largest share. In recent years, enterprises of those industries have managed to modernize their production lines and technologies, as well as to master new products and develop new sales markets. Belarus possesses such industrial producers as following:

• The Minsk Automobile Plant is the leader of the Belarusian automotive industry. The main strategic goal of the Plant is to enhance its competitiveness and push up sales of its machinery products corresponding to European standards.

• Mogilev Automobile Plant is one of the oldest machine-building enterprises of Belarus. At present, the plant is active in extending the range of manufactured machinery and switching to the production of small runs on the base of unification of details and components, and the use of "flexible" technologies.

• Minsk Tractor Works is the major producer of wheel tractor machinery in the territory of CIS. The production potential of the plant allows covering the needs of Belarus and Russia, as well as other countries for tractors.

• Belarusian Automobile Plant. In 2002, the plant manufactured about 800 units of dump trucks, that is about one-third of the total world production. Work is under way to put into production dump trucks with the bearing capacity of 30 to 300 ton's.

Along with the production of industrial and technical products, the Republic of Belarus is one of the largest producers of different types of consumer goods. TV sets "Horizont" and "Vityaz" as well as refrigerators "Atlant" are exported to many countries of the world. To cut a long story short it is time to act for Belarus. To be a part of international economic association the country needs to use industrial resources and to compete for international recognition. It is not the question of one year. The process of competition can be really long and hard to pass through. But this competition is the only chance for Belarus to succeed on the internal market.

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## SMALL BUSINESS IN BELARUS МАЛЫЙ БИЗНЕС В РЕСПУБЛИКЕ БЕЛАРУСЬ

Малый бизнес — одна из важнейших составляющих экономики развитых и развивающихся стран. Бизнесмены наиболее рационально используют природные ресурсы для выпуска новых товаров, создают рабочие места и платят значительную часть налогов в государственный бюджет. Главными проблемами белорусского бизнеса на сегодня являются высокие налоги, малая платежеспособность потребителей, многочисленные проверки контролирующими органами и высокий уровень коррупции. Но, несмотря на это, большинство менеджеров частных компаний убеждены в том, что правительство и парламент могут улучшить сложившуюся в республике ситуацию и сделать малый бизнес более выгодным.

Belarus' growth strategy from the mid 1990-s focused on stimulating growth in priority sectors through soft credits, subsidy schemes and administrative controls. While this strategy stimulated economic activity in the short run, it very quickly resulted in the high rate of inflation and stifled private sector development. There is relatively little private sector activity compared to other transition economies. Little privatization has taken place and not even small-scale privatization has been completed. Besides, enterprises face a high tax burden and struggle with an excessive amount of penalties and a system of exemptions and privileges.

The stereotype, formed by Marxism theory, loathes to accept a theory that regards a businessman as a creator, a pioneer and a person who uses economic resources with the goal of creating new goods and services.

Recently, a national poll of 378 companies was conducted. Business people were asked to assess 19 major administrative and economic hurdles to their business. The results reveal that Belarusian businesses have two major problems: imperfect laws and abundance of high taxes. By the way, Belarus is the only civilized country, where revenues from fines and penalties are a planned item for the budget. Any civilized country tries to create favorable economic and legal conditions for small business, but this is not the case in Belarus. Bribes and kickbacks haunt Belarusian business. The institutional environment and business regulations remain anti-business in Belarus. But even in extremely unfavorable conditions some companies manage not only to survive, but develop and expand. The secret of their success lies in competent strategic management.

Insubstantial privatization brings insubstantial results. A unique feature of the situation in Belarus is that privatized companies are slow in taking restructuring measures, just like state-run ones. In other words, all qualitative and quantative changes in the indicators of the company's operation are not a result of the change of ownership.

Nevertheless, the absolute majority of managers of private companies are convinced that the government can improve the situation and make business more profitable. Probably, it will be the next generation who will deal with the problem. Business people need to survive.