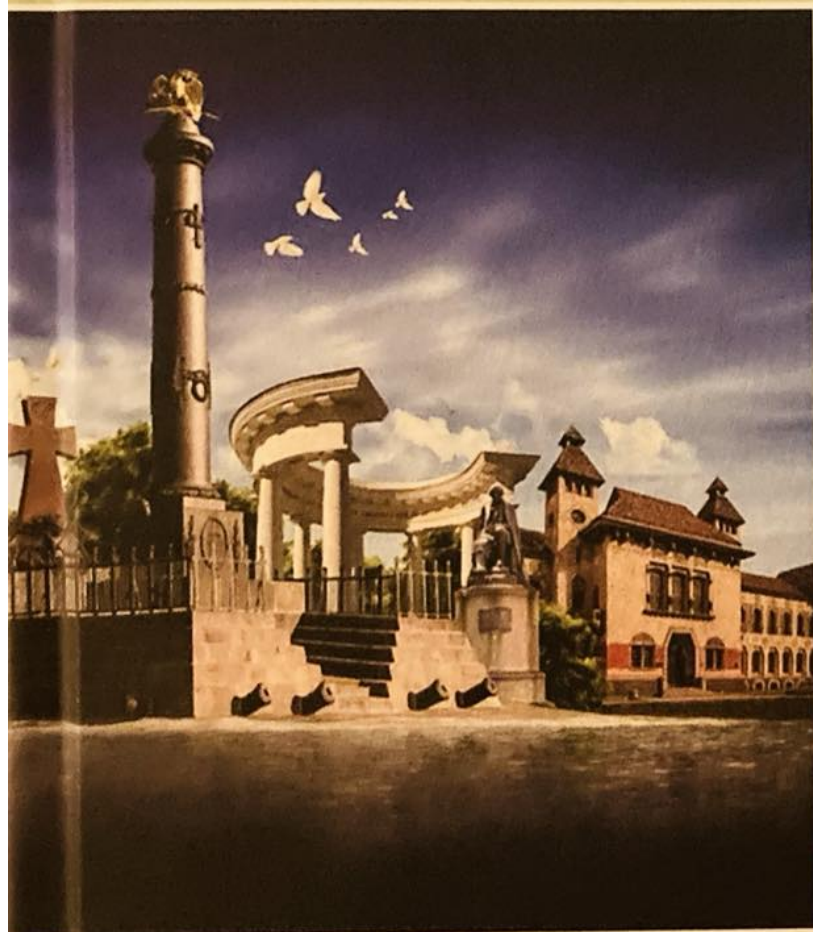


SECURITY MANAGEMENT OF THE XXI CENTURY: NATIONAL AND GEOPOLITICAL ASPECTS. ISSUE 4



monograph
Prague, 2022

Ministry of Education and Science of Ukraine
Poltava State Agrarian University

**SECURITY MANAGEMENT OF THE XXI
CENTURY: NATIONAL AND GEOPOLITICAL
ASPECTS. ISSUE 4**

Collective monograph

In edition D. Diachkov, Doctor of Economic Sciences, Associate Professor



Nemoros s.r.o.
Prague, 2022

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*Recommended for publication by Academic Council of
Poltava State Agrarian University
(Protocol No.15 dated 23 February 2022)*

*Recommended for publication by Academic Council of
the Institute of education content modernization of
the Ministry of Education and Science of Ukraine
(Protocol No. 01 dated 26 January 2022)*

*Recommended for publication by Scientific Institution of
the Information Systems Management University
(Protocol No. 1-22 dated 15 February 2022)*

The monograph is prepared in the framework of research topics: "Management of national security in the context of globalization challenges: macro, micro, regional and sectoral levels" (state registration number 0118U005209, Poltava State Agrarian University, Ukraine), "The concept of investment and financial and credit support of technical and technological renewal and development of agricultural production as a component of food and economic security" (state registration number 0120U105469, Poltava State Agrarian University, Ukraine), "Macroeconomic planning and management of the higher education system of Ukraine: philosophy and methodology" (state registration number 0117U002531, Institute of education content modernization of the Ministry of Education and Science of Ukraine, Ukraine), "Infocommunication aspects of economic security" (Protocol 1-22 of February 15, 2022, Information Systems Management University, Latvia).

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Fundamental Researchers,
Nemoros s.r.o.,
Rubna 716/24, 110 00, Prague 1

ISBN 978-611-01-2365-5

Nemoros s.r.o.,
Rubna 716/24, 110 00, Prague 1
Czech Republic, 2022

PREFACE

In the early 21st century, the world faces with cardinal transformations accompanied by changes in geopolitical configurations, integration processes and other changes that affect the state of national and geopolitical security. The events of the last decade have revealed an exacerbation of the problems of global security and the ambiguous impact of the processes of globalization on the development of different countries. Under the circumstances, the rivalry between the leading countries for redistribution of spheres of influence is stirring up and the threat of the use of force methods in sorting out differences between them is increasing. The global escalation of terrorism has become real, the flow of illegal migration and the probability of the emergence of new nuclear states are steadily increasing, and international organized crime is becoming a threat. In addition, in many countries there is an exacerbation of socio-political and socio-economic problems that are transforming into armed conflicts, the escalation of which is a real threat to international peace and stability. These and other factors have led to the fact that the potential of threats to global and national security has reached a level where, without developing a system state policy to protect national interests and appropriate mechanisms of its implementation, there may be a question of the existence of individual countries as sovereign states.

The threat of danger is an immanent, integral component of the process of civilization advancement, which has its stages, parameters and specific nature. Obviously, the problem of security in general, and national one in particular, should be objectively considered in terms of its role participation in the development process, that is, to set it up as both destructive and constructive functions (as regards the latter, it is necessary to emphasize the undeniable fact that the phenomenon of safety is based on counteraction to the phenomena of danger, the necessity of protection from which exactly stimulates the process of accelerating the search for effective mechanisms of counteraction).

Taking into account the fact that the traditional means of national and geopolitical security as a mechanism in its various models, forms, systems have reached their limits, since they do not contribute to solving the problems of globalization of the civilization development, there is an objective need to form a paradigm of security management in the 21st century, which aims to confront destruction processes; to harmonize activities of socio-economic systems: society, organization, the state, the world. The joint monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» is devoted to these and other problems. The progress in the development of the theory of security management on the basis of the analysis of theoretical and methodological works of scientists and the experience of skilled workers presented in the joint monograph creates opportunities for the practical use of the accumulated experience, and their implementation should become the basis for choosing the focus for further research aimed at improving the security

management system at the national and international levels. In the joint monograph, considerable attention is paid to solving practical problems connected with the formation of the organizational and legal mechanism of organization of the security system in terms of globalization by developing methods, principles, levers and tools of management taking into account modern scientific approaches.

In the monograph, the research results and scientific viewpoints of the authors of different countries are presented in connection with the following aspects of security management: national security, food, environmental and biological security, economic and financial security, social security, personnel and education security, technological and energy security, information and cyber security, geopolitical security. The authors have performed a very wide range of tasks – from the formation of conceptual principles of security management at the micro, macro and world levels to the applied aspects of management of individual components of national security.

The monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» consists of four parts, each of which is a logical consideration of the common problem.

The structure of the monograph, namely the presence of particular parts, helps to focus on the conceptual issues of the formation and development of national, economic, financial, social, food, environmental, biological, personnel, educational, technological, energy, information, geopolitical security, and problems of the maintenance of the practical process of application of the developed cases.

The results of the research works presented in the joint monograph have a research and practice value.

The advantage of the joint monograph is the system and logic of the structure, the simplicity and accessibility of the material presentation, the presence of examples and illustrations.

We believe that the monograph will become one more step towards a scientific solution of the problems concerning the formation of an effective system of security management under trying circumstances of globalization.

Publication of the monograph «Security Management of the XXI century: National and Geopolitical Aspects» is scheduled to be annual. Currently, Issue 4 is offered to our readers.

*With best regards Dmytro Diachkov,
Doctor of Economic Sciences, Associate Professor,
Poltava State Agrarian University,
Poltava, Ukraine*

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MODELING OF DEVELOPMENT OF LABOR RESOURCES OF THE ENTERPRISE IN THE SYSTEM OF MANAGEMENT OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM IN THE CONDITIONS OF DIGITALIZATION

Vasiliy Nadraga,

*Doctor of Sciences (Economics), Professor,
V.I. Vernadsky Taurida National University, Kyiv, Ukraine,*

Oksana Samborska,

*Ph.D. in Economics, Associate Professor,
Vinnytsia National Agrarian University, Vinnytsia, Ukraine,*

Oksana Lavruk,

*Ph.D. in Economics, Associate Professor,
Kamianets-Podilskyi Ivan Ohiienko National University,
Kamyanets-Podilsky, Ukraine*

Each enterprise can form, use and improve its resource and financial potential in different ways. To get the required level of effectiveness from potential management, an enterprise must have reliable information data about the current and potential level of its capabilities to effectively assess its resource potential. It will allow administrative personnel to make corrective decisions, to receive results from the set purposes, to choose optimum decisions in a direction of their strategic development.

At the outset, it is important to identify the main components of the process of assessing the resource potential of a company in a holistic organizational and economic mechanism of formation and potential building, and to substantiate scientific and methodological approaches to this process, taking into account the specifics of functioning of a market economy in the country [1; 8; 10]. Governance assessment can be carried out by applying an index method, for example, defining indices, relative deviations; an expert assessment calculation of points, defining parts of a unit, etc. Accordingly, when using these methods, an important role is played by the selection of a substratum, the so-called base, with which indicators or calculate the level of performance will compare [2; 5; 7; 9]. A stand-alone enterprise potential building system model or a potential management mechanism, the use of which has great advantages and efficiency level to the enterprise can be such base. To determine the overall assessment of the level of management of an individual object Egen you can apply the following formula:

$$E_{gen.} = E_{\text{eff.}} / E_{\text{cost}} \times G_{\text{obj.}} / E_{\text{req.}} \times E_{\text{res.}} / E_{\text{req.}} \quad (1)$$

where G_{obj} – goals of the object of management;
 E_{req} – required efficiency;
 E_{eff} – effective efficiency;
 E_{cost} – cost efficiency.

We propose an algorithm that can be the basis of a scientific and methodical approach to the evaluation of management decisions in the model of the organizational and economic mechanism of resource and financial potential management of the enterprise [3; 4; 6].

The ability of this model of the mechanism, specialists of the enterprise are involved, determine after analyzing the financial and business activities of the enterprise, evaluating all indicators and identifying the most influential factors on the level of resource potential. According to the studied criteria, specialists calculate the received effect of the functioning of the components of the mechanism of formation and improvement of the resource potential of the enterprise.

If the results are not satisfactory to the management staff, the problematic aspects of economic activity are monitored and identified, appropriate changes are made to the functional elements of management, structural subsystems of the mechanism and, among a number of alternatives, decisions are made to eliminate found problematic aspects of the formation and optimum usage of the company's potential.

A common approach in the enterprise management mechanism is the Balanced Scorecard (BSC) and its derived methods for monitoring the balanced usage and improvement of the capabilities of the production system. The usage of balanced scorecards is one of the important measures of assessment and decision-making in the organizational and economic mechanism of formation, usage and improvement of resource potential.

This system is based on the optimal formation of the structure and elemental content of the potential components that ensure the sustainable development of financial and economic activities. It is important for agricultural and food enterprises to consider, A part from the inability to provide systematized basic statistical data, the lack of a thoroughly well-founded set of criteria for the formation of parameters that make up the content of the system of balanced indicators at the enterprise.

The monitoring of resource potential indicators (management indicators) of each enterprise is mainly based on two main methodologies. The first method is based on the use of formalized and non-formalized management indicators, mathematical-statistical approaches, appropriate coefficients and, ultimately, the creation of predictive models for improving the capacity of an economic entity. According to the second important methodology of monitoring the indicators of enterprise development opportunities, the

dynamics of the production system and financial and economic processes are analyzed. This approach, unlike the previous one, takes into account macroeconomic parameters of development in the analysis with the determination of interdependence of the increase in economic efficiency by external factors. The totality of methods for assessing the resource potential of an economic entity is divided into expenditure methods, resource methods, performance methods and generalized methods. The first mentioned methods of assessing resource potential – expenditure methods are based on the use of a separate indicator reflecting the costs of the enterprise.

The base of the potential management mechanism, in the context of the organizational and economic component, is formed by the processes of evaluation, formation and usage of potential. The economic analysis of the resource potential of an enterprise mainly involves the usage of its financial component. This phenomenon is explained by the fact that each of the financial indicators belongs to the established standard, which is compared to the actual data obtained in the process of analytical procedures.

The assessment of the level of formation, usage and improvement of the resource potential of an economic entity can be carried out using indicators of resource efficiency and resource capacity.

These indicators are usually calculated in general and for some components (energy intensity, material intensity, etc.). Due to the higher output of resources and lower resource intensity, the efficiency of utilization of the capacities of the economic operator increases. With the help of a generalizing indicator determining the level of resource usage ($R_{p,3}$), we can conclude about the effectiveness of the implementation of the organizational and economic mechanism for the formation and usage of resource potential:

$$R_{p,3} = C_{sal.} / Q_{work.} + (F_{main} + F_{work}) * C_{F.C.W.}, \quad (2)$$

where $O_{real.}$ – sales capacity for the reporting period;

$N_{emp.}$ – the number of employees of the business entity;

F_{main} – the average capacity of main funds of the enterprise;

F_{work} – the value of working funds of the enterprise;

$C_{F.C.W.}$ – coefficient of total labor costs.

By introducing, an organizational and economic mechanism for the formation and enhancement of an enterprise's resource potential into an integrated management system, by carrying out appropriate organizational changes in the company's structural units, by the responsible specialists, in order to identify areas of potential reproduction, a system of tools for finding production reserves should be used.

This toolkit should include a search for reserves, both at the stage of forecasting the development of activities, key financial indicators, and

during production and sales processes.

The discovery of unused reserves is important in monitoring the formation, realization and improvement of an enterprise's resource potential.

In the last functional phase, previously accepted measures with regard to the usage of reserves are monitored and the tools for further their detection are improved.

Given the importance of labour potential development in the holistic mechanism of formation and improvement of resource potential of agricultural and food enterprises, the author proposed a conceptual model of labor potential management in the holistic management system of the enterprise (Fig. 1).

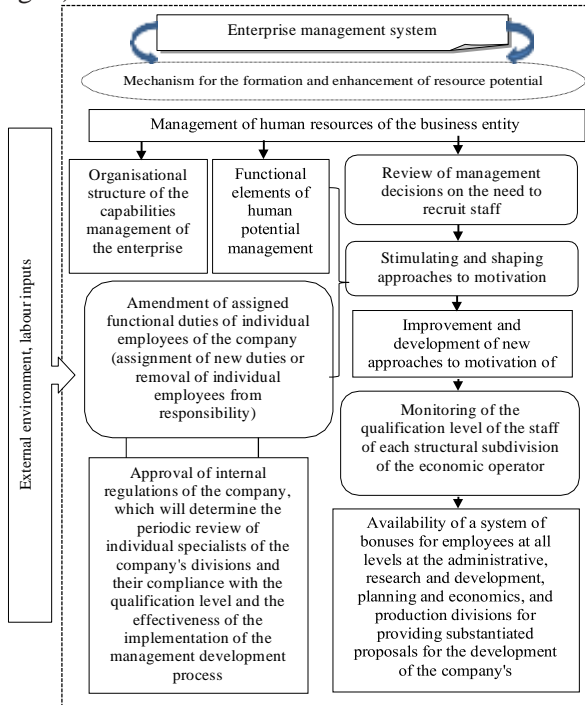


Fig. 1. Conceptual model of formation and usage of human resources of the enterprise in the management system in the conditions of digitalization

In addition to the available financial resource support, the enterprise receives corresponding resources, including labour resources, externally.

Each functional element of the enterprise management system responsible for the improvement and human potential specialists should have.

Direct management of an economic entity's labour potential involves,

based on the collection and analysis of relevant information, making

management decisions to reduce or, alternatively, increase the number of employees. By the responsible specialists of the enterprise must constantly do formation, improving, and selection of approaches that can effectively motivate the personnel of the enterprise.

As the practice of agricultural and food enterprises shows, in some cases, duties that should be performed by other professionals are transferred to less qualified workers.

We propose to introduce the practice of mandatory periodic monitoring of staff qualification compliance on the enterprises. This approach to workforce management will allow problem areas to be identified and the relevant employees to be referred for professional development.

The implementation of the developed mechanism of formation and enhancement of resource potential should take into account the current state of most enterprises of the agricultural and food sphere, in particular, the fact that they do not have high profitability. In turn, this limits the development and activation of innovation and investment processes, the importance of which is indispensable for improving and ensuring the development of enterprises of the agricultural and food sphere. The increase in depreciation of main production funds negatively affects the growth of return of funds, the capacity of current financial resources decreases, which leads to the decline in the absolute liquidity of the enterprise. In most cases, the solvency of agricultural and food enterprises is provided by accounts receivable, the receipt of investments is characterized by low dynamics, which in total affects the level of profitability and achievement of current and strategic business objectives of the enterprise. To increase its potential, the enterprise must periodically monitor and diagnose the process and formation, usage and increase the existing potential in order to increase its own performance. With the help of diagnostics, the information about the prospects of potential development is summarized, strategic goals of competition growth are formed, and significant factors of influence on the activity of the enterprise are analyzed.

The newest mechanism of formation, usage and enhancement of resource potential should be provided with an appropriate scientific feasibility study. The set of methods for assessing the level of efficiency of information technologies of management mechanisms can be differentiated in terms of three aspects, in particular: qualitative, traditional and probabilistic.

The enterprise, based on the peculiarities of its activities, business activity conditions, identified strategic benchmarks and the level of influence of external environment factors, should work to develop an effective system of evaluation indicators and evaluation stages, which will bring the highest level of efficiency, will provide reliable results on potential development. The external environment in which the entity operates influences all of

the subsystems of a managing entity. For an effective formation, usage and increasing of the resource potential of the enterprise is the ordering of the most influential factors on the potential, identifying the linkages between them, creating mechanisms to counteract the negative factors and simultaneous activation of the impact of positive.

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INNOVATION STRATEGIES FOR THE MANAGEMENT OF LABOR POTENTIAL IN THE SYSTEMS OF BUSINESS PROCESSES IN ENTERPRISES OF THE AGRO-FOOD SECTOR

Liubov Halkiv,

*Doctor of Sciences (Economics), Professor,
Lviv Polytechnic National University, Lviv, Ukraine,*

Olena Taran-Lala,

*Doctor of Sciences (Economics), Associate Professor,
Poltava State Agrarian University, Poltava, Ukraine,*

Nataliia Klymenchukova,

*Ph.D. in Economics, Associate Professor,
National Academy of Management, Kyiv, Ukraine*

The development of agricultural and food enterprises today is determined by many factors, the effect of which is determined by global trends, among them: the globalization of the world economy, the increasing relevance of food security and the rapid development of technology. In accordance with this, in the activity of each business entity more and more weight is given to increase the level of usage of existing potential in order to gain an advantage in the competition or the implementation of the development strategy. Under the complex political and economic situation in Ukraine, in which access to financial and investment resources is significantly limited, and scientific and technical potential is largely directed to the defensive sector, the usage of human labour potential acquires new importance and status of the main driving force of the development of the agricultural and food sector.

Using different approaches and views in the interpretation of human