

level of the organization that sets clear expectations of work. It eliminates the guesswork of how work gets done and makes it transparent.

The Board of directors and employees interact directly. A worker cannot wait for the approval of his superiors, but independently implement his idea together with colleagues as their management functions are almost entirely in the hands of the staff. The principles of the holacracy would ensure the transition to self – governing companies, the main advantage of which is the speed of implementation of the idea. They are very flexible and adapt quickly to changing conditions. Large companies with more than 1,000 people who practice self-government are not inferior to startups in the speed of decision-making. Another important advantage of self-government is that only in such companies people really feel part of the team. The strongest corporate culture based on trust is formed here.

Despite this, there may be difficulties in implementing the principles of the holacracy: the reluctance of management to let go of control and the unwillingness of many employees to take on additional responsibility. Another obstacle is the employees themselves. They should be responsible for the result, constantly generate, and most importantly, implement new ideas; the employee must have the thinking of the entrepreneur. Unfortunately, according to research, today there are no more than 5% of such employees.

Conclusion. In Belarus holacracy as the main model of governance will be introduced only in a few decades. This is due to the reluctance of many employees, including young specialists to take responsibility in the work and fear of expressing dissatisfaction or suggestions for improving the working process. Another obstacle preserved from the Soviet period is clearly structured established management method which has evolved over the years and which most especially large companies will not be able to refuse from.

When the generation and the understanding of business change, the role of the company owner and CEO will change too. We must first morally grow up and raise to a new level our own values, company values, discipline, and understand the goals. Employers and employees should learn to trust each other, start doing their job properly. That is why, nowadays holacracy model is inferior to the classical management system, with a very clear division of functions, levels of responsibility and rights.

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ANTIDUMPING MEASURES AND THEIR IMPACT ON INTERNATIONAL TRADE

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Резюме – Работа посвящена вопросам использования антидемпинговых мер в сфере международной торговли как инструмента защиты внутреннего рынка. В статье приводятся примеры использования подобного рода инструментов, а также отражены различные эффекты влияния используемых мер антидемпинговой политики в различных странах и в Европейском Союзе, а также приведены общемировые показатели.

Resume – The study is devoted to the problems of antidumping measures and their usage in the sphere of international trade as a tool of domestic market defense. There are examples of usage of such tools and different effects are described such as an impact of antidumping measures in foreign countries and in the European Union. The world statistics is also shown and analyzed in the study.

Introduction. Today, the modern world economy faces all new and old problems, but all of them have their own features and identity. So, the effects, an impact and consequences will be different because of the nature and basics of current state. And tariff and non-tariff regulation of foreign trade activity also has its own impact on business and international trade flows.

The body. As a beginning, we should describe the non-tariff regulation as technical regulation. But there is term of non-tariff barriers. Traditional non-tariff barriers with protectionist objectives, like quotas, price controls, trade defense measures or antidumping measures, also still persist in some sectors [1; 2].

As for legal acts, the basic international act, which regulates the sphere of non-tariff regulation and usage of antidumping measures, is the General Agreement on Tariff and Trade under the auspices of the World Trade Organisation, and its Article 6. There is one more act, which controls this sphere and explains all the cases when the states can use the Article 6 of the WTO GATT, is the Doha Declaration. It was adopted in 2001, but today it is also up-to-date [3; 4].

As for the World Trade Organization, it uses the whole complex of international trade rules and regulations, and the example is antidumping measures in regulation of foreign trade activities, which is quite tough. On the whole, the World Trade Organization allows using any governmental instruments against dumping only when there is the material damage for competitive domestic producer(-s). Nevertheless, the World Trade Organization may intervene into national legal trade regulation in order to prevent the implementation of antidumping measures. Such an intervention is absolutely legal, if it aims to defend the basic World Trade Organization principles, that may impact on free trade policy.

It is obviously that all the antidumping measures has some protective impact on domestic economy and international trade flows. And the second point that usually the government doesn't give an unambiguous description of what really can be the base of the trade price for goods or services [5].

Today, the greatest users of antidumping instruments in the sphere of regulation of foreign trade activity are the USA, the EU and India (Table 1).

Table 1 - Usage of antidumping measures in the world

The category of goods	Usage of antidumping measures, % (1995-2017)			
	EU	USA	India	The world indicator
Metals	34,30	52,60	13,30	27,50
Chemicals	19,20	14,20	41,90	20,60
Plastics and rubber	8,00	8,10	14,30	12,80
Mechanical and electrical appliances	13,00	6,10	11,60	8,70
Fiber and cloth	9,80	3,10	9,90	7,60
Other goods	15,60	15,90	9,00	22,90

The Source: the author's statistics according to the WTO and data [5].

As for the antidumping policy in the European Union, the author should admit that it is one of the biggest economies all around the world. So, there is another picture for statistics in the EU for antidumping and anti-subsidies cases, especially for different categories of goods and antidumping investigation processes from 014 to 2018 (Table 2).

Table 2 - Usage of antidumping investigations in the EU for different categories of goods

Category of goods\Year	2014	2015	2016	2017	2018
Chemical products	2	6	1	5	2
Wood and paper	0	0	1	0	0
Electrical appliances	0	0	0	0	0
Other machinery	0	0	0	1	1
Iron and steel	9	6	13	0	2
Other metals	3	0	0	2	0
Other goods	2	2	0	3	0
All the cases:	16	14	15	11	5
from which are:					
-Antidumping	14	12	14	9	4
-Antisubsidyng	2	2	1	2	1

The Source: the author's statistics according to the WTO data [5].

As for the countries statistics, the European Union adopted some antidumping measures (antidumping investigation or implementation of final antidumping measures) for such countries as China (24 cases from 2014 to 2018), Russia (7 cases from 2014 to 2018), India (5 cases from 2014 to 2018), Turkey (5 cases from 2014 to 2018), Brasil (3 cases from 2014 to 2018) and the South Korea (3 cases from 2014 to 2018) [5].

Final provision. According to the data, the whole tendency in the EU is quite positive in using antidumping measures, because quantity of cases reduces each year. For the final of 2018 there were 99 antidumping measures (30 of them were prolonged), and 13 provisional and final compensational measures (3 of them were prolonged).

The second point is that each year leading category of goods, for which antidumping duties are adopted, don't really change, so they are really important for domestic country, which uses such a tool in order to defend its domestic producers and inner economy.

The third point is that main antidumping users and the countries, which export is obliged by antidumping duties, don't change too. The main antidumping users from 1995 to modern time are the EU, the USA, India and the Eurasian Economic Union as a new regional integration. As for the countries which export is obliged by antidumping duties in other countries, there are China, the USA, South Korea, Taiwan and Indonesia. Their indicators can be changed non-significantly.

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WAYS TO IMPROVE COMPETITIVENESS OF PRODUCTS AT THE ENTERPRISE

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Resume – When an organization enters the market, everyone is faced with such a concept as competitive struggle. Today the market is oversaturated with a choice of products that exceeds customer demand. In this case, the consumer gives preference to the most competitive product, that is, such a product that meets the needs better than the competitor's product. To do this, the organization must have numerous competitive advantages and take the highest position in the market.

Резюме – Когда организация выходит на рынок, каждый сталкивается с таким понятием, как конкурентная борьба. Сегодня рынок перенасыщен выбором товаров, которые превышают покупательский спрос. В этом случае потребитель отдает предпочтение наиболее конкурентоспособному продукту, то есть такому продукту, который удовлетворяет потребности лучше, чем продукт конкурента. Для этого организация должна иметь многочисленные конкурентные преимущества и занимать самые высокие позиции на рынке.

Introduction. The manufacturing industry is one of the main components of the country's economy. Thanks to her, the population of the country is provided with a diverse choice of products that meet the needs of different population groups. Produced items must be competitive both in the domestic and foreign markets.

Thus, competitiveness is the ability to create and apply various success factors that will distinguish an enterprise from its competitors and give certain market advantages for manufactured products and maintaining competition.

In various areas of the manufacturing industry, thanks to improved management, marketing and upgrading manufacturing process, focusing on new technologies, enterprises take the first positions and increase their production.

Main part. To evaluate the competition of products, the following methods are used, which are based on:

1. consumer requirements. In this case, only two values are applied (1 - when the product meets the requirements set, 0 - when it does not);
2. the indicator "product rating", which indicates how one product prevails over the other when it is used by the consumer;
3. integral index of competitiveness. This takes into account two aspects: the beneficial effect that the buyer receives from the purchase of this product, and the costs incurred in the use of this product;
4. building a competitive radar, which gives a visual representation of all the characteristics of the product.