ASYMMEtRIES OVERCOMING IN THE SPHERE OF FOREIGN ECONOMIC ACTIVITY OF ENTERPRISES

Viktor Petrenko, Doctor in Economics, Professor,
Roman Psiuk, PhD-Student,

Department of Public Management and Administration,
Ivano-Frankivsk National Technical University of Oil and Gas, Ukraine

Abstract: The article summarizes the asymmetries types that arise in the foreign economic activity of enterprises implementation. The reasons of asymmetries occurrence, in particular in the sphere of foreign economic activity, were defined. It was suggested to take into account the asymmetries in the activity by determining the complexity factor of the work performed. Consider possible ways to reduce asymmetries, in particular, through training and development of personnel of the enterprise involved in the sphere of foreign economic activity.

Keywords: asymmetry, information, work complexity, HR training and development

INTRODUCTION

Global processes in the international economics are distributed to certain regions, and then to countries and economic entities whose activities form the prerequisites for economic development. First of all, globalization leaves its imprint on such areas of enterprise activity as foreign economic activity, scientific and technological development, labor migration, human resource development, and others. Exactly in these areas of activity there are significant inconsistencies caused by different levels of economic development of countries, the degree of use of the latest management methods in organizations, etc. In studying of foreign economic activity of enterprises management issues, it is necessary to pay attention to asymmetries that characterize precisely these discrepancies, contradictions, disproportions, divergence-categories having synonymous meaning.

The aim of the article is to define asymmetries in the foreign economic activity of enterprises and to substantiate the ways to their overcoming.

The main tasks for our research are: (1) to generalize the types of asymmetries that arise when carrying out foreign economic activities of enterprises; (2) to define the causes of asymmetries, in particular, in the sphere of foreign economic activity; (3) to consider possible ways of asymmetries reduction, in particular, through training and development of personnel of the enterprise.

MATERIALS AND METHODS

According to domestic scientists, asymmetry, unlike other almost identical definitions, is not only a more capacious, universal and general form of economic development, but also a driving force of social progress, since it serves as a tool for the simultaneous detection and temporary solution of its contradictions (Lukyanenko,
Kolesov, Kolot & Stolyarchuk, 2013). One of the contradictions that generates asymmetry is information, in the conditions of which the enterprises carry out the activities. The occurrence of asymmetry is due to limited access to information; variability and rapid aging of information; incomplete assimilation of information; confidentiality; the costs for information obtaining; opportunistic behavior of the parties. In these cases, we talk about information asymmetry as a situation, in which the parties have different information. As for the theory of information asymmetry in the economics, its foundations were laid by Arrow (1963) and Akerlof (1970). Arrow (1963) has noted that the reduction of information uncertainty is achieved through the creation of various public institutions with regard to the possibility of carrying out certain activities and producing goods on the basis of application of such alternative approaches: licensing of activities; certification and marking; or own consumer's choice. Akerlof (1970) has built a mathematical model of the market with imperfect information, for which he was awarded the Nobel Prize in 2001. The scientist has emphasized the need to develop guaranty institutions and promote the reputation of market participants. Problems of asymmetric information are effectively solved in economics in which brands, trademarks, franchising, branded stores, licensing and state protection of contracts play an important role.

Investigating foreign economic activity, it is worthwhile to pay attention to the concept of spatial asymmetry, which is defined as a general form of global economic development and a tool for identifying the system of its contradictions [4]. In this context, geographically disproportionate development of countries is considered asymmetric, in which the gap between economically strong and underdeveloped regions is widening, characterized by a discrepancy in regional development indicators. It affects the organization and management of activities related to the penetration and performance on the external sales markets of national producers' products and realization of imported products on the national market.

Thus, in the process of foreign economic activity, there is a need to identify possible asymmetries and choose ways to avoid their occurrence or reduce the consequences of negative impact. At the enterprise level, we propose to carry out this activity by defining the complexity factor \( C \) and its use in the process of evaluating the performance of a particular service or enterprise. We propose to calculate this factor on the basis formula (1):

\[
C = k_u \times \frac{k_{at}}{k_{rt}},
\]

where \( k_u \) is the uncertainty factor of the work performed; \( k_{at} \) is the factor of the additional time consumption for the performance of the particular work; \( k_{rt} \) is the factor of the required time consumption to solve the task.

RESULTS

Overcoming or avoiding of asymmetries in the sphere of foreign economic activity requires their identification. Common asymmetries are: (1) Countries development level, with which contracts are concluded by domestic enterprises, is determined by the scientific and technical potential, the management level, the exchange rate; (2)
Current international regulatory documents, which are not always harmonized with domestic ones; (3) Differences in terms of settlements with foreign counterparties; (4) Nonconformity of goods/services to international quality standards; (5) Consumers' needs and motivations are the driving force on the market of products/services.

The main ways of asymmetry overcoming in the foreign economic activity of enterprises are to reduce the uncertainty of the environment, where the enterprise operates. To achieve confidence of managers is possible by increasing their professional level, additional training, encouraging attendance of special trainings. Nevertheless, the implementation of foreign economic activity requires consideration of certain features, which are not typical for activities at the national level. Managers in this field are daily faced with a large amount of tasks that may be incomprehensible, unpredictable and much larger than the planned amount and are characterized by a complexity that takes into account the components listed in formula (1).

In everyday work, there is a need to reduce the work complexity that is achieved through optimization. Optimization of the task performed by the complexity measure can be achieved by reducing complexity and increasing the number of known tasks (e.g., through training); in turn, it will reduce the time for the task execution (due to the time reduction for the analysis of new tasks), which will reduce the complexity of process and give the manager additional opportunities to use the released resources for other processes, viz. activities improvement or new opportunities seeking. As a result, the value of formula (1) should be optimized with minimization criterion (2):

\[ C = k_u * \frac{k_{ar}}{k_{rt}}, \rightarrow \min \]  

**CONCLUSIONS**

Thus, our asymmetries study in the sphere of foreign economic activity of enterprises make possible to identify key contradictions in the development of domestic enterprises that do their business on the foreign markets. The asymmetry leads to an increase in the work complexity in the sphere of foreign economic activity and requires searching for the ways for its reduction (optimization). It is possible, in particular, by increasing the skills of managers engaged in the sphere of foreign economic activity through their training and development.

**REFERENCES**