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**ORGANIZATIONAL STRUCTURE OF MANAGEMENT OF FOREIGN
ECONOMIC ACTIVITIES OF AN ENTERPRISE AND ITS DEVELOPMENT**

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The organizational structure of the management of foreign economic activity (FEA) of an enterprise is a key element in ensuring its competitiveness in international markets and an important factor in socio-economic development in the context of globalization of the world economy. Effective organization of FEA management involves the creation of an adequate structure that corresponds to the enterprise's strategy, the nature of foreign economic operations and the dynamics of the external environment. The relevance of the topic is due to the need for enterprises to adapt to the challenges of international competition, changes in the geopolitical situation and

integration processes, which requires constant improvement of organizational forms of FEA management.

The organizational structure of foreign economic activity management is a system of bodies, services and apparatus that plan, organize, coordinate and control the foreign economic operations of the enterprise. It reflects the construction of a management system in this area, including the distribution of functions, powers and responsibilities between structural units and employees.

The management structure is built taking into account links (horizontally) and levels of management (vertically), where each link represents a structural unit or individual specialists who perform the relevant management functions. The organizational structure of foreign economic activity management as an integral part of internal management is determined by the overall strategy of the enterprise and the foreign economic activity strategy.

The following factors have a significant impact on the formation of the organizational structure of foreign economic activity management:

- size of the enterprise (large enterprises create branched structures with narrow specialization of divisions);
- the volume and nature of foreign activity (the difference between episodic exports and systematic multi-vector foreign activity);
- the degree of diversification and complexity of products (the wider the range, the more complex the structure);
- the specifics of the markets of the host countries and the level of competition in them;
- methods of entering foreign markets (direct export, through intermediaries, creation of foreign branches);
- the company's strategic goals for international expansion and profit maximization.

Types of organizational structures of foreign economic activity management . The department of foreign economic relations is not an independent structural unit, but is part of the management apparatus of the enterprise. The main task is to manage

foreign economic activity as an element of a single integrated system of internal management. The department is created to plan, organize and coordinate foreign economic activity and is not directly involved in the transportation of goods or customs procedures.

The main tasks of the DFER include:

- participation in the development of the enterprise's foreign economic activity strategy;
- export potential management and development;
- ensuring the fulfillment of obligations under international treaties;
- studying the situation in foreign markets;
- organization of export-import operations and ensuring their efficiency;
- carrying out advertising activities.

The organizational structure of a FEZ usually includes a commercial sector (fulfillment of contractual obligations), an economic sector (forecasting, planning, currency control), a marketing sector (market research, pricing, advertising), a scientific and technical sector (technical requirements, product competitiveness), and a protocol sector (organization of protocol events).

A foreign trade firm is a more autonomous organizational form created for the comprehensive management of foreign trade operations. A foreign trade firm has its own charter, director, and extensive functional structure. The main tasks of a foreign trade firm are planning and regulating foreign trade transactions, increasing export volumes, improving product competitiveness, studying markets and competitors, and organizing after-sales service.

The functional divisions are the marketing service (strategy development, market research, advertising, forecasting of the market situation) and the operational-commercial service (negotiations, preparation of commercial settlements, organization of deliveries, product maintenance). Services for planned and economic calculations, currency and financial operations, accounting and reporting, legal and engineering and technical issues are also being created [1].

Development and improvement of the organizational structure of foreign economic activity management . The organizational structure of foreign economic activity management must constantly develop and improve, adapt to changes in the external environment [2]. Its forms and methods cannot remain unchanged, since the links of the chain "environment - strategy - structure" are interconnected and interdependent. If they do not correspond to each other, the very existence of the enterprise is threatened.

The scientific approach to choosing the organizational structure of foreign economic activity management involves taking into account general and specific principles of formation. When building organizational forms of foreign economic activity, enterprises usually start with maximum centralization and gradually move to a certain form of decentralization depending on the development of international activity.

Directions for optimizing the organizational structure of foreign economic activity management. Improving organizational and economic mechanisms for foreign economic activity is a necessary condition for obtaining sustainable competitive advantages [3]. The main areas include:

- improving export management through monitoring the decision-making process, planning, determining methods of conducting activities, establishing responsibilities of various departments and coordinating their activities;
- development of management accounting and control for structuring product data, raw material accounting and technological routing;
- optimization of resource management (capital, technical, technological, labor, marketing, information);
- assessing consumer demand and managing inventory through the collection and analysis of data on competitors' products and the tastes of foreign consumers;
- regular assessment of the effectiveness of foreign economic activity using internal control methods.

To increase the efficiency of a company's foreign economic activity, it is necessary to form a comprehensive strategy for foreign economic activity using SWOT analysis to identify strengths and weaknesses, as well as matrix analysis (BCG, GE/McKinsey, ADL, Shell/DPM matrices) to determine the attractiveness of markets. The strategy should take into account external and internal factors of influence, including an analysis of suppliers, competitors, consumers and product range [4].

The developed strategy of foreign economic activity will allow the enterprise to clearly realize its own capabilities and adapt to changes in various factors, which will ensure a promising and comprehensively justified entry into foreign markets.

The experience of PrJSC "MHP" demonstrates the importance of a comprehensive approach to foreign economic activity management. The company implements a vertically integrated model, which allows it to control all stages of the production and sales process and effectively respond to the challenges of the external environment [5]. A clear functional separation of responsibilities between structural units contributes to increased performance, although at the same time there is a need to improve interdepartmental coordination and flexibility in making management decisions.

The organizational structure of the enterprise's foreign economic activity management is a dynamic system that determines the effectiveness of participation in international business and the achievement of strategic goals. The choice between a free trade zone and a free trade zone depends on the scale and nature of foreign economic operations, as well as on the comparison of the costs of maintaining one's own structure with the costs in its absence. The development of the organizational structure requires constant monitoring and adaptation to changes in the external environment, the implementation of strategic planning and optimization of management processes. The successful implementation of these measures ensures an increase in the competitiveness of the enterprise in international markets and sustainable economic development.

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