributes more to increasing enterprise potential.

Tasks for independent study

Essay topics

1. Management of enterprise environmental potential.
2. Management of enterprise communication security potential.
3. Management of enterprise civil safety potential.
4. Formation of enterprise material and technical potential.
5. Optimization of enterprise material and technical potential.

Questions for independent study

1. Interrelations between the components of enterprise material and technical potential.
2. Standardization of material consumption as an element of its management. Classification of consumption norms.
3. Methods for calculating planned material requirements.
4. Material and technical supply plan and the procedure for its development.

Literature

1. Berezin, O. V., Duda, S. T., & Mitsenko, N. H. *Enterprise Potential Management.* Study guide. Lviv: Magnolia, 2006, 2024. 308 p.
2. Boychyk, I. M. *Enterprise Economics.* Textbook. Kyiv: Kondor Publishing House, 2016. 378 p.

Practical class No. 3
Topic 3. Managing the investment potential of an enterprise

Practical class objective: to consolidate students' knowledge of theoretical testing of theoretical knowledge and acquisition of practical skills in managing investment potential

Lesson plan

1. The essence of an enterprise's investment potential.
2. The content of investment activity.
3. Investment activities at industrial enterprises.

Key concepts and terms: investments, investment potential, investment resources, investment activities

Questions for discussion

1. The concept of investment
2. Classification of investments
3. Factors influencing the development of investment potential
4. Economic assessment of investment potential

Theoretical and methodological information on practical training

(see topic 2)

Example of a typical problem solution

Example problem 3.1

How will investments in the amount of UAH 2.5 million, which will be used to purchase the enterprise and set up production, affect the enterprise's potential if additional reconstruction costs of UAH 300,000 are required during the year? At the same time, the enterprise will be able to liquidate and sell fixed assets in the amount of UAH 250,000, accruing

depreciation charges of UAH 200,000 annually. It is expected that 80,000 units will be produced over 5 years at an average cost of UAH 24 per unit and a selling price of UAH 30 per unit. The discount rate per annum will be 8%.

Solution:

Initial investment amount:

$K = 2500 + 300 - 250 = 2550$ thousand UAH

Annual cash flows will equal the sum of the company's profits and depreciation charges:

$ГП_1 = ГП_2 = \ldots = ГП_5 = (30 - 24) \cdot 80 + 200 = 680$ thousand UAH

Feasibility of investment:

$$ЧДВ = -2550 + \frac{680}{(1+0,08)} + \frac{680}{(1+0,08)^2} + \frac{680}{(1+0,08)^3} + \frac{680}{(1+0,08)^4} + \frac{680}{(1+0,08)^5} = 165,04$$

Answer: the enterprise's potential will increase by 165,04 thousand UAH.

Example task 3.2. Which of the proposed investment projects will contribute most to increasing the enterprise's potential? Select the best in terms of profitability indices and payback periods at a discount rate of 10%.

Indicators	Option 1	Option 2
Investment amount, thousand UAH	15,200	16,400
Implementation period, years	4	4
Annual cash flows:		
1 year	6000	4200
2 year	5400	5720
3 year	4700	7800
4 year	4500	6300

Solution

To calculate the investment return indices and payback periods, the present value of cash flows for both options must be calculated. First, we determine the value of the discount factor:

$$ГП_{1вар} = \frac{6000}{(1+0,1)} + \frac{5400}{(1+0,1)^2} + \frac{4700}{(1+0,1)^3} + \frac{4500}{(1+0,1)^4} = 16522,096 \text{ thousand UAH}$$

$$ГП_{2вар} = \frac{4200}{(1+0,1)} + \frac{5750}{(1+0,1)^2} + \frac{7800}{(1+0,1)^3} + \frac{6300}{(1+0,1)^4} = 18733,488 \text{ thousand UAH}$$

To determine the net present value ($T_{ок}$), we calculate the average annual cash flows for each option:

$$ГП_{1вар}^{ср} = \frac{16522,096}{4} = 4130,524 \text{ thousand UAH}$$

$$ГП_{2вар}^{ср} = \frac{18733,488}{4} = 4683,372 \text{ thousand UAH}$$

Then:

$$T_{ок1вар} = \frac{К}{ГП_{ср}} = \frac{15200}{4130,524} = 3,68 \text{ years}$$

$$T_{ок2вар} = \frac{К}{ГП_{ср}} = \frac{16400}{4683,372} = 3,50 \text{ years}$$

Answer: Option 2 offers greater potential, as it is preferable due to its higher rate of return and shorter payback period.

Tasks for independent study

Topics for essays to reinforce the material:

1. Main directions of technical and economic justification for the development of investment potential
2. Investment project: content. Stages of development and implementation.

Questions for independent work

1. What are the main causes of the investment crisis?
2. What are the stages of forming a state investment policy?
3. What are the complications of investing in large-scale technological changes and why?

References

1. Berezhin O. V. Enterprise Potential Management: A Study Guide. / O. V. Berezhin, S. T. Duda, N. G. Mitsenko. – Lviv: Magnolia, 2006., 2024 – 308 p.

2. Boychik I.M. Enterprise Economics: Textbook. / I.M. Boychik. – Kyiv: Kondor Publishing House, 2016. – 378 p.

Practical class No. 4
Topic 4. Managing the competitiveness of enterprise potential

Practical class objective: To reinforce students' knowledge of managing the competitiveness of enterprise potential, the essence of scientific approaches to management, and assessing the competitiveness of enterprise potential.

Lesson plan

1. Competitiveness of potential, its levels.
2. The essence of scientific approaches to competitiveness management.
3. Methods and applied models for assessing the competitiveness of enterprise potential.
4. Principles of managing the competitiveness of enterprise potential.

Key concepts and terms: competitiveness of potential, scientific approaches and principles of competitiveness management, assessment of the competitiveness of an enterprise's potential

Questions for discussion

1. The essence of scientific approaches to competitiveness management
2. Methods, assessments and applied models for assessing the competitiveness of enterprise potential.
3. Principles of managing the competitiveness of enterprise potential

Theoretical and methodological information on practical training

Method of selecting competitive elements.

This is a synthesised method for determining the competitiveness of an enterprise's potential [1], based on the assumption that the competitiveness of an enterprise's products is its main component.

Method algorithm:

1. First, a list of indicators (*INDj*, where $j = 1 \ldots m$) is formed, which are used as the basis for assessing the competitiveness of a specific type of product being evaluated.

2. An expert method is used to establish the weight (*Vagaj*, where *j = 1 ... m*) of each indicator in the overall assessment, provided that $\sum Vagaj = 1$.

3. The marketing department of the enterprise being assessed proposes a selection of n enterprises with similar products that are the closest competitors.

The correct selection of competing companies for research is important for assessing the competitiveness of a company's potential. There are several approaches to identifying such companies.

Selection of the closest competitors. In conditions of oligopolistic competition, the main competitor may be a single enterprise, in which case the success of the competitor has a negative impact on the enterprise's activities, and vice versa. Analysis of the main competitor can provide the necessary and sufficient information for developing countermeasures in both tactical and strategic aspects.

Selection of stronger competitors (with a larger market share). The results of the analysis make it possible to build models of the most effective competitive behaviour in a given market and to develop means of their implementation (imitation, search for new ways, confrontation with the leader).

Selection of companies with a significant total market share (over 50%). The analysis allows for detailed conclusions to be drawn for various market situations and for both offensive and defensive actions to be developed.

Selection of all active competitors within the geographical boundaries of the market. The results of the analysis can be used in the company's long-term development plans.

Selection of all possible competitors. In addition to existing companies, all potential competitors are considered: companies under construction; companies with production capacities that can be repurposed for the production or sale of new products without significant time and resource costs; innovative companies; new companies formed through the acquisition of outsiders in a given industry by large companies in other industries; new joint ventures.

4. Based on the information obtained, a matrix is constructed to determine the competitiveness of a unit of the enterprise's product that is the subject of the assessment.

5. Using the absolute values of the selected indicators, the ranks of the product unit (*Rij*) are determined.

6. The weighted indicator total rank of the product unit of each enterprise participating in the assessment array is calculated using the formula:

$$\text{Rang}_i = ?\,R_{ij}?\,\text{Vaga}_i. \qquad (4.1)$$

7. After establishing the overall ranks, the leading enterprise (*L*) and the outsider enterprise (*A*) for a given product unit are found, as well as the range of the outsider's distance from the leader (*Dv*) using the formula:

$$D_v = Rank_A - Rank_L . \qquad (4.2)$$

The range of the distance between the outsider and the leader gives an idea of the differentiation of enterprises in a competitive environment, namely:

- Does the company belong to the circle of leaders or outsiders?
- Is its position in the attack zone advantageous?
- Is it using its capabilities correctly?

The radius of the circle of leaders (outsiders) is equal to a quarter of the range of the distance between the outsider and the leader (*Dv*), namely:

0—¼ *Dv* — circle of leaders;

¼ *Dv*—½ *Dv* — attack anticipation zone;

½ *Dv*—¾ *Dv* — zone of unused opportunities;

¾ *Dv*—*Dv* — circle of outsiders.

8. The competitiveness of a unit of production is determined by the formula:

$$KSop_{ia} = (Rang_A - Rang_i) / D_{v.} \qquad (4.3)$$

9. To determine the competitive status of an enterprise for the entire range of products it manufactures, it is necessary to perform similar calculations for all types of products and then compile the results in a summary table, which should also include information on the structure of production by design capacity and actual sales volumes.

Example of a typical problem solution

Example problem 4.1 Using the data in Table 4.1, determine the competitive position of the Dana clothing company in the market and draw conclusions about the quality of its competitiveness management.

Solution

The ranking of garment companies is shown in Table 4.2.

The outsider is Lastivka, and the leader is Dana.

$D_v = Rang_A - Rang_L = 6.2 - 1.3 = 4.9.$

Table 4.1

Ranking results of clothing companies and their products (data is conditional)

No	Company	Consumer properties of clothing products and their ranks											
		Price (*P*)		Silhouette (*S*)		Appearance (*A*)		Internal finish (*IF*)		Reliability (*R*)		Durability (*D*)	
		UAH	Rank	Points	Rank	score	rank	points	rank	points	rank	ball	rank
1	Dana	47	3	10	1	9	1	10	2	9	1	9	1
2	Volodar	51	5	7	4	5	4	9	3	7	4	4	5
3	KSM	50	4	6	5	2	7	7	7	6	6	2	7
4	Ukraine	45	2	8	3	6	3	7	6	6	5	7	3
5	Lastivka	53	6	2	7	2	6	8	5	5	7	3	6
6	Zhelan	59	7	9	2	8	2	10	1	9	2	8	2
7	Yunist	43	1	4	6	3	5	9	4	8	3	6	4
Weight		0.13		0.19		0.4		0.08		0.12		0.08	

Based on the distance between the leader and the outsider, we can say that:

When $1.3 < Rangi \leq 2.525$, the company is among the leaders;

When $2.525 < Rangi \leq 3.75$, the company is in the attack anticipation zone;

When $3.75 < Rangi \leq 4.975$, the company is in the zone of unused opportunities;

When $4.975 < Rangi < 6.2$, the company is in the circle of outsiders.

Therefore, the leader is Dana; the zone of expectation of attack is Zhelan and Ukraine; the zone of untapped opportunities is Volodar and Yunist; the circle of outsiders is KSM and Lastivka.

In other words, Dana is the market leader, but there is a real threat from its closest competitors, Zhelan and Ukraine.

Matrix for determining the competitiveness of a unit of production

No	Weight of indicator	0.13		0.19		0.4		0.08		0.12		0.08		*Rangi*	*KSopia*
	Indicator	*C*		*C*		*Zv*		*Vo*		*N*		*D*			
	Enterprise	UAH	Rank	Points	Rank	Points	rank	points	rank	points	rank	points	rank		
1	Dana	47	3	10	1	9	1	10	2	9	1	9	1	1.3	1
2	Volodar	51	5	7	4	5	4	9	3	7	4	4	5	4.2	0.41
3	KSM	50	4	6	5	2	7	7	7	6	6	2	7	6.0	0.04
4	Ukraine	45	2	8	3	6	3	7	6	6	5	7	3	3.3	0.59
5	Lastivka	53	6	2	7	2	6	8	5	5	7	3	6	6.2	0
6	Zhelan	59	7	9	2	8	2	10	1	9	2	8	2	2.6	0.73
7	Yunist	43	1	4	6	3	5	9	4	8	3	6	4	4.4	0.37

The strategy for managing the competitiveness of Dana's products and potential should be based on the following fundamental principles:

- pricing at the enterprise must correspond to the quality of products;
- the silhouette and appearance of products must be constantly improved;
- The potential of technical personnel needs to be improved by attracting highly qualified workers to production, which will have a positive impact on the quality of internal processing of the product and increase its reliability and durability rating.

Practical tasks for independent study

Topics for essays to reinforce the material:

1. Requirements for the goals of the enterprise.
2. Conditions that ensure the effectiveness of managing the competitiveness of the enterprise's potential.
3. The role of the state in ensuring the competitiveness of the enterprise's potential.

Questions for independent work

1. Planning as an important function of enterprise potential management.
2. Formation of a strategic model for the enterprise.
3. Reasons for the loss of competitive advantages.

References

1. Fedonin O.S. Enterprise potential: formation and assessment: teaching manual. / Fedonin O.S., Repina I.M., Oleksiuk O.I. – Kyiv: KNEU, 2005. – 261 p.
2. Berezhin O.V. Enterprise potential management: Teaching manual. / O.V. Berezhin, S.T. Duda, N.G. Mitsenko. – Lviv: Magnolia, 2006., 2024 – 308 p.

Practical class No. 5
Topic 5. System for managing the formation and use of the labour potential of an enterprise

Purpose of the practical lesson: To consolidate knowledge about the essence of labour potential, the labour potential management system, and its assessment.

Lesson plan

1. The essence of labour potential.
2. System for managing labour potential

Key concepts and terms: labour potential, structure of labour potential, management of an enterprise's labour potential, factors in the development of an enterprise's labour potential

Questions for discussion

1. Concept, structure, and significance of labour potential
2. Stages of labour potential reproduction
3. Economic assessment of labour potential

Theoretical and methodological information on practical training

The system for assessing the labour potential of employees [3], according to the coefficient method, includes the following key indicators:

1. Education coefficient:

$$K_{осв} = A/60 \qquad (5.1)$$

where:

A – the length of time the employee has worked in the speciality specified in their diploma (for the period under review), in months

60 maximum standard length of service in the specialty specified in the higher education diploma, months

2. Coefficient of professional experience:

$$K_{досв} = B/60 \qquad (5.2)$$

where:

B - work experience in a specific position, months

60 - maximum standard length of service in a particular position, months

3. Professional development coefficient:

$$K_{квал} = Н/ПН, \quad (5.3)$$

where:

N – actual duration of professional development training during the period of work in the speciality, months;

PN – standard duration of advanced training (based on the assumption of the need for annual training lasting 0.5 months), months.

4. Rationalisation activity coefficient:

$$K_{ра} = РП/СП/12 \quad (5.4)$$

where:

RP – number of rationalisation proposals and inventions generated by an employee during their term of employment in their speciality

SP – the length of time the employee has worked in their speciality, in months.

5. Work efficiency coefficient:

$$К_{опр} = М/Р \quad (5.5)$$

where:

M – actual amount of work performed within the established deadlines;

P – number of jobs actually completed during the period under review.

Example of solving a typical problem

Example problem 5.1

Assess the labour potential of an investment corporation employee based on the coefficient method, if the following is known:

1) Work experience in the field corresponding to the higher education received is 5 years.

2) Work experience in the position of head of the planning and economic department is 3 years.

3) the employee has been attending 2-month advanced training courses for the last three years;

4) Over the last three years, the planning and economics department has implemented 8 investment projects, with three more projects still in progress.

5) of the 8 projects implemented, 5 projects were completed within the previously established deadlines;

6) Over the last three years, various customers have purchased and successfully implemented 4 investment projects.

Solution

1) The employee education coefficient is determined as follows:

$$K_{осв} = \frac{5 \times 11}{60} = 0.917$$

2) The professional experience coefficient is calculated as follows:

$$K_{досв} = \frac{3 \times 11}{60} = 0,55$$

3) The professional development coefficient is equal to:

$$K_{квал} = \frac{2 \times 3}{5 \times 0,5} = 2,4$$

4) The coefficient of completeness of work performed is determined as follows:

$$K_{пов} = \frac{8}{8+3} = 0,727$$

5) The coefficient of efficiency of completed work:

$$K_{опер} = \frac{5}{8} = 0,625$$

6) The coefficient of quality of work performed is:

$$K_{як} = \frac{4}{8} = 0,5$$

7) The integrated professional competence coefficient is calculated as follows:

$$ІК_{проф} = \sqrt[3]{0,917 \times 0,55 \times 2,4} = 1,0657$$

8) Integrated coefficient of work performance:

$$ІК_{робіт} = \sqrt[3]{0,727 \times 0,625 \times 0,5} = 0,6102$$

9) Employee's labour potential:

$$ТП = 1,0657 \times 0,5 + 0,6102 \times 0,5 = 0,8379$$

Answer: The labour potential of an investment corporation employee is 0.8379

Tasks for independent preparation

Topics for essays to reinforce the material:

1. Structure of individual labour potential
2. Basic strategies for managing labour potential
3. Cost assessment of the labour potential of enterprises

Questions for independent work

1. Tasks, principles and methods of personnel planning at an enterprise
2. Labour potential management system
3. Model for assessing labour potential

References

1. Fedonin O.S. Enterprise potential: formation and assessment: teaching manual. / Fedonin O.S., Repina I.M., Oleksiuk O.I. – Kyiv: KNEU, 2005. – 261 p.
2. Berezhin O.V. Enterprise potential management: Teaching manual. / O.V. Berezhin, S.T. Duda, N.G. Mitsenko. – Lviv: Magnolia, 2006., 2024 – 308 p.
3. Krasnokutskaya N.S. Enterprise Potential: Formation and Assessment. Textbook. — Kyiv: Centre for Educational Literature, 2005. — 352 p.

Practical class No. 6
Topic 6. System of anti-crisis management of enterprise potential

Practical class objective: to consolidate students' knowledge of crisis situations in enterprises and to acquire basic crisis management skills by studying procedures for counteracting crisis situations in enterprises.

Lesson plan

1. Basics of crisis management.
2. Procedures for counteracting enterprise crisis situations.

Key concepts and terms: crisis, bankruptcy, crisis management, restructuring, reorganization, liquidation of an enterprise

Questions for discussion

1. Causes of enterprise crises and forms of their manifestation.
2. Basics of crisis management.
3. Procedure for counteracting a crisis situation in an enterprise.
4. Procedure for restructuring an enterprise.
5. Reorganisation of enterprises.
6. Liquidation of an enterprise

Tasks for independent study

Topics for essays to reinforce the material:

1. Key factors in crisis management.
2. Basic principles of crisis management
3. Main causes of enterprise crises.

Questions for independent work

1. What is the peculiarity of forecasting in crisis management?
2. Resistance to change, its essence, causes, and ways to combat it.

3. Conflict of goals as a cause of crisis.
4. The crisis situation of an enterprise as an object of management

Literature:

1. Fedonin O.S. Enterprise potential: formation and assessment: teaching manual. / Fedonin O.S., Repina I.M., Oleksiuk O.I. – Kyiv: KNEU, 2005. – 261 p.
2. Berezhin O.V. Enterprise potential management: Teaching manual. / O.V. Berezhin, S.T. Duda, N.G. Mitsenko. – Lviv: Magnolia, 2006., 2024 – 308 p.

Practical class No. 7
Topic 7. Features of innovative reproduction of enterprise potential

The aim of the practical lesson is to test theoretical knowledge and acquire practical skills in managing the innovative reproduction of enterprise potential.

Lesson plan

1. Management of innovative reproduction of enterprise potential.
2. Planning the innovative development of enterprise potential.
3. Forecasting and designing innovative development of enterprise potential.
4. Innovative development of enterprise potential.

Key concepts and terms: reproduction, innovative reproduction, and innovative potential.

Questions for discussion

1. System of innovative enterprise management.
2. Innovative potential and enterprise strategy.
3. Innovative reproduction of enterprise potential

Theoretical and methodological information on practical training

(see Topic 2)

Example of solving a typical problem

Example problem 7.1

How will the introduction of new production technology, which will increase production volumes from 5,000 to 6,000 units during the first year, affect the company's potential? The price per unit, excluding VAT, is 1,500 UAH, with a cost price of 70%, an income tax rate of 18%, a discount rate of 22%, and a forecast period of 6 years.

Solution

Annual economic effect of introducing new technology:

$E_p = Ц \cdot \Delta V = 1500 \cdot (6{,}5 - 5) = 2250$ thousand UAH

Net economic effect, reduced by the amount of taxes and expenses:

$E_p = 2250 \cdot (1 - 0{,}7) \cdot (1 - 0{,}18) = 533{,}5$ thousand UAH

Cost of new technology, taking into account the period and discount rate:

$$B_{на} = 553{,}5 \cdot \left(\frac{1}{1+0{,}22} + \frac{1}{(1+0{,}22)^2} + \frac{1}{(1+0{,}22)^3} + \frac{1}{(1+0{,}22)^4} + \frac{1}{(1+0{,}22)^5} + \frac{1}{(1+0{,}22)^6}\right) =$$

= 1,752,889 thousand UAH

Answer: the introduction of new technology will increase the enterprise's potential by 1,752,889 thousand UAH.

Example problem 7.2.

The enterprise plans to sell a licence to manufacture new products in the following production volumes: -1st year -12 thousand units, 2nd year -14 thousand units, 3rd year -13 thousand units. The price per unit of production per year will be 780 UAH, 800 UAH, and 820 UAH, respectively. How will the enterprise's potential increase due to the sale of the licence if the royalty rate is 30% of the volume of products sold? The discount rate is 20%.

Solution:

Indicators	Year 1	Year 2	Year 3
Production volume, thousand tonnes	12	14	13
Product price, UAH/unit	780	800	820
Income thousand UAH/year	9360	11,200	10,660
Royalties, thousand UAH/year	2808	3360	3198
Discount rate	1	0.8333	0.6944
Royalty, priv, thousand UAH/year	2808	2799.88	2220.69

Licence cost: 2808+2799.88+2220.69=7828.57 thousand UAH

Answer: The enterprise's potential will increase by 7828.57 thousand UAH.

Example task 7.3

How will the introduction of know-how affect production potential if the enterprise's production costs without know-how are 1.5 UAH per 1 kg? At the same time, 35% of the cost price is labour costs. The enterprise's sales volume is 300 tonnes of products per year. Know-how makes it possible to save 0.3 UAH per kilogram of product through the use of materials and 15% of labour costs. According to forecasts, this advantage will remain for 4 years. Assess the impact of know-how at a discount rate of 12%.

Solution

The savings on materials will amount to:

$E_м = 300 \cdot 0,3 = 90 E_м = 300 \cdot 0,3 = 90$ UAH thousand

Savings on labour costs:

$E_т = 300 \cdot 1,5 \cdot 0,35 \cdot 0,15 = 23,625$ thousand UAH

Total savings:

$E = 90 + 23,625 = 113,625$ тис. грн

Cost of know-how:

$B_{нх} = 113,625 \cdot (\frac{1}{(1+0,12)^1} + \frac{1}{(1+0,12)^2} + \frac{1}{(1+0,12)^3} + \frac{1}{(1+0,12)^4}) =$ 345.12 thousand UAH

Answer: the company's potential will increase by 345.12 thousand UAH.

Example task 7.4.

How will the cost of the trademark affect production potential if marketing research shows that, as of the valuation date, the selling price of one package of products exceeds the selling price of a competitor's products by 0.75 UAH? At the same time, each product meets quality standards. The VAT rate is 20%, the income tax rate is 18%. The capitalisation rate is 25%. The physical volume of sales of products under this trademark for the year is 350,000 packages.

Solution

The net economic effect of selling one package consists of the advantage in the selling price, excluding VAT and income tax:

$$E_ч = 0{,}75 \cdot (1 - 0{,}2) \cdot (1 - 0{,}18) = 0{,}492 \text{ UAH}$$

The annual economic effect of selling products under the trademark, including the price advantage:

$$E_p = 350000 \cdot 0{,}492 = 172200 \text{UAH or } 172.2 \text{ thousand UAH}$$

The use of the trademark will provide the enterprise with the following, taking into account the capitalisation rate:

$$B_{mз} = \frac{172{,}2}{0{,}25} = 688{,}8 \text{ тис UAH}$$

Answer: The enterprise's potential will increase by 688.8 thousand UAH due to the use of the trademark.

Tasks for independent study

Topics for essays to reinforce the material:

1. The concept and purpose of innovative reproduction of enterprise potential
2. Forms and methods of enterprise potential reproduction
3. Criteria for innovative reproduction of enterprise potential

Questions for independent work

1. What determines the speed of the process of innovative potential reproduction
2. General and partial indicators of the effectiveness of using new equipment and technology
3. Principles for selecting the basic option for equipment and technology

References

1. Berezhin O. V. Enterprise Potential Management: Textbook. / O. V. Berezhin, S. T. Duda, N. G. Mitsenko. – Lviv: Magnolia, 2006., 2024 – 308 p.
2. Krasnokutskaya N.S. Enterprise potential: formation and assessment. Textbook. — Kyiv: Centre for Educational Literature, 2005. — 352 p.
3. Boychik I.M. Enterprise economics: textbook. / I.M. Boychik. – Kyiv: Kondor Publishing House, 2016. – 378 p.

Appendix A.
Workbook for practical class 1
Topic: "Fundamentals of managing the formation and development of enterprise potential"

Enter the following concepts

Potential is _____

_____

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Classification of types of potential

By level of abstraction	
Depending on the level of aggregation of the assessment	
By industry	

By elemental composition	
By the range of possibilities taken into account	
By functional sphere of occurrence	
Taking into account the focus of the enterprise's activities	
Depending on the degree of potential realisation	

Management of the enterprise's potential is _____

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Methods of managing enterprise potential are -

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Economic - _____

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Organisational and administrative - _____

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Social - _____

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Test questions to check knowledge

1. **The potential of an enterprise as an economic system includes:**
    a) resources and connections between them;
    b) a set of departments and production units;
    c) the external environment and internal processes, as well as their interaction;
    d) the internal limits of the enterprise when using all available resources.
2. **The potential of an enterprise is:**
    a) the set of enterprise resources that ensure the achievement of certain enterprise results;
    b) the set of resources and competencies that create a certain effect for stakeholders;
    c) the ability of management to ensure the achievement of the enterprise's objectives through the use of material resources;
    d) the ability of the enterprise's system of resources and competencies to create results for stakeholders through the implementation of business processes.
3. **There are the following signs of classification of the essence of an enterprise's potential:**
    a) by research objects;
    b) by the nature of response to change;
    c) by formation goals;
    d) depending on business development prospects.
4. **The presence of competitive ideas is determined by:**
    a) the technological resources of the enterprise;
    b) the enterprise's information resources;
    c) the resources of the organisational management structure;
    d) all of the above types of resources.
5. **The objective components of an enterprise's potential include:**
    a) production potential;
    b) scientific and technical potential;
    c) management potential;

d) human resources.

6. The following factors most fully reflect the market opportunities of an enterprise:

a) location;

b) marketing potential;

c) scientific and technical potential;

d) information potential.

7. The attractiveness of the enterprise's location reflects its potential:

a) marketing;

b) technical;

c) infrastructure;

d) production.

8. The subjective components of the enterprise's potential include:

a) innovative potential;

b) financial potential;

c) infrastructure potential;

d) marketing potential.

9. The result of forming the marketing (market) potential of an enterprise is:

a) potential net profit of the enterprise;

b) potential sales volume;

c) potential production volume;

d) the volume of financial resources advanced to the enterprise's investment, financial and economic activities.

10. The formation of the potential of an enterprise of any level is the result of:

a) the interaction of resources involved in economic activities;

b) the influence of the management system on the managed system;

c) the distribution of financial resources among factors of production;

d) reinvestment of profits.

Practical tasks to test your knowledge

Task 1.1 Using the data in Table 1.1 of the example task, use the "Potential Square" method to evaluate the potential of enterprises.

1. Rank the enterprises:

No	Indicator	Sensitivity coefficient	"Quant"	Sirius	Bast	Nega	"Seth"
1	Enterprise capacity, thousand tonnes	1.2					
2	Product quality, % Fe	1.25					
3	Return on assets, UAH/UAH	1					
4	Cost per 1 UAH of commercial output, UAH	1.1					
5	Production ecology (fines, thousand UAH)	1.05					
6	Profit, thousand UAH	1.1					
7	Production profitability, %	1.15					
Organisational structure and management							
1	Business qualities of managers, points	1.2					
2	Effectiveness of the organisational management structure, points	1.15					
3	Age of staff, % under 45 years old	1.15					
4	Level of education, % with higher education	1.05					
5	Labour productivity, UAH	1.2					
6	Average monthly wage, UAH	1.25					
Marketing							
1	Volumes of supplies to the domestic market, thousand UAH	1					
2	Exports, thousand hryvnia	1.15					
3	Financing of advertising activities, % of expenses	1.15					
4	Corporate identity, units	1.15					
5	Price per unit of production, UAH	1					

No	Indicator	Sensitivity coefficient	"Quant"	Sirius	Bast	Nega	"Seth"
6	Expenses for innovative activities, thousand UAH	1.25					
Finance							
1	Current valuation ratio	1.05					
2	Critical valuation ratio	1.1					
3	Turnover of material and commodity stocks	1.05					
4	Turnover of accounts receivable	1.05					
5	Return on sales	1.15					
6	Return on assets	1.05					
7	Return on equity	1.1					
8	Asset turnover	1.1					
9	Profit per employee, thousand UAH	1.05					
10	Revenue per employee, thousand UAH	1.05					
11	Debt ratio	1					
1	Capitalisation ratio	1.1					

For each enterprise, we find the sum of places (Pj) obtained in the ranking process using formula (1.1):

$P_{j1} =$

$P_{j2} =$

$P_{j3} =$

$P_{j4} =$

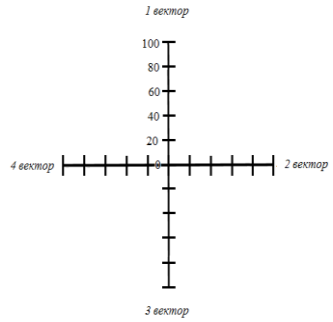
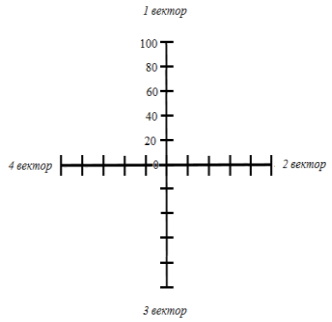
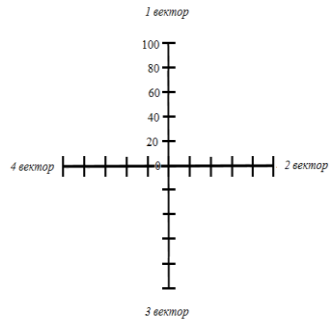
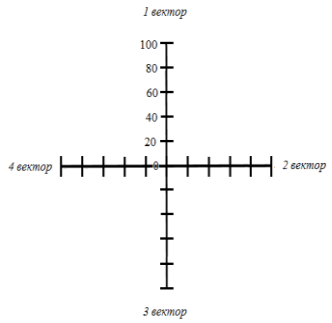
The length of the vector that creates the square of the enterprise's potential is found using formula (1.2):

$B_1 =$

$B_2 =$

$B_3 =$

$B_4 =$

Quantum 	Sirius 
Bast 	Negative 

Conclusion:

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Proposals for optimising the potential of enterprises:

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Appendix B.
Workbook for practical class 2
Topic "Management of the material and technical potential of the enterprise"

Enter the following concepts

Material and technical potential is - _____

Technical and technological enterprises are -_____

Ecological potential is -_____

_____

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The potential of civil security is -_____

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The potential for communication security is _____

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Enter the main content of the enterprise's technical potential development plan

Sections	Main content
Research and design work	

Creation, updating of new and improving the quality of existing products	
Introduction of progressive technology, modernization and automation of production processes	
Summary of results of technical development activities	

Test tasks to test knowledge

1. The main characteristics of the components of the material and technical potential of the enterprise are the following:

a) The components of the enterprise's material and technical potential are property values that have value.

b) The components of the company's material and technical potential are in constant circulation.

c) The use of the components of the enterprise's material and technical potential is related to the time factor.

2. Which of the listed indicators are indicators of the efficiency of the use of fixed assets?

a) return on investment;

b) material consumption;

c) laboriousness;

d) capital intensity;

e) profitability of fixed assets.

3. Which of the listed indicators are indicators of the efficiency of the use of financial resources?

a) turnover ratio;

b) specific capital investments;

c) savings in the payroll fund;

d) return on investment;

e) investment payback period;

f) saving material costs;

g) profitability of fixed assets.

4. Which of the following applies to the tasks of managing the material and technical potential of an enterprise?

a) the formation of a sufficient amount of economic resources;

b) taking into account the nearest development prospects;

c) ensuring the possibility of high turnover;

d) volume optimization;

e) composition optimization.

5. What are the components of the material and technical potential of an enterprise?

a) economic resources used in the process of economic activity;

b) resources formed without taking into account the liquidity factor;

c) resources depending on the risk factor;

d) resources that generate income.

6. How are the resources included in the material and technical potential of an enterprise classified by the nature of their participation in the process?

a) owned and leased;

b) tangible and intangible assets;

c) negotiable and non-negotiable;

d) used and unused.

7. How is capital classified by form of attraction?

a) long-term and short-term;

b) in monetary and commodity form;

c) from external and internal sources;

d) in intangible form;

e) unsecured and secured.

8. What positive features does borrowed capital bring?:

a) wide opportunities for attracting, financial leasing, ensuring increased financial profitability

b) ensuring financial stability, ensuring growth in financial profitability, ease of engagement

c) ease of raising funds, reduced risk of bankruptcy, limited ability to raise funds

d) ensuring growth of financial potential, ensuring growth of financial profitability, wide opportunities for attracting

9. Indicators of the efficiency of the use of material resources include::

a) material consumption of products, material efficiency, utilization rate of the most important types of raw materials.

b) return on fixed assets, capital intensity of production

c) fuel and energy consumption per 1 UAH of net output, saving on material costs.

d) economic effect from improving product quality

10. The main characteristics of the components of the material and technical potential of the enterprise are the following:

a) The components of the enterprise's material and technical potential are property values that have value.

b) The components of the company's material and technical potential are in constant circulation.

c) The use of the components of the enterprise's material and technical potential is related to the time factor.

d) all answers are correct

Practical tasks to test knowledge

Task 2.1. How will investments in construction affect the potential of the enterprise in terms of absolute efficiency indicators according to the following data:

Indicators	
Production volume, thousand units	960
Wholesale price UAH/unit.	150
Cost price, UAH/unit.	120
Volume of capital investments, million UAH.	50
Cost of production assets, million UAH.	35

The absolute efficiency of capital investments in construction is calculated as:

$$E = \frac{П}{К} =$$

The absolute efficiency of existing production assets is calculated as:

$$E = \frac{П}{S} =$$

Answer: Since the regulatory efficiency coefficient $E_н$_____ 0.15, then the investment

_____

Task 2.2. The automation program is designed for 4 years in two options. Which of the proposed options will contribute to increasing the potential of the enterprise to a greater extent, if the discount rate is 10%:

Indicators/options	first	second
Capital investments, thousand UAH, including by year:	170	170
1	45	46
2	45	42
3	40	45
4	40	37

To choose the best option, it is necessary to calculate the capital investments made before the start of the measures:

$K_{прив} =$

$K_{прив} =$

Answer: _____

_____

_____

_____

_____

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_____

Appendix C.
Workbook for practical class 3
Topic: "Managing the investment potential of an enterprise"

Enter the following concepts

Investment potential is _____

_____

_____

_____

_____

_____

Investment classification

_____

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_____

The main factors for the development of investment potential are _____

_____

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_____

_____

Test tasks to test knowledge

1. **Investments are:**
    a) funds to solve specific economic problems;
    b) financial resources for the implementation of management decisions of local government bodies;
    c) long-term investment of capital for the purpose of making a profit;
    d) purchasing a new refrigerator for the home.
2. **The concept of investment does not include:**
    a) funds;
    b) buildings, equipment; other property used in production;
    c) property rights;
    d) hereditary home ownership.
3. **The main causes of the investment crisis do not include:**
    a) the destructive power of inflation;
    b) the extensive nature of reproduction in the past;
    c) lack of an economic mechanism to stimulate a decline in investment activity;
    d) the intensive nature of reproduction in the past.
4. **A favourable investment climate of a country or region is assessed by a potential foreign investor based on:**
    a) the presence of legislative provisions providing benefits to foreign investors;
    b) the level of inflation in a given country;
    c) expected profit;
    d) average annual atmospheric air temperature.
5. **The most important factors shaping the investment climate from the perspective of a potential investor are:**

a) the state of the financial and credit system and the activities of financial intermediaries;
b) investment activity of the population;
c) the level of development of productive forces;
d) the political will of the government and the legal field of the state.

6. Opportunities of local authorities in creating a favourable investment climate:

a) creation of a favourable legislative framework for attracting investments;
b) information and advertising activities to attract investors;
c) reforming property relations in the territorial community;
d) Your answer option.

7. Cross out the concepts that fall out of the logical list:

a) real investment, expected rate of return, inflation rate, bank interest rate;
b) investment by individuals and legal entities, state investment, strategic investment, joint investment, foreign investment;
c) real, private, financial investments;
d) short-term, portfolio, medium-term, long-term investments;
e) direct investment market; market of objects being privatized; stock market, investment portfolio, money market, real estate market.

8. Cross out concepts that fall out of the logical list:

a) maximum economic freedom; transparency of business conditions; minimal state regulation of entrepreneurial activity; significant tax pressure on business entities;
b) natural and climatic zone; factor conditions; demand conditions; state of serving and related industries; competition strategy;
c) high level of natural resource security; progressive depopulation of the population; advantageous geopolitical location; cheap qualified labor force; large consumer market;
d) regional and local authorities; territorial community; business structures; International Monetary Fund;
e) studying community needs and resources; approving important legislative acts;

information campaign; supporting business.

9. Are the following statements correct (Yes / No?) If "no", then correct the statement.

a) cheap labour resources are the main factor in the investment attractiveness of the Ukrainian economy;.

b) international rating studies are irrelevant to the economic and investment dynamics of Ukraine and its regions;

c) local governments cannot influence the business and investment climate of their communities;

d) investment activity in Ukraine and its regions will increase automatically as the country's economy enters a phase of cyclical expansion;

e) An important condition for the region's investment success is the implementation of a comprehensive strategy for socio-economic development.

10.Is the following statement correct (Yes / No)? If the answer is "no", correct it.

a) foreign direct investment is a necessary condition for overcoming the systemic economic crisis of a country with a transition economy;

b) foreign investments are values invested by foreign investors in investment objects in accordance with the legislation of Ukraine for the purpose of making a profit or achieving a social effect;

c) foreign investments are made in the form of direct and portfolio investments;

d) the main condition for attracting foreign investors to the country is tax benefits;

e) An enterprise with foreign investments is an enterprise (organization) of any organizational and legal form, established in accordance with the legislation of Ukraine, the foreign investment in the authorized capital of which (if any) is at least 40%.

Practical tasks to test knowledge

Task 3.1 How will the potential of the enterprise be affected by investments in the amount of 6.5 million UAH, which will be directed to the acquisition of the enterprise and

the establishment of production, if during the year it is necessary to carry out reconstruction for an additional 600 thousand UAH. At the same time, the enterprise will have the opportunity to liquidate and sell fixed assets in the amount of 420 thousand UAH, annually accrue depreciation charges of 300 thousand UAH. It is expected to produce 160 thousand units over 5 years at an average cost of 150 UAH/unit, and a selling price of 120 UAH/unit. The discount rate for the years will be 12%.

Solution:

Initial investment amount:

К =

Annual cash flows will be equal to the sum of the company's profit and depreciation:

_x0001_ thousand UAH

Investment feasibility:

_x0001_____

_____

_____thousand UAH

Answer: the potential of the enterprise is _____.

Task 3.2 Which of the proposed investment projects will contribute to increasing the potential of the enterprise to a greater extent? Choose the one with the best profitability indices and payback periods at a discount rate of 12%.

Indicators	Option 1	Option 2
Investment amount, thousand UAH	16800	19300
Implementation period, years	4	4
Annual cash flows:		
1 year	5000	8200
2 year	6400	5720
3 year	5900	7600
4 year	6000	6500

Solution

To calculate the investment return indices and payback periods, we need to calculate the present value of cash flows for both options. First, we determine the value of the discount factor:

$ГП_{1вар} =$

$ГП_{2вар} =$

To determine_x0001_ Let's calculate the average annual value of cash flows according to the options:

$ГП^{ср}_{1вар} =$

$ГП^{ср}_{2вар} =$

Then:

$$Т_{ок1вар} = \frac{К}{ГП_{ср}} =$$

$$Т_{ок2вар} = \frac{К}{ГП_{ср}} =$$

Answer: ____ option will allow to increase the potential to a greater extent, since it is better due to _____

_____

_____

_____

Appendix D.
Workbook for practical class 4
Topic "Managing the Competitiveness of Enterprise Potential"

Enter the following concepts

Competitiveness of potential is _____

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_____

_____

_____

_____

Managing the competitiveness of an enterprise's potential is -_____

Tasks of managing the competitiveness of the enterprise's potential _____

Approaches to managing the competitiveness of the enterprise's potential _____

_____

The basic rules for applying a systemic approach to managing the competitiveness of an enterprise's potential:

1._____

_____

_____

2._____

_____

_____

3. _____

_____

4. _____

5. _____

Name the main methods for assessing the competitiveness of an enterprise's potential -

_____

Name the main principles of managing the competitiveness of an enterprise's potential -

_____

_____

_____

_____

_____

_____

Test tasks to test knowledge

1. **Threat of new competitors in a certain market segment**:
    a) reduces the segment's profitability potential;
    b) causes an increase in sales promotion costs;
    c) causes an increase in the level of capital investments necessary to maintain the achieved level of competitiveness;
    d) all of the above is true.
2. **Competitive advantage obtained through the production of products with unique consumer properties is focused on:**
    a) cheap sales channels;
    b) low costs;
    c) standardization of goods;
    d) product differentiation.
3. **Direct comparison of individual competitiveness indicators in order to determine the advantages and disadvantages of the compared enterprises is the content of the method**:
    a) ranks;
    b) differences;
    c) points;
    d) modeling.
4. **In what sequence are the stages of strategic assessment of increasing the competitiveness of the enterprise's potential performed**:
    a) idea analysis, opportunity analysis, execution analysis, modernization analysis, experience analysis;

b) experience analysis, opportunity analysis, idea analysis, modernization analysis, execution analysis;

c) analysis of influence factors, analysis of opportunities, analysis of performance, analysis of experience, analysis of results;

d) opportunity analysis, experience analysis, idea analysis, modernization analysis, execution analysis.

5. When applying this approach, technical, environmental, economic, organizational, social, psychological, and, if necessary, other (for example, political, demographic) aspects of management and their interrelationships should be taken into account. This is a characteristic of the … approach to competitiveness management:

a) global;

b) comprehensive;

c) optimization;

d) integration.

6. Which of the following approaches are approaches to managing the competitiveness of an enterprise's potential?

a) a systematic approach;

b) innovative approach;

c) organizational approach;

d) logical approach;

e) functional approach;

f) integrated approach.

7. Increasing the efficiency of aggregate potential by increasing the efficiency of human resources is the main goal:

a) situational approach;

b) administrative approach;

c) optimization approach;

d) behavioral approach.

8. The result of the formation of the marketing (market) potential of the enterprise is:

a) the potential amount of net profit of the enterprise;

b) potential sales volume;

c) potential production volume;

d) the amount of financial resources advanced for the investment, financial and economic activities of the enterprise.

9. The essence of which scientific approach to competitiveness management is a method of survival in the market, a method of transforming the complex into the simple, a descent from the abstract to the concrete?

1. reproductive-evolutionary approach;
2. systemic approach;
3. innovative approach.

10. On the basis of what factors of measuring competitiveness is the competitiveness assessment carried out?

a) social orientation factors

b) factors of using statistical data

c) quality, price, costs, service

Practical tasks to test knowledge

Task 4.1. Based on the data provided, determine the competitive position of the ROSHEN concern in the confectionery market and draw conclusions regarding the management of its potential competitiveness. The ROSHEN concern includes four confectionery factories in Ukraine: Kyiv; Vinnytsia; Kremenchug; Mariupol.

Results of the scoring of confectionery factories and their products (conditional data)

No. s/n	Confectionery factory	Consumer properties of confectionery products				
		Price	Assorted-moment	packaging	Energetic-for value	Taste properties
		mark	mark	mark	mark	mark
1	Vinnytsia	9	8	9	7	9
2	Kremenchug	7	5	4	6	7
3	Poltava	6	4	5	6	6
4	Ukraine	8	7	7	8	8

No. s/n	Confectionery factory	Consumer properties of confectionery products				
		Price	Assorted-moment	packaging	Energetic-for value	Taste properties
		mark	mark	mark	mark	mark
5	Bukovyna	7	5	8	7	7
6	Uman	5	3	5	6	6
7	Kyiv	9	8	8	8	9
8	Kharkiv	4	5	4	6	5
Weight of consumer prop-erty		0.25	0.25	0.3	0.05	0.15

Matrix for determining the competitiveness of a unit of production

No.	Indicator weight	0.25	0.25	0.3	0.05	0.15	*Range*	*KSopia*
	Indicator	*C*	*AND*	*P*	*Etc*	*St.*		
	Enterprise	rank	rank	rank	rank	rank		
1	Vinnytsia							
2	Kremenchug							
3	Poltava							
4	Ukraine							
5	Bukovyna							
6	Uman							
7	Kyiv							
8	Kharkiv							

$$\text{Rang}_i = \sum R_{ij} \cdot \text{Vaga}_i$$

1._____

2._____

3. _____

4._____

5._____

6. _____

7. _____

8. _____

Dv = RankA – RankL =

KSopia = (RangA – Rangi) / Dv

1._____

2._____

3. _____

4._____

5._____

6. _____

7. _____

8. _____

Conclusions

_____

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_____

Proposals to increase the competitiveness of the enterprise's potential

_____

Appendix E.
Workbook for practical class 5

Topic "Management system for the formation and use of labour potential of an enterprise"

Enter the following concepts

Labor potential is _____

_____

_____

_____

_____

_____

Labor potential structure

By the level of aggregation of estimates	_____ _____ _____
By the spectrum of opportunities	_____ _____ _____
By the nature of participation in the production and economic process	_____ _____ _____
By place in the socio-economic system of the enterprise	_____ _____ _____
From an economic evaluation perspective	_____ _____ _____ _____

Managing the labour potential of an enterprise is -_____

_____

Factors for the development of the enterprise's labour potential

Economical - _____

_____

_____

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Demographic - _____

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Social - _____

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Environmental _____

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Test tasks to test knowledge

1. **Choose the correct definition of the concept of "labour potential":**
    a) This is a set of abilities and capabilities of personnel to ensure the achievement of the goals of the long-term development of the enterprise;
    b) This is the part of the working population that possesses the physical and mental abilities and knowledge necessary to perform useful activities;
    c) This is the level of professional suitability, which is ensured by the combined presence of employees of general and special knowledge, skills, abilities, experience and work skills necessary to perform work of a certain complexity in the relevant profession or specialty;
    d) These are full-time qualified employees with certain professional training who have special knowledge, work skills, or work experience in the chosen field of activity.
2. **Labour potential is**:
    a) the ability of the enterprise to operate effectively;
    b) the set of abilities and capabilities of personnel to ensure the achievement of the goals of the long-term development of the enterprise;
    c) the entrepreneur's ability to effectively use the enterprise's resources;
    d) all answers are correct.
3. **The main components that form the labour potential of an enterprise are:**
    a) organizational culture of the enterprise;
    b) business ideas generated by paid labour of a worker;
    c) paid labour of an employee in the creation of goods;
    d) all answers are correct.
4. **What qualitative indicators are used to describe labour potential?**
    a) sexual composition;
    b) professional and qualified staff;
    c) work experience;
    d) individual qualification potential;
    e) staffing;
    f) socio-psychological parameters;

g) individual professional characteristics.

5. **Individual labour potential does not include:**
    a) psychophysiological potential;
    b) educational potential;
    c) management potential.
6. **Managing an employee's career growth is**
    a) subsystem for the development of the enterprise's labour potential;
    b) stage of managing the payroll system at the enterprise;
    c) stage of strategic management of the enterprise's labour potential.
7. **What function does the management of the labour potential of an enterprise perform as a holistic system?**
    a) socio-economic;
    b) technical and technological;
    c) staff motivation.
8. **Among the tasks of the management system** the labour potential of the enterprise includes:
    a) meeting the interests of the employer and employee;
    b) improving the motivation and remuneration system;
    c) balancing labour potential and demand for it.
9. **The principle of building a modern management system of** the labor potential of the enterprise is:
    a) training of workers throughout their working lives;
    b) fairness in remuneration and motivation;
    c) elimination of interpersonal conflicts and conflicts between employees and managers of the enterprise.
10. **What characteristics should be considered when assessing the labour potential of an enterprise?**
    a) personnel indicators;
    b) personal and qualification characteristics;
    c) organizational and managerial characteristics.

Practical tasks to test knowledge

Task 5.1. Assess the labour potential of an employee of an investment corporation based on the coefficient method, if it is known:

- Work experience in the specialty in accordance with the higher education received is 7 years;
- Work experience as head of the planning and economic department is 4 years;
- The employee has been attending monthly advanced training courses for the last two years;
- Over the past four years, the Planning and Economic Department has implemented ten investment projects, and four more projects are not completed;
- Of the ten implemented projects, 7 investment projects were completed and successfully implemented within the established deadlines.

Solution:

Employee education level:

$K_{осв} =$

The coefficient of professional experience is calculated as follows:

_x0001_=

Qualification improvement coefficient:

_x0001_=

The coefficient of completeness of the work performed is determined as follows:

_x0001_=

Efficiency coefficient of performed work:

$K_{опер} =$

Work quality factor:

_x0001_=

Integrated professional competence coefficient:

$ІК_{проф} =$

Integrated work completion rate:

$ІК_{робіт} =$

Employee's labour potential:

$ТП =$

Answer: The labour potential of an employee of an investment corporation is

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Appendix F.
Workbook for practical class 6
Topic: Anti-crisis management system for enterprise potential

Enter the following concepts

A crisis is _____

_____

_____

_____

_____

_____

Bankruptcy is -_____

_____

_____

_____

_____

_____

Crisis management is - _____

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_____

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_____

Restructuring - _____

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_____

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_____

_____

Sanitation is _____

_____

Liquidation of the enterprise _____

_____

_____

_____

Test tasks to test knowledge

1. **The set of situations that increase the likelihood of an enterprise's insolvency and its size determines**
   a) economic condition of the enterprise;
   b) crisis situation of the enterprise;
   c) the company is in bankruptcy.
2. **What are the main signs that characterize a crisis situation at an enterprise?**
   a) solvency, shortage of resources;
   b) causes and consequences of the crisis;
   c) frequency of spread, features, causes, possible consequences, ways out.
3. **The set of forms and methods of implementing procedures in relation to a specific debtor enterprise is**…
   a) crisis management;
   b) change of management;
   c) liquidation management.
4. **External causes of bankruptcy:**
   a) lack of a strategic development plan, irrational organizational structure, poor management quality;
   b) socio-economic, scientific and technical, political, foreign economic;
   c) lack of own funds, lack of long-term investment, technological imperfection of the production process.
5. **Sources of crisis (problem) situations can be:**
   a) actions of the media;
   b) financial and economic activities;
   c) change of management;

d) machine breakdowns and industrial accidents.

6. External factors that cause crisis situations do not include:

a) failure to meet delivery deadlines or under-delivery of raw materials, materials, and component parts;

b) industrial espionage and leakage of information constituting a company's trade secret;

c) expansion or reduction of the organization's activities;

d) disruption or instability of existing and new socio-political, economic, cultural and psychological formations and mechanisms.

7. Internal factors that depend on the organization of the firm's work do not include:

a) a sharp decrease in government orders;

b) the direction and principles of its activities;

c) quality and level of marketing use;

d) the occurrence of losses for the enterprise due to unsatisfactory organization of work with the market.

e)

8. A crisis situation can lead to the following negative consequences:

a) transfer of officials;

b) dispersion and death of illiquid assets;

c) the appearance of a competing product on the market;

d) fall in the exchange rate of foreign or national currencies.

9. A feature of forecasting in anti-crisis management is that forecasting carries:

a) variable nature;

b) relevant character;

c) descending character;

d) permanent nature.

10. Functional management methods are based on:

a) adaptive plans;

b) production plans;

c) regular plans;

d) complex and simple plans.

11. The following tasks can be attributed to organizational and economic problems that do not require large financial costs and can bring relatively quick results:

a) development of methods and approaches to choosing flexible structures and effective communications capable of quickly adapting the organization to the changing conditions of the external and internal environment of the company;

b) ensuring planning continuity methods based on the continuity of strategic, current and operational production plans in conditions of limited resources;

c) development of flexible planning and management systems that allow switching to adaptive (situational) management schemes;

d) all answers are correct.

12. The main factors that determine the effectiveness of crisis management do not include:

a) the qualifications of the management staff;

b) corporatism;

c) the art of management;

d) professionalism of crisis management and special training.

13. The methodology for developing risky decisions determines the following qualities of management decisions:

a) flexibility;

b) variability;

c) precision;

d) concreteness.

14. Which factor reflects the factors of corporatism and leadership?:

a) crisis monitoring system;

b) human;

c) informative;

d) scientific.

Tasks to test knowledge

Situational exercise No. 1

Name the main groups of environmental factors that may determine the need for crisis management in a security and video systems installation and commissioning company. Give a general description of the impact of each factor on the crisis management system.

Situational exercise No. 2

Explain how poor strategic management or an incorrectly designed strategic management direction can lead to a loss of competitive advantage or bankruptcy of an enterprise. Justify your answer with specific examples.

Situational exercise No. 3

Describe excessive control. For each of the highlighted characteristics, provide a specific example or situation where such control negatively affected the company's ability to strategically manage.

Situational exercise No. 4

Using the example of a company you know, analyze the instability of its external or internal environment and argue the reasons for the possible negative impact on the company's activities.

Situational exercise 5

Give examples of destabilizing factors in the external environment of domestic travel companies.

Appendix G.
Workbook for practical class 7
Topic: Features of innovative reproduction of the enterprise's potential

Enter the following concepts

Innovative potential is _____

_____

_____

_____

_____

_____

Recreating the potential of an enterprise is -_____

_____

_____

_____

_____

_____

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_____

Methods for assessing the innovative reproduction of an enterprise's potential

_____

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_____

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_____

Types of effects from the introduction of innovations - _____

Test tasks to test knowledge

1. **The innovation process can be considered from different perspectives and with varying degrees of detail, namely:**
    a) a product of intellectual activity covered by copyright;

b) the goal of innovative activity, the choice of means of achieving them and the sources of attracting these means;
c) in the form of temporary stages of the innovation life cycle from the emergence of an idea to its development for implementation;
d) all answers are correct.

2. **The marketing approach to innovative reproduction of the enterprise's potential involves:**
   a) orientation of the innovation management system towards the consumer, his needs and requests;
   b) establishing management standards for all management subsystems;
   c) regulation of functions, rights, responsibilities, and elements of the management system in regulatory acts;
   d) differentiation of management methods depending on the situation that arose at a certain time.
3. **The directive approach to innovative reproduction of the enterprise's potential involves:**
   a) establishing management standards for all management subsystems;
   b) orientation of the innovation management system towards the consumer, his needs and requests;
   c) differentiation of management methods depending on the situation that arose at a certain time;
   d) regulation of functions, rights, responsibilities, and elements of the management system in regulatory acts.
4. **The economic effect of implementing innovations is characterized by**:
   a) increasing the life expectancy of the population;
   b) reducing the investment payback period;
   c) reducing production waste; d) increasing the share of new information technologies.
5. The scientific and technical effect of implementing innovations is characterized by:
   a) growth in population incomes;

b) income from licensing activities;
c) reducing emissions of harmful substances into the atmosphere;
d) an increase in the number of registered copyright certificates for inventions.

6. **The innovative potential of the enterprise is:**
   a) the degree of readiness to perform tasks that ensure the achievement of the set innovation goal;
   b) a complex of material and technical, labor, information and financial resources of the organization;
   c) the main criterion for the feasibility of the organization's existence; d) the organization's global strategy in the innovation sphere.
7. A venture company is:
   a) risk-taking organization;
   b) an enterprise created to implement an innovative project associated with significant risk;
   c) business incubator;
   d) technopolis.
8. **The innovation strategy is aimed at making decisions regarding**:
   a) new product sales markets;
   b) cost risk assessment;
   c) scientific research and design developments;
   d) achieving a competitive advantage for the enterprise.
9. **The objects of innovation activity are:**
   a) innovation and investment projects, programs, works and services related to the creation, development and distribution of innovative products (goods, services);
   b) new technologies;
   c) development, production and distribution of innovative products.
10. **The state, in accordance with current legislation, guarantees to innovation entities:**
   a) support for innovation programs and projects aimed at implementing state innovation policy;
   b) intellectual property protection, protection against unfair competition;

c) supporting the creation and development of innovation infrastructure entities.

Practical tasks to test knowledge

Task 7.1 How will the introduction of a new production technology affect the potential of the enterprise, which will allow increasing production volumes during the first year from 25,000 to 26,000 products. The price of a unit of product excluding VAT is 2,650 UAH, while the cost price is 70%, and the income tax is 18%. Determine the cost of the new technology if the discount rate is 20% and the forecast period is 4 years

Solution

Annual economic effect of implementing new technology:

$E_p =$ thousand UAH

Net economic effect, reduced by the amount of taxes and expenses:

$E_p =$ thousand UAH

The cost of the new technology, taking into account the period and discount rate:

$B_{на} =$_____thousand UAH

Answer: the introduction of new technology _____ the potential of the enterprise by _____thousand UAH.

Task 7.2 The enterprise plans to sell a license for the manufacture of new products at the following production volumes: -1st year -45 thousand units, 2nd year -46 thousand units, 3rd year -35 thousand units. The price of a unit of production by year will be 1680 UAH, 1500 UAH, 1420 UAH, respectively. How will the enterprise's potential increase due to the sale of a license if the royalty rate is 24% of the volume of products sold.

Solution:

Indicators	1 year	2 year	3 year
Production volume thousand units			
Product price UAH/unit			
Income thousand UAH/year			
Royalty thousand UAH/year			
Discount rate			
Royalty, priv., thousand UAH/year			

License cost: _____

Answer: The potential of the enterprise will increase by _____ thousand UAH.

Task 7.3 How will the introduction of know-how affect the production potential if the company's production costs without know-how are 25 UAH per 1 kg. In this case, 32% of the cost is labour costs. The company's sales volume is 5,000 tons of products per year. Know-how makes it possible to save 3.5 UAH per kilogram of product due to the use of materials and 12% of labour costs. According to forecasts, this advantage will be maintained for 3 years. Estimate the cost of know-how at a discount rate of 12%.

Solving

Savings on materials will be:

_x0001_———————————————————

Savings on labour costs:

_x0001_———————————————————

Total savings:

_x0001_———————————————————

Cost of know-how:

_x0001_———————————————————————————————

———————————————————————————————

Answer: the potential of the enterprise _____ is _____ thousand UAH.

Example problem 7.4. How will the value of a trademark affect production potential if marketing research has shown that as of the valuation date, the selling price of 1 unit of product exceeds the selling price of a competitor's products by UAH 200. At the same time, each product meets quality standards. VAT rate -20%, profit tax rate -18%. Capitalization rate -30%. The physical volume of sales of products under this trademark per year is 135,000 units.

Solution

The net economic effect of selling one package consists of the selling price advantage excluding VAT and income tax:

_x0001_———————————————————UAH.

Annual economic effect from the sale of products under the trademark, taking into account the price advantage:

_x0001_———————————————————————————————UAH

Using a trademark will provide the enterprise, taking into account the capitalization ratio:

_x0001_———————————————--UAH

Answer: The potential of the enterprise due to the use of the trademark _____-- for _____-- UAH

Educational edition

GUIDELINES
FOR PRACTICAL CLASSES IN THE DISCIPLINE

ENTERPRISE POTENTIAL MANAGEMENT

*(*for students of the second (Master's) level of higher education
in specialties C1 "Economics and International Economic Relations" and D7 "Trade")

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