

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



monograph
Prague, 2022

Editorial Board:

Roman Rossi, Hon. Dr., President of the Eastern European Center of the Fundamental Researchers (EECFR), Prague, Czech Republic;

Valentyna Aranchii, Ph.D. in Economics, Professor, Rector of Poltava State Agrarian University, Poltava, Ukraine;

Yurii Safonov, Doctor of Sciences (Economics), Professor, National Economic University named after Vadym Hetman, Kyiv, Ukraine;

Oksana Zhylinska, Doctor of Sciences (Economics), Professor, Vice-rector of Scientific Work, Taras Shevchenko National University of Kyiv, Kyiv, Ukraine;

Mykola Zos-Kior, Doctor of Sciences (Economics), Professor, Poltava State Agrarian University, Poltava, Ukraine;

Diana Kucherenko, Ph.D. in Economics, Associate Professor, Member of Academic Council of the Eastern European Center of the Fundamental Researchers; Director of the Science and Research Institute of Social and Economic Development.

Emmanuel Boon, Dr., Professor, Director of International Affairs International Centre for Enterprise and Sustainable Development, Accra, Ghana.

Chief Editor:

Dmytro Diachkov, Doctor of Sciences (Economics), Associate Professor, Poltava State Agrarian University, Poltava, Ukraine.

Reviewers:

Ganna Kozachenko, Doctor of Sciences (Economics), Professor, Honored Worker of Science and Technology of Ukraine, Professor of the Department of Economic Security and Financial Investigations, National Academy of Internal Affairs of the Ministry of Internal Affairs, Kyiv, Ukraine;

Oleksandr Pravdyvets, Ph.D. in Military, Head of the Expert Group of Internal Consulting of the Directorate for Digital Transformation and Information Security Policy in the Field of Defense of the Ministry of Defense of Ukraine, Kyiv, Ukraine;

Viktoriia Riashchenko, Dr. oec., Prof., ISMA University, Director of the study programme "Business administration in tourism", Riga, Latvia.

CONTENT

PREFACE.....4

PART 1. THE DEVELOPMENT OF THE MODERN PARADIGM OF SECURITY MANAGEMENT AT THE NATIONAL AND GEOPOLITICAL LEVELS

Koryuhina C., Shamshina T., Dehtjare Je., Riashchenko V. Covid -19 crisis management on the example of hospitality industry enterprise in Latvia 10

Kopytko M., Nikonenko U., Zaverukha D. Features of the formation of Industry 4.0 and its impact on the economic security of the state in the conditions of the development of the digital economy. 15

Ripenko A., Vdovenko N., Dmytryshyn R. The mechanism of transformation of the legal method of regulation for the budget of rural areas and of industries in the context of decentralization 22

Aleinikova O. Transversal competence as a key priority economic growth. 30

Ivanova V., Ivanova O. The intellectualization of entrepreneurship and business processes as the key characteristic of economic development 36

Somych M., Companets O. Improving the quality and efficiency of local self-government staffing policy: main trends and essence. 43

Nord G., Netudyhata K., Buzhykov R. The state of the main components of the national innovative system of Ukraine transformation assessment in the conditions of the knowledge economy formation 49

Prisyazhnyuk A., Khmurova V. Internality and externality of the shadow sector in the economic system 56

Pomaz O., Pomaz Ju., Shulzchenko I. The influence of decentralization on the interaction of government, business and communities in Ukraine. 62

Voronina V., Varaksina E., Chernikova N. Theoretical foundations of strategic competitive advantages based on innovative development 68

Ishcheikin T. Modern globalization processes and their impact on the development of the economy of Ukraine 74

PART 2. CHALLENGES AND THREATS TO ECONOMIC SECURITY UNDER THE TRANSFORMATION OF NATIONAL AND TRANSNATIONAL RELATIONS

Aranchii V. The economic essence of the financial condition of the enterprise. 98

Safonov Yu., Pravdyvets O. Conceptual principles of forming economic security enterprise system. 105

Shymanovska-Dianykh L., Kulinich T., Kredisov V. Organizational and economic mechanism of economic activity of the enterprise and effective use of its resource and financial potential in terms of change management	112
Vasylychak S., Pronko L., Vykliuk M. Synergetic effects of enterprise potential management system in the knowledge economy, taking into account globalization challenges and financial security	118
Fedirets O., Ostashova V., Sazonova T. Legal and management aspects of social and economic development of agri-food sphere of Ukraine	124
Sobchyshyn V., Drachuk S., Kirichenko N. Crisis management at enterprise: profit management	130
Podra O., Petryshyn N., Bortnikova M. Theoretical aspects, tasks, principles and stages of financial security management of the enterprise.	135
Plotnikova M., Prysiazhniuk O., Kurylenko D. Family homestead settlements – an innovative mechanism of socio-economic management of the territories potential and green tourism development.	141
Voronko-Nevidnycha T., Kovtun O., Bolshakova Ie. Stable development of agri-food enterprises: a strategic management mechanism	150
Svitlychna A., Zahrebelna I., Svitlychna O. Brexit: preconditions and expected impacts on the uk business	157
Chip L. Formation of international economic integration organizations, as a condition for increasing the level of security	164

PART 3. THE MECHANISMS OF ENSURING ECOLOGICAL, FOOD, TECHNOLOGICAL, AND ENERGY SECURITY IN THE DYNAMIC ENVIRONMENT

Kozachenko G., Pogorelov Yu., Diachkov D. Modern directions of consulting in the field of ensuring comprehensive business security.	171
Zos-Kior M., Martynov A., Pashchenko P. Factors and adaptive indicators of energy efficiency in the budgetary sphere in modern conditions	178
Taraniuk L., Taraniuk K., Shakhova S. Business process reengineering of companies in the system of innovation.	183
Trushkina N., Prokopyshyn O., Dranus L. Customer relationship management in the system of logistics administration at agricultural enterprises.	190
Varava A. Evaluating the strategic management effectiveness of functional potential on industrial enterprise.	197
Halych O., Havlovska N., Fenenko O. The organizational and economic mechanism of information and consulting activities of agrifood enterprises	206
Kucherenko D., Buryk V., Pleskach O. Features of digital marketing management based on the innovation it-solutions	213
Potapiuk I., Verenikin O., Diukariiev D. Benefits of implementing outsourcing	

at the enterprise.....	219
Vovk M., Oliinyk A., Lopushynska O. Assessment of the level of production potential of agricultural enterprises	224
Ahakerimova R., Kryvosheieva V., Kobchenko M. Status and strategic development of food security in Ukraine	229

PART 4. INNOVATION ASPECTS OF FORMING SOCIAL, EDUCATIONAL, AND INFORMATION SECURITY

Mironova Ju., Dehtjare Je., Riaschenko V. Motivation of students during the Covid-19 pandemic.....	235
Melnyk L., Karintseva O., Matsenko O. Management of digital transformations at enterprises and territories for sustainable development.....	240
Nadruga V., Samborska O., Lavruk O. 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.....	247
Halkiv L., Taran-Lala O., Klymenchukova N. Innovation strategies for the management of labor potential in the systems of business processes in enterprises of the agro-food sector.....	253
Trokhymets O., Kolesnyk T., Skrypnyk V. Innovative activity of agro-food enterprises in the project management system of effective use of labor potential in the context of globalization.....	259
Hrynkevych O., Sorochak O. International student mobility in Ukraine: institutional landscape for analysis and management.....	264
Ilin V., Sevryukov V., Solod O. Institutional development of the model of land relations in Ukraine in the conditions of digitalization and change management	278
Levkiv H., Podra O., Smolynets I. Modern directions of motivation improvement of personnel activity at the enterprise.....	285
Spitsyna A., Makhmudov H., Kalashnyk O., Moroz S. Economic culture and its importance in society	291
Mazur K., Nikolashyn A., Chaplinskyi V. Model of organizational and economic mechanism of capacity management in the strategic development of the enterprise in terms of digitalization and formation of the marketing system	306
Potapiuk L., Mazilenko S. Ways to improve the psychological safety of the educational environment.....	312
Tkachenko V. Basic principles and components of formation of the human resources strategy of the enterprise under modern conditions.....	316

University «Law Academy of Ukraine», 182.

16. Todrina, I. A. (2019). Economic education and economic culture of society: essence and features, 1-6. [ONLINE]. Available at: www.irbis-nbuv.gov.ua/cgi-bin/irbis_nbuv/cgiirbis_64.exe [Accessed 15 January 2022].

17. Spitsyna, A. Ye. (2015). The current state of development of higher economic education in Ukraine. *Socio-economic problems of spatial development. Berdyansk*, 166-174.

18. Suryak, A. V. (2000). Effects of economic culture on labor motivation in conditions of market transformation. *Remuneration: problems of theory and practice: collection. Lutsk*, 54-57.

19. Siryi, Ye. V., (2005). The culture of entrepreneurship in the context of its social role. *Ukrainian socium*, 2-3, 100-108.

MODEL OF ORGANIZATIONAL AND ECONOMIC MECHANISM OF CAPACITY MANAGEMENT IN THE STRATEGIC DEVELOPMENT OF THE ENTERPRISE IN TERMS OF DIGITALIZATION AND FORMATION OF THE MARKETING SYSTEM

Kateryna Mazur,

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

Andrii Nikolashyn,

Ph.D. in Economics, Associate Professor,

Vadym Chaplinskyi,

Ph.D. in Economics,

Kamianets-Podilskyi Ivan Ohienko National University,

Kamyanets-Podilsky, Ukraine

To build up existing capabilities and improve the efficiency of usage of the company's resource potential, there is a need to combine the organizational and economic aspects of the entity's mechanism. Both organizational and economic mechanisms are closely interlinked, and the effectiveness of an enterprise depends on the level of this relationship. The organizational and economic mechanism of the resource potential is developed at the enterprise to control the resource base, assess and predict the development of opportunities.

We define the organizational-economic mechanism as a differentiated combination of the organizational and economic component of the enterprise

management system, principles of tools, methods, levers, functional subsystems, economic parameters, through which the controlling subsystem affects the controlled subsystem, the objective(s) and goals are implemented, ensuring that the selected enhancement criteria are met. Organizational and economic mechanism of formation and increase of resource potential of the enterprises of the agricultural and food sphere should ensure the fulfilment of such tasks as:

- improvement of all management subsystems involved in the process of improving the efficient use of resource potential;
- selecting the criteria and analyzing the resource potential of the enterprise;
- determining the factors affecting the usage of the enterprise's potential, and adjusting the level of their influence;
- the use of an effective system for assessing and forecasting resource potential;
- improving productivity levels, monitoring the external environment to prevent negative influences;
- the formation and implementation of effective management decisions, generally affecting both the resource potential of the enterprise and the performance of its activities [4; 6; 8; 10].

The main objective of the organizational component of enterprise capability management is the formation and rational use of organizational potential. The formation of an effective organizational subsystem of enterprise management, in particular the development of its potential, should begin with an assessment of the existing organizational framework, identifying gaps and those aspects of activity that should be activated to improve the level of financial and economic activity. Only after this analysis, management personnel should proceed to the formation or introduction of organizational changes at the enterprise, with due regard to the defined directions of the current and strategic development of the enterprise. We focus our attention on the organizational and economic mechanism of formation and improvement of the resource potential of the company, because with its help, the impact on the indicators of financial and economic activity of the enterprise, i.e. on the totality of economic parameters of the entity, takes place (Fig. 1).

By improving the organizational structure of the enterprise i.e. all of its functional divisions, the allocation of responsibility centres of specialists of the enterprise, potential development processes are activated [1; 3; 5].

When forming the model of the organizational and economic mechanism for the formation and improvement of the resource potential of the company, its structural components, first of all, it is important to identify the system of tasks, basic principles, tools, methods, principles of monitoring

the implementation and functioning of this mechanism, the definition of objects (managed subsystem) and subjects (controlling subsystem) of the management mechanism. Organizational and economic mechanism of formation and improvement of the company's potential is a set of organizational and economic measures aimed primarily at the development of both resource and financial capabilities of the enterprise and, in general, the improvement of its financial and economic situation. The conceptual framework of the formation of this mechanism is directly dependent on the chosen goal of functioning of a business entity, strategic guidelines for the development of financial and economic activities.

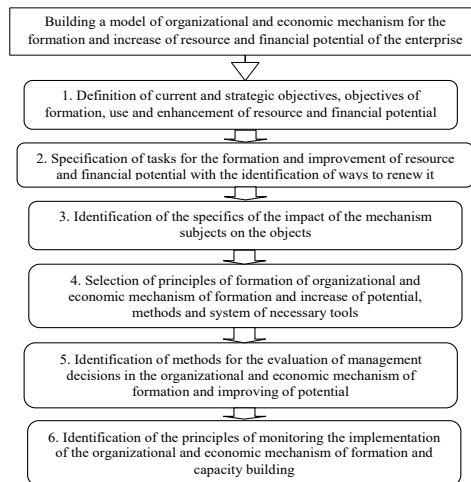


Fig. 1. Stages of building a structural model of the organizational and economic mechanism for forming and improving the resource potential of the company

In the organizational and economic mechanism of formation and improvement of the company's resource potential, three main subsystems should be distinguished, in particular the targeting subsystem [2; 7; 9], the functional subsystem and the supporting capabilities management subsystem (Fig. 2).

One of the important tasks of the company's management is to build such a mechanism of formation and improvement of resource potential, capable of harmoniously combining all its functional elements, in all structural divisions. The study of the composition and relationship of the elements of this mechanism requires the use of a systematic approach. Only under this condition, the managers of the enterprise will obtain the expected results from the implementation of the developed mechanism of formation and usage of resource potential.

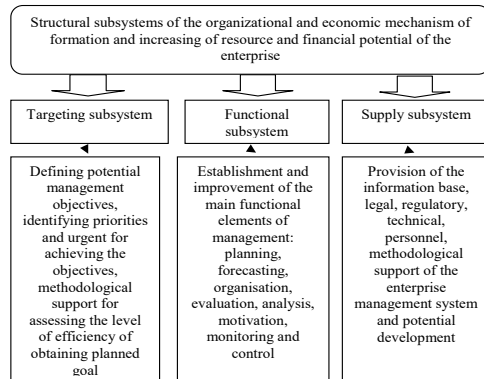


Fig. 2. Structural subsystems of the organizational and economic mechanism for forming and improving the resource potential of the company

The analysis of the current state of the market conditions, the forecasting of changes, the processing of aggregated data and the implementation of effective potential management mechanisms are necessary to identify priority areas for improving the efficiency of the usage of the opportunities of the company. Enterprise management system determines norms of resources usage during the production process, makes up cost estimates for each structural unit of the economic agent and production and sales results of the products through planning. It is the formed plan (forecast) that reflects the objectives of the enterprise, its main objectives. Only functioning at the enterprise of such management subsystems as planning and forecasting allow you to estimate the amount of production, incurred costs and the resulting level of profitability (Fig. 3).

Having forecasted possible changes in the functioning of the enterprise, managers can timely react by making appropriate managerial decisions, providing an opportunity to achieve goals in future. Formation of fundamental forecasts concerning the potential of the enterprise occurs first of all based on in-depth analysis and evaluation of the condition of financial and economic activity, development of tendencies (dynamics) of development. Both formalized and non-formalized approaches are applied when analyzing the dynamics of financial position and future opportunities.

The organizational component of the enterprise's overall management system structure is necessary to develop organizational capabilities, without which the process of production and resource potential increase is excluded. To form the organizational component, a number of activities in various directions are carried out at the enterprise.

The organizational component of the introduction of the developed potential management mechanism of the enterprise can be represented as a

set of mechanisms that implement it, in particular:

- structural – defining the structure of the farm; the organizational structure; the distinctive features of the market
- structure: definition of the economic structure; the organizational set-up; the distinguishing features of the market structure;
- corporate planning mechanisms – current forecasting, strategic goals;
- information mechanisms – a set of economic indicators, data about their trends;
- scientific and technical information and data marketing service etc.

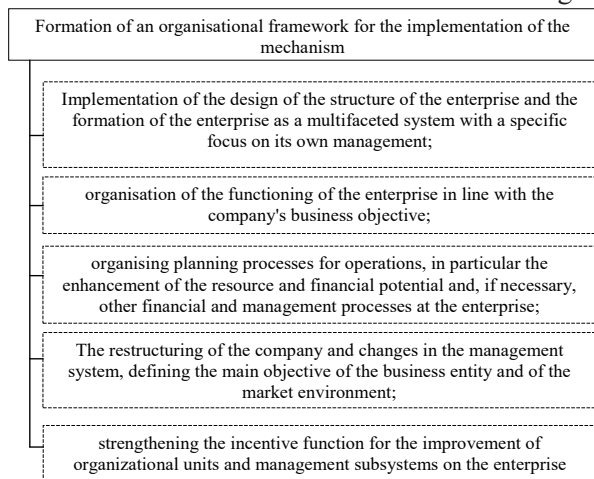


Fig. 3. Ways of activity for the formation and development of the organizational component of the implementation of the developed management mechanism at the enterprise.

Organizational and technical mechanisms, which include certification, licensing, standardization and the particularities of management organization in an enterprise.

To determine the level of effectiveness of the author's proposed model of organizational and economic mechanism to form and increase the resource potential of the Company, it is relevant to disclose the respective methodological framework for the assessment, which will be based on the industry specifics of activity, the influence of factors and current changes in market functioning.

References:

1. Brockova, K., Rossokha, V., Chaban, V., Zos-Kior, M., Hnatenko, I., Rubezhanska, V. (2021). Economic mechanism of optimizing the innovation investment program of the development of agro-industrial production. *Management theory and studies for rural business and infrastructure*

development, 43.1, 129-135.

2. Gryshchenko, I., Ganushchak-Efimenko, L., Shcherbak, V., Nifatova, O., Zos-Kior, M., Hnatenko, I., Martynova, L., Martynov, A. (2021). Making Use of competitive advantages of a university education innovation cluster in the educational services market. *European journal of sustainable development, 10.2, 336-348.*

3. Kyrlyuk, I., Kyrlyuk, Y., Proshchalykina, A., Zos-Kior, M., Dovbush, V. (2021). Organisational and economic drivers for safety provision and quality upgrading of core livestock products in Ukraine. *Journal of hygienic engineering and design, 36, 49-66.*

4. Mayovets, Y., Vdovenko, N., Shevchuk, H., Zos-Kior, M., Hnatenko, I. (2021). Simulation modeling of the financial risk of bankruptcy of agricultural enterprises in the context of COVID-19. *Journal of hygienic engineering and design, 36, 192-198.*

5. Mazur, N., Khrystencko, L., Pásztorová, J., Zos-Kior, M., Hnatenko, I., Puzyrova, P., Rubezhanska, V., 2021. Improvement of controlling in the financial management of enterprises. *TEM Journal, 10.4, 1605-1609.*

6. Mykhailichenko, M., Lozhachevska, O., Smagin, V., Krasnoshtan, O., Zos-Kior, M., Hnatenko, I. (2021). Competitive strategies of personnel management in business processes of agricultural enterprises focused on digitalization. *Management theory and studies for rural business and infrastructure development, 43(3), 403-414.*

7. Prokopenko, O., Martyn, O., Bilyk, O., Vivcharuk, O., Zos-Kior, M., Hnatenko, I. (2021). Models of state clusterisation management, marketing and labour market management in conditions of globalization, risk of bankruptcy and services market development. *International journal of computer science and network security, 21(12), 228-234.*

8. Rossokha, V., Mykhaylov, S., Bolshaia, O., Diukariev, D., Galtsova, O., Trokhymets, O., Ilin, V., Zos-Kior, M., Hnatenko, I., Rubezhanska, V. (2021). Management of simultaneous strategizing of innovative projects of agricultural enterprises responsive to risks, outsourcing and competition. *Journal of hygienic engineering and Design, 36, 199-205.*

9. Zos-Kior, M., Hnatenko, I., Isai, O., Shtuler, I., Samborskyi, O., Rubezhanska, V. (2020). Management of efficiency of the energy and resource saving innovative projects at the processing enterprises. *Management theory and studies for rural business and infrastructure development, 42.4, 504-515.*

10. Zos-Kior, M., Shkurupii, O., Fedirets, O., Shulzhenko, I., Rubezhanska, V. (2021). Modeling of the investment program formation process of ecological management of the agrarian cluster. *European journal of sustainable development, 10.1, 571-583.*

Diachkov D., Aranchii V., Safonov Yu., Zhylinska O. and other. Security management of the XXI century: national and geopolitical aspects. Issue 4: collective monograph / in edition D. Diachkov. Prague. Nemoros s.r.o. 2022. Czech Republic. 322 p.

Scientific publication

Security management of the XXI century: national and geopolitical aspects. Issue 4

Collective monograph

In edition D. Diachkov, Doctor of Sciences (Economics),
Associate Professor

English language

Passed for printing 23.02.2022

Circulation 500 copies

ISBN 978-611-01-2365-5

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