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Reviewers: Doctor of Economic Sciences V. Burduli
Doctor of Economic Sciences G. Berulava

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Britchenko Igor
Miklovda V.
Kubiniy N.
Olshantseva T.

FEATURES OF JAPANESE MODEL OF ENTERPRISEURSHIP

INTRODUCTION

Globalization of the economy gives an opportunity to use foreign companies’ experience in management. It creates additional impulse for increasing of enterprises competitiveness. Japanese model of entrepreneurship uses specific instruments, which are based on local traditions, mentality and institutional rules, but some of them can be adapted to European practice.

That is why the aim of this article is to show the content of Japanese model of the entrepreneurship, which can be used by Ukrainian enterprises.

There are two submodels in Japanese model of the entrepreneurship: the internal management
sybmodel and the submodel of relationships with business environment. Internal management submodel consists of lots of aspects, but in this article we investigate the quality system management, financial management and human resource management. In relationships with business environment submodel consists of two parts: the relationships with human resource market and government.

During the investigation the following methods were used: analysis, synthesis, generalization and others.

RESULTS
Model of the entrepreneurship consists of two subsystems: the internal management model and the model of relationships with business environment. The main content of the following submodels is described on the picture 1.

![Diagram of Japanese system of entrepreneurship](image)

Picture 1. The main elements of Japanese system of entrepreneurship

The model of management in Japanese companies has several aspects including just-in-time system, of human resource management, and financial management. Among the factors, that ensure effective strategic management and competitiveness improvement, there is a high level of adaptation to changes in surrounding conditions. One of the components, that make a possibility of quick adaptation, is a system of operational management. “Just in time” system occupies a special place among them. “Just in time” system is the one created for planning logistics that provides full conformity to the production process and updates the high quality of production. This system includes:

- raw, semi-finished products, components are submitted by small lots directly at the right point of the production process, bypassing warehouses.

- finished products are also shipped directly to consumers when production is completed. This system gets more affordable and allows to control the distribution of productive resources: people, materials, machines and information. To ensure effective strategic management it is important to make modern systems of operational management - to produce and deliver the products in time, which produce the required number of products, sell it to the customer, then again produce, etc. As practice shows, for the implementation of "just in time" system cannot rely only on the methods of central planning, determining the schedule of production once for all stages of production. That's why, the necessary condition for providing the production and supply of products "just in time" is the introduction of the system kanban.

Thus, the kanban system is the information system (relative to the "just in time" system), which allows to control output of the desired products in various stages of production. For the practical implementation of
"just in time" system for the company and its suppliers can use a variety of methods. The most effective one is - the reduction of inventories and distances.

Reduction of stocks can be implementing two ways - by cutting the number of products (item size), and reduction of the reserves. Reduction of lot item is a step toward the production of "just in time", because the production of smaller parties frequently corresponds to a rate of consumption. The matter is that, each program which improves the quality gives limited effect if the item size remains high.

Production of small batches increases the quality of the party due to the following reasons:
1. Eliminating large batches with lots of defective products;
2. Information from the consumer-company about the defective products for applying corrective measures;
3. The cause of the defect is quite simple and can be removed by the employee directly in obtaining relevant information from the consumer;
4. There is no usually need for a long-term preservation of information;
5. An opportunity to correct defects appears, which causes the reasons for requiring them to identify the participation of several experts from the department of quality assurance, technical maintenance and other units, which becomes important due to the rapid feedback.

If a perfect organization of the "just in time" system is provided, it practically does not need much time to transport the processed products. The enterprise does not need the place for stocks. Because, the time between operations and the number of processed products, stored as inventory, is reduced to a minimum, shrinking the circle of necessary inspections and rework in case of defects. In other words, while defects are closer to the time of detection, it allows identifying and eliminating their causes quickly.

Thus, the "just in time" system is primarily designed to provide high quality. Reduction of stocks is used as a tool to discover the causes of production problems.

The introduction of the "just in time" system gives the integral effect of many indicators. As the practice shows, the typical results of the "just in time" system introduction is the system of the inventories reduction and production time by 90%, cost of labor - by 10-30%, time to preparation the production - a 75%, production area - a 50%, indirect costs - by 50-60%, park equipment - 90%, improving product quality by 75-90%.

This example shows that when the introduction of the "just in time" system does not need to focus on reducing the. It makes staff confused. Back in the mid-80's the "just in time" system was used less than 10% at industrial enterprises of the United States, though the interest on it was constantly growing.

The main conditions for successful implementation of the "just in time" system is the mass involvement of staff, the company should clearly understand the concept and the content of the system and compare it to their needs and capabilities. The experience of many firms shows, that it is desirable that a high level was an enthusiast of the system, that would actively engaged in its implementation. Expedient also is the initial testing of only one, rather well-established industrial area.

The kanban system is responsible for three levels of material flows:
- from provider of material to the production area;
- within the limits of the technological chain;
- from producer to consumer.

The next element of the internal management submodel is the system of financial management. Japanese business typically works with high proportion of borrowed funds and therefore low autonomy. The coefficient of autonomy cannot be lower fifties percent at the western companies. Factor of autonomy is calculated as the ratio of own funds to total assets of the enterprise. The autonomy index is below this level, this means that, the company did not have enough own funds to respond to the liability necessary. But the Japanese rules of financial management permit to have the figure of about these thirty per cent. All this facts increase the risk of non bank loans. However, this risk is important not only for businesses but for the banks as well. So, there are several points that can manage the risk better and reduce its degree:
Japanese financial management is characterized by low values of financial investment company. Japanese companies do not review portfolios of stocks and reflect the accounting value of their purchase prices, which could take place many years ago.

Underestimation of the real value of the land, owned by a Japanese company. The land under the house of Mitsubishi Estate was bought in 1892 for 6.4 thousand dollars, this amount of money is shown in balance paper till now. But its value today is not less than two billion dollars.

Preventive activities to reduce the risk for the bank are to make lending only by the pledge. Human resource management has a lot of specific features. One of the differences between Japanese management and American or West European is that young workers conduct functions that do not meet their official position.

A total training plays an important role in a career of staff at the enterprise. Employee during the first ten years of his/her work practically attends all parts (departments) of the enterprise. This system is useful in cases, where the necessary decisions are concerning the activities of the whole company. The system, which was built up on the rotation of young personnel, allows to the manager of one department to know the advantages and disadvantages of the other departments.

Ukrainian authors emphasize the positive features of the Japanese model of personnel management, the example of this is the point of view, outlined in Table 1.

**Table 1.**

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Japanese model</th>
<th>U.S.A. Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The system of hiring a labour</td>
<td>Lifelong</td>
<td>Short</td>
</tr>
<tr>
<td>2. Building a career</td>
<td>Slow, depends on experience</td>
<td>Fast, depends on individual abilities and contribution to the work</td>
</tr>
<tr>
<td>3. Education</td>
<td>With the job coach</td>
<td>Outside on a wide range of a business schools, training centres, consulting companies</td>
</tr>
<tr>
<td>4. Mobility of labour</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>5. Wages</td>
<td>As a result of collective work</td>
<td>For individual contribution</td>
</tr>
<tr>
<td>6. Relations with subordinates</td>
<td>Informal</td>
<td>Formal</td>
</tr>
<tr>
<td>7. Responsibility results</td>
<td>Collective</td>
<td>Individual</td>
</tr>
<tr>
<td>8. Relation to the chief</td>
<td>Patriarchal</td>
<td>Indifferent</td>
</tr>
<tr>
<td>9. The nature of managerial decision making</td>
<td>Collective</td>
<td>Individual</td>
</tr>
<tr>
<td>10. Control</td>
<td>Collective</td>
<td>Individual</td>
</tr>
<tr>
<td>11. Training</td>
<td>Universal</td>
<td>Highly specialized</td>
</tr>
<tr>
<td>12. Duration of work</td>
<td>Scheduled and unscheduled</td>
<td>Scheduled</td>
</tr>
</tbody>
</table>

Regarding the interaction of Japanese companies with the outside environment can be emphasized the following. The limits of this science work cannot allow analyzing for all areas of these interactions, but we can stop only at the most interesting: with the labor market and the state. There is no unemployment in Japan, in fact, unlike other countries. In larger cities, on the contrary, there are situations of lack of
manpower. Appropriate level of life is characterized by one indicator, the average life expectancy, which in Japan is the largest in the world. The Japanese model of labor market is characterized by:

1. "Lifelong" labor.
2. The developed system of training within the company.
3. The size of the salary depends on experience. If necessary to reduce the production, the staff of its enterprise is not exempted, and a reduction of working time per employee takes place.

A widespread business education in the United States has identified a situation on the market of managers dominated the professional managers whose has juridical or economic education. In Japan, managers have mainly technical education.

In the U.S.A. more than five hundred thousand lawyers and each year more than thirty thousand people pass the exams for the right to practice a law practice. In Japan, about seventeen thousand lawyers. Their number is growing every year only on three hundred people. At that time when the U.S.A. is preparing lawyers, Japan actively prepares engineers. In Japan, in twice more engineers, while the population is twice less.

This determines used certain approaches to defining the problem and ways how to fix it. So, in the U.S.A. lawyers firstly consider the problem or ways of its solving, they justify the legality of the ways of development or finding the ways to avoid problems. In Japanese enterprises the engineers firstly make a diagnostic of the problem and then solve it by looking for the specific, constructive solutions.

The educational status does not play any role for Japanese managers in advancing their career, while in the U.S.A. without the title of Master of Business Administration building the career is impossible.

As a result of lifelong employment, the Japanese corporations prefer to prepare professionals by own programs according to goals, objectives and specifics of the corporation. The Japanese believe that the main task of the University is to prepare the fully developed, well-educated person at the general academic base. Thus universities are very clearly ranged by its images, so competition in the prestigious universities is very high. To prepare the required level, applicant passes an educational program that starts in a prestigious kindergarten, then in a prestigious school, and finally - in a prestigious university.

Relations between business and entrepreneurship with the state characterized the role of the government in economic life and institute of business. The USA along with famous European states implementing the principle of least intervention in the economic environment. A characteristic feature of Japanese politics is a state planning and a regulation of the economy. For example, the post-war government plans for social and economic development. From the standpoint of realization the most successful was the plan of doubling the national income in 60-years. The quintessence of this plan was a creation of the priority from "total" values to "capitalist": stimulation of industrialization, increase exports, development of human capabilities in an era of scientific and technological progress. An active economic policy of government in Japan is aimed at ensuring long-term strategic goals as a condition for sustainable development.

CONCLUSIONS

The results of the investigations give as an opportunity to use the following aspects of management on the Ukrainian enterprises:

1. The quality management "just-in-time" system, needs to organize in universities the departments, specialized on quality management systems. In Ukrainian universities the specialization in quality management is absent. This specialization needs close links with logistic courses, operation management courses and others.

2. The internal system of training as a part of the human resource management can be introduced on the Ukrainian enterprises. According to the Ukrainian statistics there are only 8 percents of personnel of enterprise improves the professional skill per year. Without powerful internal system of the training the Ukrainian business will be out of competition movement in terms of globalization.

3. The globalization gives opportunity to be competitive only on the base of the best world management experience.
FEATURES OF JAPANESE MODEL OF ENTREPRENEURSHIP

SUMMARY

The article is devoted to the specific aspects of Japanese, model which can be used in European entrepreneurship practice business. There are two submodels: the internal management system, and the submodel of relationships with business environment. Internal management submodel consists of the active system of management, financial and human recourse management. The relationships with human recourse market and government are covered in terms of the relationships with business environment.

Гаджиев Фазиль

ПРОБЛЕМЫ ИСПОЛЬЗОВАНИЯ ПРОИЗВОДСТВЕННЫХ МОЩНОСТЕЙ В УСЛОВИЯХ РЫНОЧНОЙ ЭКОНОМИКИ

Требованием рыночной экономики является повышение объема и качества продукции во всех отраслях национальной экономики, а так же повышение производительности труда. Успешное решение этой проблемы зависит от рационального использования основных производственных фондов и производственных мощностей.

В централизованном экономическом периоде в Азербайджане были созданы производственные мощности, обладающие большими возможностями. Реализация этих возможностей в новой среде требует новых подходов.

Активизация мощностей в рыночных условиях встречается с многочисленными проблемами вызванными организацией производства, конкурентоспособностью продукции на внутреннем и внешнем рынке. В настоящее время страна каждый год от неполного пользования производственных мощностей теряет продукцию на сумму в 1 миллиард манат. Поэтому в условиях достижения нужных результатов научно-технического прогресса перед всеми отраслями производства стоят такие обязательства, как полное пользование мощностей и оборудования, улучшение использования основных фондов и повышение фондоотдачи. Этот вопрос особенно актуален в отраслях нефтяного машиностроения республики.

За последние годы наблюдается снижение фондоотдачи на нефтяных машиностроительных предприятиях, что требует повышения уровня использования производственных мощностей.

Одной из основных требований рыночной экономики является обновление и модернизация технологического оборудования. Однако, несмотря на все это оборудование в машиностроительной отрасли Азербайджана и посей день находится не надлежащем уровне. Положение в машиностроительной промышленности страны показывает, что производственные мощности предприятий, входящих в данную отрасль промышленности, работают на 6-9%. По статистическим сведениям в конце 2010 г. баланс основных фондов страны составлял 67227.1 млн. манат. На основании сведений последней переоценки проведенной 1 июля 2000 г. уровень износа основных фондов составлял 34,6%, а в промышленности 44,6 %. С того периода по 2010 г. он колебался между 4,9 - 2%. А в промышленности, за указанный период, этот коэффициент колебался между 4.85 – 1.8%. Коэффициент износа еще ниже: 2000-2010 гг. максимальное число коэффициента 2000 г. (1,1%), а в 2010 г. минимальный коэффициент был (0,4%). В промышленности максимальное и минимальное число коэффициента износа приходится на тот период и соответствует 1,1 и 0,4 %. Однако, в
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