

**Матеріали V міжнародної науково-практичної конференції  
студентів та молодих вчених  
«Наукові розробки: перспективи 21 сторіччя»**

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## Зміст

СЕКЦІЯ 1. ФІЗИКО-МАТЕМАТИЧНІ НАУКИ	
<i>Tsiareshchanka K.V.</i> INVESTIGATION OF PID REGULATORS USING HIGH-LEVEL INTERPRETED LANGUAGE PROGRAMMING MATLAB R2016b	7
СЕКЦІЯ 2. ГЕОЛОГІЧНІ НАУКИ	
<i>Masko J.D.</i> DEVELOPMENT OF THE FORECAST BY MEANS OF THE METHOD OF THE SMALLEST SQUARES	12
<i>Medvedeva V.Y.</i> RESEARCH OF INDICATORS OF INEQUALITY OF THE INCOME OF THE POPULATION IN THE EEU COUNTRIES	17
СЕКЦІЯ 3. ТЕХНІЧНІ НАУКИ	
<i>Burova V.V.</i> INVESTIGATION OF QUALITY JUICE PRODUCTS "VITMARK-UKRAINE"	22
<i>Kosarieva K.S.</i> DRY MILK FORMULAS FOR BABY FOOD TM MILUPA AND THEIR QUALITY	24
<i>Savchenko A.</i> LIQUIDATION OF FIRE ON THE STORAGE OF PETROLEUM STORAGE WITH THE GEL FORMING SYSTEMS	28
<i>Soma S.A.</i> MODELING AND IDENTIFICATION OF CHANGES VAPOR PRESSURE IN THE PIPELINES STEAM GENERATORS	31
<i>Tyshko O.Y.</i> GASIFICATION OF BIOMASS WITH THE FOLLOWING COMBUSTION OF GENERATING GAS	36
<i>Volchenko D.A., Zhuravlev D.Y., Chufus V.M.</i> GRADIENT THEORY OF EVALUATION OF HEAT TRANSFER COEFFICIENTS IN SERIES FRICTION PAIRS OF THE BAND-BLOCK BRAKE OF THE DRAW-WORK	39
<i>Voznyi A.V., Stadnyk O.B., Vitvitsky V.S.</i> SYSTEMS ENGINEERING IN RESEARCH OF THE FRICTION UNITS OF THE DISC BRAKES OF THE LIFTING-TRANSPORT MACHINES	48
СЕКЦІЯ 4. ІСТОРИЧНІ НАУКИ	
<i>Kostiuk D.R., Tikhonov D.Y.</i> CONFUCIANISM AS AN IDEOLOGICAL BASIS OF CHINESE CIVILIZATION	55
<i>Leus O.P.</i> MAIN SCIENTIFIC SEARCH OF FOREIGN RESEARCHERS IN STUDY THE PROBLEM OF UN PEACEKEEPING	58
<i>Vitenko Z.R.</i> ВЗАЄМОЗВ'ЯЗКИ ПРОФСПІЛОК УКРАЇНИ З ПРОФСПІЛКАМИ ЗАРУБІЖНИХ КРАЇН У МІЖВОЄННИЙ ПЕРІОД	61
СЕКЦІЯ 5. ЕКОНОМІЧНІ НАУКИ	
<i>Borokh A.Y.</i> SOME PECULIARITIES OF E-COMMERCE	64
<i>Cherkashina A.V.</i> THE USE OF SEARCH ENGINES FOR ADVERTISING AND MARKETING	67
<i>Dobrianska I.E.</i> WAYS TO IMPROVE THE IMPROVE THE INVESTMENT CLIMATE IN UKRAINE	71
<i>Dzyuban D.M.</i> INFLATION PROCESSES IN UKRAINE	73
<i>Goryanik O.V.</i> THE DEVELOPMENT OF BANKING SYSTEM OF UKRAINE IN CONDITIONS OF GLOBALIZATION	77

<i>Hluckhan M.B.</i> TERMS OF INVESTMENT ATTRACTIVENESS	80
<i>Hryniuk I.</i> DEFINITION OF MANAGEMENT AND FINANCING STRATEGIES OF CURRENT CAPITAL AND CONSEQUENCES OF THEIR COMBINATION	84
<i>Hun`ko V.A., Snisar Y.S., Lytvynenko L.L.</i> THE IMPORTANCE OF CRISIS MANAGEMENT AND ITS METHODS	88
<i>Karpiak M.O.</i> CO-WORKING AS A NEW ORGANIZATION MODEL IN THE SYSTEM OF TRANSFORMATION OF BUSINESS OPERATIONS' CLASSICAL CONDITIONS	90
<i>Kompaniiets V.Y.</i> THE IMPACT OF FINANCIAL GLOBALIZATION OF THE ECONOMICS OF UKRAINE	94
<i>Liubynetska O.O., Lytvynenko L.L.</i> THE STUDY ON MODERN TRENDS OF INNOVATIVE ACTIVITIES IN THE AGRICULTURAL SECTOR	96
<i>Movchan A.S.</i> DIVERSIFICATION PROCESS AT THE UKRAINE CONFECTIONERY MARKET	98
<i>Pakulin S.L.</i> IMPROVEMENT OF STATE REGULATION OF SOCIO-ECONOMIC DEVELOPMENT AT THE REGIONAL LEVEL	101
<i>Pakulina H.S.</i> GREENING OF PROCESS ENVIRONMENTAL MANAGEMENT OF AGRICULTURAL ENTERPRISES AND ENVIRONMENTAL AND SUSTAINABLE LAND MANAGEMENT TERRITORY	105
<i>Pokalyuk N.I.</i> THEORETICAL APPROACHES TO THE MANAGEMENT OF THE MARKETING POLICY OF THE ENTERPRISE	109
<i>Popadynets N.M.</i> ANALYSIS OF RETAILERS' PERFORMANCE: INNOVATIVE CAPACITY DEVELOPMENT	112
<i>Popravko V.S.</i> THE SHADOW ECONOMY IN UKRAINE	118
<i>Rizunenko J.A.</i> SOME FEATURES OF ENTERPRISE'S CULTURE	121
<i>Sheputa M.M., Danilova E.I.</i> RESEARCH OF MODERN COWORKING MARKET DEVELOPMENT TRENDS	125
<i>Skyba A.O.</i> СУЧАСНИЙ СТАН РИНКУ МОЛОЧНИХ ПРОДУКТІВ УКРАЇНИ	
<i>Tarasenko Y.V.</i> MODERN STATE YOUTH POLICY IN UKRAINE	128
<i>Tarasiuk I.Y.</i> ANALYTICAL EVALUATION OF GENDER-SENSITIVE THE SALARY	131
<i>Toroieva V.A.</i> INNOVATIONS IN THE FIELD OF BANKING	134
<i>Usenko J.A.</i> RESEARCHES DYNAMICS OF STATE CREDIT IN UKRAINE	137
<i>Vasilyeva T.F.</i> IMPLEMENTATION OF THE PRINCIPLES OF ECOLOGICAL ENTREPRENEURSHIP	140
<i>Voloshyna Y.Y.</i> FEATURES OF THE MARKETING STRATEGY FOR TRADING COMPANIES	142
<i>Yeleukulova A.D.</i> THE STUDY OF MANAGEMENT PROBLEMS AND DEVELOPMENT TRENDS OF THE OIL AND GAS SECTOR OF KAZAKHSTAN	148
<i>Zhuchenko A.M.</i> MATHEMATICAL METHODS OF EVALUATION OF INVESTMENT ATTRACTIVENESS OF THE REGION	152

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## **SOME FEATURES OF ENTERPRISE'S CULTURE**

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*Annotation.* This article research provides a broad overview of the potential patterns of relationships between cultural values, personal and contextual factors, and entrepreneurial outcomes. The work examines theories of entrepreneurship where either environmental or personality variables have been specified as unique predictors of entrepreneurship are investigated to determine whether they capture the complexity of entrepreneurial action that encompasses the interaction of environmental, cognitive, and behavioural variables.

*Keywords:* cultural values, enterprise, relation, personal variables, company.

Good corporate culture, in its purest sense, and at its most successful, has the look and feel of something organic and uncontrived, something that just exists. But there's the rub, and at once the wonderful twist: corporate culture cannot, does not and never will exist "just because." Culture is a balancing act between many elements of a company and requires careful execution at each level. Entrepreneurial culture is the sense of ownership of the company and increasing freedom to use corporate resources to build new businesses for the corporation.

The aim of this research article is to get acquainted with the substance of entrepreneurial culture. Entrepreneurial culture is very important to conduct a legitimate business and profit legally. Enterprise culture is an integral part of business organization. It is based on common concepts and culture is inextricably connected with it.

Culture affects the way people think about business in their own society. An awareness of cultural attitudes toward business will help you communicate efficiently and effectively when working with people from other cultures. For example, Asian cultures, including Japan and China, promote teamwork and cooperation in business environments while Western businesses promote individual action and responsibility. Understanding these values will help you to create an effective communication strategy with partners from these regions.

Extensive research conducted at the individual level shows that there is a link between individual values and beliefs, on the one hand, and individual behavior on the other. Hence, it is plausible that cultural differences between countries or regions have a determining effect and influences a variety of individual behaviors, including the decision to become self-employed rather than an employee. An aggregative logic of this type is used in the aggregate psychological traits approach. According to this approach, for a given country, the more individuals with entrepreneurial values there are in a society, the more

individuals will display entrepreneurial behaviour. This highly individualistic view of culture and behaviours must be distinguished from the one that is chosen in the social legitimation (or moral approval) approach [1].

The disposition of an entrepreneur can be profoundly influenced by their surrounding cultures. Some cultures appear to be more naturally inclined towards enterprise than others. In regards to an entrepreneur, cultures can indicate how they are likely to act and react in a given situation. This can be in response to shared sets of beliefs and values, codes of behaviour, and can set minimum standards of behaviour.

Various writers have argued that cultures which experience dislocation and hardship are more directed towards enterprise. The very experience of surviving in a new and hostile environment requires certain qualities. Certainly it would appear that in troubled times, some minority groups have had little to lose and much to gain from enterprise, leading in some cases to the global organizations of today. Either way it is somewhat accepted that entrepreneurial activity blends from both culture and the way that past experiences have helped to mould these cultures.

One of the major anthropologists to study cultural variations on a global scale is G. Hofstede [3]. He demonstrated that there are national and regional cultural groupings that affect the behaviour of societies and organizations. According to Hofstede, the way people (or more specifically in this case, entrepreneurs) in different countries perceive and interpret their world varies along four dimensions; power distance, uncertainty avoidance, individualism and masculinity.

This depiction of cultural influence on entrepreneurial activity can be demonstrated through dissecting these cultural dimensions. While entrepreneurship research has continued to expand and increase in western states, there has been limited research on entrepreneurship in Afro-Caribbean, Asian and Eastern European cultures mainly because of the lack of enterprise in relation to its western counterparts. Although this research has been somewhat limited within these parts of the world; much of this narrow examination has been focused on the personality characteristics of entrepreneurs.

According to Hofstede's Cultural Dimensions [3], Ukraine has had a long history of accepting authority and therefore has a high power distance. This history has predominantly been related to the fact that under a communist regime, state capitalism is usually enforced while private enterprise is ostracized, or in the extreme made to be extinct. Communism is the political, social, and economic system of certain countries in which the state, governed by a single party without formal opposition to a great extent, controls the social and cultural life of the people. Consequently, in such an "inhibited" society, accepting authority is mandatory and after generations of communism, this acceptance can therefore become rooted in the culture of the people. [3]

Resultantly, on a political level, only transformed and surrogate forms of entrepreneurial behaviour managed to survive the communist regime. A. Ageev takes this claim even further through declaring that stemmed from the ruling government was so anti-innovative and anti-entrepreneurial that to try to now improve Ukrainian's entrepreneurial augmentation would be an extremely lethargic progression. The reason for this is simple; Ukrainian's deep rooted attitudes are so strong that change would be impossible unless there were profound structural reforms in the economy, politics and ideology [1]. The Ukrainian people are directly obedient to the cultural policies of their state. They claim that Ukrainian entrepreneurs are energetic, independent, competitive and self-confident individuals. From

this description of Ukrainian entrepreneurs it would be fair to conclude that they are actually low followers of authority and therefore score low on power distance.

They argue that rather than a lack of innovativeness from Ukrainian entrepreneurs, the reason for such a lack of enterprise is mainly because the state-owned sector has continued to dominate the economic scene over more than twenty years after the end of its former state of the USSR preventing private capitalism.

Entrepreneurship, measured in terms of firm creations or business ownership and self-employment rates, varies over time. These variations may be observed by entrepreneurship measurements for a given country, industry or region. For instance, the number of self-employed in the Netherlands in 2007 is nearly 30% higher than in 1987, while it increased by 20% in Germany. Variations also emerge when we compare countries or regions for a given moment of time. In 2007 one out of ten in the French working population is self-employed while this number is one out of eight in the United Kingdom. While variations over time are linked to the level of economic development, or rather to technological development and new markets coming forward, variations across countries and regions seem to be the result of institutional and cultural contexts. In other words, the relative stability in the differences observed for a group of countries or regions suggests that there are other explanatory factors than just economic. Several scholarly studies have examined the effects of culture on entrepreneurial activity. The present short article focuses on three theories that provide an analytical framework to investigate the relationship between culture and entrepreneurship. These three theories are the aggregate psychological traits approach, the social legitimation or moral approval approach and the dissatisfaction approach. Additionally, the results of an empirical study examining uncertainty avoidance as a proxy of the aggregate psychological traits and the dissatisfaction approach are briefly reported. Finally, we discuss what this scholarly work may mean for the policy maker. [5]

Extensive research conducted at the individual level shows that there is a link between individual values and beliefs, on the one hand, and individual behaviour on the other. Hence, it is plausible that cultural differences between countries or regions have a determining effect and influences a variety of individual behaviours, including the decision to become self-employed rather than an employee. An aggregative logic of this type is used in the aggregate psychological traits approach. According to this approach, for a given country, the more individuals with entrepreneurial values there are in a society, the more individuals will display entrepreneurial behaviour. This highly individualistic view of culture and behaviours must be distinguished from the one that is chosen in the social legitimation (or moral approval) approach.

The theories provide an analytical framework for the explanation of differences in entrepreneurship across countries and regions. In such an analytical framework explanatory factors may be identified and articulated. Among potential explanatory factors that have been tested, uncertainty avoidance is a prominent one [3]. Uncertainty avoidance is a cultural trait closely linked to attitudes of risk and uncertainty and, consequently, to the entrepreneurial propensity within a country according to the aggregate psychological traits approach. Uncertainty avoidance can be interpreted in relation to the extent which societies tolerate ambiguity. The higher uncertainty avoidance is, the less society is inclined to be entrepreneurial. But this statement, in accordance with the aggregate psychological traits view, would lead to neglect what the expected result could be according to the dissatisfaction approach: simply the reverse! Wennekers et al. (2007) have tested the direct and indirect effects of uncertainty avoidance on a panel dataset for 21 OECD countries.

Results tend to support the dissatisfaction explanation, though this support seems to vanish for the more recent periods. In spite of several scholarly contributions, research on the relations between culture and entrepreneurship is relatively new. This is particularly the case in regards to empirical research. Results are to be interpreted with caution since measurement on the aggregate level is open for debate while the number of data points is usually low. This makes statistical testing difficult. This is frustrating given the richness of ideas about cultural influences on entrepreneurial activity. And, unfortunately, frustration appears to last for two reasons. First, cultural shifts happen but generally take a long period to emerge. Second, conceptual approaches are typically relatively autonomous and difficult to integrate in an analytical framework [2].

Culture is an important part of the entrepreneurial environment. To encourage more entrepreneurs, a country needs a set of beliefs that make entrepreneurship a valid and respected career choice.

Establishing a business is inherently risky, and countries should not penalize entrepreneurs excessively if they fail. Repeat entrepreneurs who have failed before have been shown to have higher rates of success than first-time entrepreneurs.

Bankruptcy laws, therefore, must strike the right balance between protecting creditors' interests and offering entrepreneurs another chance.

Getting local role models to participate in events and campaigns helps cost-effectively inspire a new generation of entrepreneurial talent. Businesses should emphasize the social benefits of entrepreneurship, from job creation through to innovation and broader economic growth.

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