
REVIEWS

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Review on the monograph by doctor Beata Glinkowska "INTERNATIONALIZATION OF POLISH AND UKRAINIAN ENTERPRISES"

The deepening of the international division of labor naturally determines the development of its two main processes, which are different in their internal content. On the one hand, the differentiation of economic systems of different countries; and, on the other hand, their peculiar interweaving and complementarity. With the development of the productive forces of society and socio-economic relations at a certain stage, these multidirectional processes lead to the emergence of integration: the gradual convergence of national economic systems of different countries based on the formation of their coordinated economic policy. The essential basis for economic integration is the integration of their enterprises.

In the context of the implementation of the European integration course, the development and implementation of the economic policy of Ukraine as an essential prerequisite presupposes the justification of the forms, methods and methods of integrating national enterprises with enterprises, first of all, countries of the European Union. Based on the strategic partnership of Ukraine and Poland, in this regard, the development of integration issues of Ukrainian and Polish enterprises is of paramount importance.

In economics of Ukraine and Poland, perhaps the first example of a system analysis of these topical, but little-studied problems, is the monograph of Beata Glinkowska, one of the most famous European schools of management in Lodz*.

It is indicative not only that this kind of research is presented by Polish scientists, but also that this monograph was prepared as a habilitation thesis of the author for the degree of habilitated doctor in economics.

The peer-reviewed robot is distinguished by its fundamental nature. A cross-cutting study of theoretical, methodological, scientific and practical aspects of the integration of Polish and Ukrainian enterprises is presented in eight sections of the monograph, combining thirty subsections. The illustration of the material is presented in thirty seven figures, fifty six tables, ten graphs and six appendices. The list of bibliographies is three hundred sixty-six sources in five languages (English, German, Polish, Ukrainian, and Russian) for more than fifty years (from 1960 to 2017). The total volume of the monograph is 28,375 printed sheets.

The analysis of the theoretical foundations of internationalization, the work of predecessors and the management of the internationalization of economic subjects are devoted, respectively, to the first, second and third sections. The fourth section presents the presentation of the author's methodology. In the fifth – the results of the study of the internationalization of enterprises in Poland. In the sixth - conceptual proposals for the internationalization of Polish enterprises. In the seventh - the results of a study of the internationalization of enterprises in Ukraine. The eighth section highlights the conceptual proposals for the internationalization of enterprises in Ukraine.

The empirical basis for the study of Polish micro and small enterprises was data for one hundred and five enterprises; by medium and large – by fifteen. Similar figures for Ukrainian enterprises are, respectively, twelve and six. In addition to the motives, barriers, strategies, types, as well as – sectoral and regional features of internationalization, the author rather fully carried out a SWOT analysis of the studied enterprises (moreover, using identical methodological tools).

It is very remarkable that among the group of micro and small enterprises in Poland, the largest share (8.6%) are those that cooperate with enterprises in Ukraine. The share of this group of Polish enterprises cooperating with enterprises of other countries does not come close to that indicator (p. 210). Ukraine's small business, to an even greater degree, from all countries, is focused on cooperation with Polish enterprises (p. 304). In general, the trends in the development of integration processes of medium and large enterprises of the two countries are similar (pp. 213-232; 307-317).

The monograph notes that the polling of enterprises in Poland and Ukraine was conducted only from among those who already have experience of internationalization in different countries, and not among those who are only planning such an activity.

There is every reason to note that the real (and, unfortunately, very different) level of development of internationalization in Poland and Ukraine objectively reflects the figures given by the author in terms of the number of enterprises studied in these countries.

* Beata Anna Glinkowska, *Internacjonalizacja polskich i ukraińskich przedsiębiorstw (978-8-3814-2134-8)*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2018. 454 stron.

At the same time, the mentioned indicators and trends reflect a common principle line: the business of Ukraine and Poland is already fully defined in the geographical priorities of integration cooperation.

The author rightly notes another feature to which attention should be paid: in the current conditions in Ukraine, the criteria for categorizing enterprises as micro, small, medium and large fully meet the standards of economic law of the European Union (p. 291).

With regard to the Ukrainian enterprises under consideration (as well as with respect to Polish enterprises), the presented sample is quite representative. In the sectoral aspect, they represent all spheres of the national economy. The author's approach is also argued in the regional context (p. 289): the territory of economic activity of the studied Ukrainian enterprises covers Lviv, Kiev, Kharkov, Donetsk and Luhansk regions (in terms of the territories controlled by Ukraine in modern conditions when it comes to the last two regions).

In addition to the positive aspects of the monograph under review, we consider it necessary to mention those that did not receive the desired coverage. Thus, for the Ukrainian scientific community there is great interest in analyzing the experience of the practical imple-

mentation of the EU-Poland Agreement on the Free Trade Zone, with which Poland did an excellent job in the nineties and the beginning of the two thousandth.

The monograph may be unnecessarily overloaded with a list of research and educational institutions of Ukraine (as well as regional authorities), whose representatives (with detailed names and positions of scholars and government officials), whose expert assessments, in addition to representatives of Ukrainian business, were used for research purposes.

The content of the reviewed work indicates that the goals (the monograph highlights the main goal and its derivatives – private ones, as well as the empirical goal) are realized by the author at a high scientific and practical level. The noted output hypotheses of the study (five) are fully implemented.

The monograph by Beata Glinkowska does not only outline a new direction of research activity of Polish and Ukrainian theoreticians and practitioners. It sets a high methodological, theoretical and practical level of such studies, which should be carried out jointly. The book will be useful for representatives of business, science and government of Ukraine and Poland.

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