



*The Academy of Management
and Administration in Opole*

**MODERN MANAGEMENT:
ECONOMY AND ADMINISTRATION**



*The Academy
of Management
and Administration
in Opole*

**NOWOCZESNE ZARZĄDZANIE:
EKONOMIA I ADMINISTRACJA**

**MODERN MANAGEMENT:
ECONOMY AND ADMINISTRATION**

Monograph

Edited by Tadeusz Pokusa

Tetyana Nestorenko

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PREFACE

At the present moment of the European Union development, the strategic objective is the economic transition from exporting raw material to social innovation. The interaction of education, science and industry contributes to accelerating technological progress and creating breakthrough innovations that ensure competitiveness in the global economy. Innovation is not a phenomenon at the present time. Innovations in technology and engineering accompany the history of mankind, creating conditions for the labour productivity growth and improving job satisfaction. In today's world, they are becoming the most important and universal instrument of development at all levels. Innovations are necessary for all mankind, for countries, regions, industries and enterprises.

The first chapter of the monograph is devoted to actual management problems. In today's conditions of intense competition, any company has to adapt to market conditions. Therefore, factors of marketing success are also factors of business survival. Each of them is related to the enterprise activities of employees. The importance of human resource management in modern organizations is difficult to overestimate. No matter how good and hard-working the personnel managers were, the main work is performed by ordinary specialists. To do this, it is necessary to pay attention to personnel management. Management of any organization is a multifaceted and complex task that requires large financial, temporary and administrative expenses. The problems of personnel management are connected with the fact that it is not just a group of ordinary people that is necessary to manage, which is a difficult task, but a team of professionals who mainly have practical skills and education.

The second chapter of the monograph deals with the problems of economics and management of innovation processes. Innovation is a materialized result obtained by investing in new equipment or technology, in new forms of work organization of production, maintenance and management, including new forms of control, accounting, methods of planning, analysis, etc. The state innovation policy is considered as a part of the state scientific and technical policy. It is connected with such complex of measures as organization, economics and laws governed by the state and directed toward creating and generating innovative activity. It reflects the goals, objectives and priorities of innovation activities, as well as mechanisms for the implementation. Innovative policy covers the whole process of creating, mastering and using innovations and, in fact, consists of science, technology and innovation policy. Under these conditions, scientific and innovation activities play

a decisive role in almost all countries and becomes the most significant component of state policy. It clearly shows the strategic objectives of the development of scientific activity; the priorities that ensure their achievement and the mechanisms that contribute to innovation activation are identified.

The monograph reveals key issues of economic development, management of innovation processes, and the necessity for close cooperation with education, science and industry of modern Europe.

Tadeusz Pokusa
Tetyana Nestorenko

Ukraine”, which was adopted in 2001. Among other things, this Law provides equal legal force for both electronic and paper documents (Article 18 of the Law) [6].

In May 2003 Verkhovna Rada adopted the Law of Ukraine “On electronic digital signature” [7] and “On electronic documents and electronic workflow” [8], in which: the concepts of electronic document and electronic workflow are defined; recognition of the legal force of electronic document is stated; rights, liabilities and responsibility of electronic workflow entities are determined. In September of the same year the Law “On telecommunications” [9] was adopted. It determined the terms “Internet”, “Internet network”, “address space of Internet”, “domen UA”, etc. for the first time.

It should be also pointed out, that state support of new electronic sectors of economy (trade, financial and banking service) is provided among basic strategic aims of informational society development by the Law of Ukraine “On fundamental tenets for informational development in Ukraine for 2007-2015” adopted in 2007. The Law intends to develop and adopt Informational Code of Ukraine, which should include the Chapter about principles of e-commerce.

Besides, the tasks concerning development of Bill “On e-commerce” were repeatedly identified at the state level, namely:

1) in Decree of the President of Ukraine “On measures for development of national component of the global informational network Internet and provision with wide access to this network in Ukraine” on 31.07.2000 № 928/2000 [10], which determined government tasks for development of the Law on the following problems: creation of legal, organizational, technical and other conditions for entrepreneurship, using Internet; making civil agreements, using electronic workflow and electronic digital signature.

2) in the plan of measures provided by the Law of Ukraine “On fundamental tenets of informational society development in Ukraine for 2007-2015” (Order of Cabinet of Ministers of Ukraine on 15.08.2007 № 653-p), time – 2009 (Ministry of transport and communication, other central bodies of executive power);

3) on the agenda of EU Association.

In spite of the availability of normative legal documents, which standardize certain aspects of e-commerce activity, there is a necessity to adjust legal regulation of relationships in this sphere and harmonize the Law of Ukraine with the Law of European Community. Relevant European directive concerning e-commerce was adopted as back as 2000. Moreover, most Laws on electronic agreement regulations of developed countries of the world are dated 1999-2005. On this basis it is possible to state 10 years backlog of legal regulation of such legal relationships in Ukraine. One more legal problem in e-commerce is an imperfect tax legislation by which Internet trade is regulated by the same statements as other types of trade in Ukraine. But such business has a number of features. Lack of standard workflow and identification of taxpayer and his/her economic activity are among them.

There are 2 taxation systems in our country: general and simplified. General system of taxation does for Internet shops, which have a great volume of transactions (there are only few in Ukraine). Inconvenience of general system of taxation is in monthly tax reports, it need some accountants in the staff. Another alternative is a simplified system of taxation, which can be chosen according to the Law of Ukraine. Fixed tax rate and simplified report system are the advantages of this system. Limited number of workers and profit are the disadvantages. For individuals their property liability is also a disadvantage. Taxation features of foreign agencies are a back side of business registration in a foreign country.

Mostly, business uses the scheme when the company, registered in one country, registers Internet site in another country, and the server, where the information is kept, is situated somewhere else. Tax bodies of all three countries have problems with taxpayers: where are they, where they should pay taxes and which taxes should they pay.

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10. Zakon Ukrainy «Pro osnovni zasady rozvytku informacijnogho suspiljstva v Ukraini na 2007-2015 roky».

2.7. Credit mechanism of financial support to the agrarian sector of the economy

Introduction. Under conditions of transformational changes in Ukraine's economy accompanied by the economic and political instability, rising inflation, chronic shortages of the state budget, uncertain vectors of the state policy concerning the development of industries, it is the agrarian sector that shows positive results of agricultural production and has untapped potential for development.

Setting of goals. The financial and credit support of enterprises of the agrarian sector of economy, including through the mechanism of bank lending, does not meet the needs of the agrarian sector and the world practice being a constraining factor in increasing their potential of development.

Analysis of recent researches and publications. Financial support and enhancement of the efficiency of the agrarian sector development in Ukraine has been examined by I. Komarova [11], I. Kyrylenko [8], Y. Lupenko [9], T. Mayorova [2], S. Navrotsky [2], B. Paskhaver [5] and others. Despite a significant contribution of scientists to solving these problems, the issue of the impact of financial and credit support of the state on the performance of enterprises of the agrarian sector of economy is not studied sufficiently.

Research objective. An assessment of the impact of financial and credit support of the state on the development of the agrarian sector of economy and improvement of the mechanism of bank lending to agricultural producers.

Materials. The main approaches of the agrarian policy of Ukraine for the nearest future under conditions of the European integration are improvement of the financial and credit support of the enterprises of the agrarian sector of economy, including through the mechanism of bank lending based on the tool that is of great importance for agrarians, i.e. preferential crediting, which is a compensation of the interest rate of bank loans by the state budget.

For the development of the national economy it is important that banking institutions effectively transform the savings into production activities, including in the agrarian sphere, which reflects their role in financing the development of the country's economy and priority sectors, including agriculture.

However, nowadays, “the direct state support of agriculture is reduced to a minimum, its lending is practically impossible, production is not supported by the investment and innovative basis, which will have a negative impact on the industry with a slowdown in capital turnover in the nearest future” [1, p. 6].

Unfavourable macroeconomic situation in Ukraine accompanied by the inflation processes, introduction of hostilities in the temporally occupied territories, and reduction of the investment activity require immediate formation of the effective financial and credit policy of the state with its vectors of influence targeted at the enhancement of financial potential of agricultural enterprises.

At the same time, the levels and the essence of insufficiency of coordination of the approaches of financial and credit policy for intensification of the investment process are not clearly justified at the state level as well as the tools that should be used involved in order to avoid possible negative consequences for the economy from the inconsistency of its goals [2, p.70-71].

It is clear that the main goal of the state agrarian policy is to provide and increase the efficiency of the agrarian sector, but its fulfilment requires funding. Therefore,

when developing the ways for providing effectiveness of financing of the agrarian sector of economy, it is advisable to study the aggregate effect of dynamics, level of execution and structure of budget expenditures of the Ministry of Agrarian Policy and Food of Ukraine on the results of development of the agrarian sector of the national economy [3, p. 89].

Despite unfavourable macroeconomic situation in Ukraine, the agrarian sector of Ukraine continues to demonstrate positive trends in the development of agricultural production, unlike other industries.

According to statistics, in 2016, in comparison with 2000, the production of gross agricultural products at constant prices increased 1.6 times, agriculture and food industry were modernized, foreign economic activity intensified, economic efficiency of the agrarian sector improved, and the level of food security of the state rose [1, p.7].

At the same time, in recent years, agricultural producers have faced a number of challenges in bank lending, one of which is unacceptable lending conditions, compared with the developed countries. In addition to expensive bank loans, the conditions for the borrowers' creditworthiness have been tightened, before the collateral, the proposals for credit products for small and medium-size businesses are limited due to the problems with liquidity, low level of capitalization of the Ukrainian banking system, operational risks in cooperation of bank institutions and such enterprises. Currently, banks tend to give preference to large-scale enterprises that possess sufficient mortgages, cultivate large areas of agricultural lands and have access to internal and external markets.

The disadvantage of the current mechanism of bank lending is the unilateral personal interest of banks in establishing unacceptable conditions for granting and repaying credits targeted at all categories of borrowers without consideration of the specifics of certain industries, which provides unequal and unfavourable conditions for agricultural producers compared to other borrowers; lack of the individual approach to each borrower, while the riskiness of agricultural production is necessarily reflected in the value of loans, which remains high for agrarians till the present time [4].

Introduction of the mechanism of preferential crediting at one time had a positive impact on the development of the agrarian sector of Ukraine's economy, which was accompanied by the increase in the volumes of borrowed loans in general and preferential credits, in particular, and contributed to suspending of production decline, making the majority of enterprises profitable and gaining profits by agricultural producers. In addition, the interest of Ukrainian commercial banks in lending to the agrarian sector of economy during a pre-crisis period was accompanied by stabilization of the macroeconomic situation in the country (slowing down of inflation, exchange rate stability, interest rate reductions, GDP growth, etc.).

In recent years, on the background of instability of the macroeconomic environment in Ukraine, when the crisis of 2014-2015 had deteriorated financial

condition of Ukraine's enterprises, the agricultural enterprises became "a happy exception", which in 2015 experienced a fabulous rise of profitability: absolute profit grew more than four times and profitability increased almost threefold [5, p.66].

According to the results of 2016, Ukrainian farmers received 89.1 billion UAH of net profit, which is almost 14% less than the record figure of 2015 (in 2015, net profit was 103.5 billion UAH). Analyzing the distribution of profits obtained from agricultural activities in a regional context, one can clearly define agricultural leaders, namely, Poltava region (12.5% in the total structure of all profits received in 2016), Vinnytsia region (8.8%), Kirovohrad region (7.4 %), Cherkasy region (6.8%) and Kiev region (6.8%). Last year, these regions provided about 42% of all net income in the agrarian sector based on the results of the economic activity of all agricultural enterprises of the country, along with farms [6].

During 2015-2016 there were observed the highest levels of profitability in the field of agricultural production.

In 2016, the rate of profitability of agricultural production by agricultural enterprises amounted to 37.3%. After record-breaking 2015 (45.6%), it is the second largest index in the history of agricultural development in Ukraine since 1995. At the same time, in terms of crop production, this figure decreased only by 6.3 g.p.(from 50.6% to 44.3%), while in animal husbandry it reduced by 14.4 g.p. (from 22.1% to 7.7%). In 2016, production profitability was influenced by a significant increase in the cost price of most types of products (by 11-38%) against the background of much slower growth of prices for agricultural products, which in the 2016 amounted to 109%, and for animal husbandry products – only 101.7%. Hence, cost-effective production of agricultural products will continue to depend on the price situation and the containment of the growth of the cost price for products, including inflation [7].

Therefore, the efficiency of agricultural production in Ukraine is not caused by the favourable financial and credit policy of banking institutions regarding the enterprises of the agrarian sector of economy, so it needs to be improved. In 2012, sharp reduction of the volume of preferential loans by 4.6 times, compared to 2011, and its complete lack in 2013-2014 further exacerbates difficult relations between banking institutions and farmers in the area of bank lending.

In 2015-2016, the mechanism of soft lending was restored and its volume amounted to 3.2 and 3.0 billion UAH, respectively, corresponding to the level of 2003, when only 241 enterprises had the opportunity to get such loans (Fig. 1).

High indices of profits and profitability reduced but they did not eliminate the problem of losses. In 2015, 11.1% of the total number of agricultural enterprises, i.e. over 5,000, completed the year with losses. In total, the sectors of meat cattle and sheep production remain unprofitable. The mechanism of the state support for agribusiness is aimed to reduce unprofitability [5, p.76]. According to the authors, "the growth of profits and the increase of profitability in the sector of agricultural

enterprises in the years of high inflation is a temporary phenomenon... a significant reduction in inflation will lead to a substantial reduction in the profitability of agriculture”.

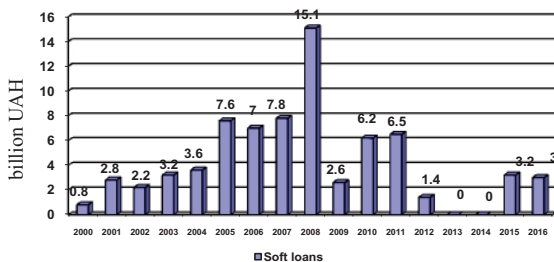


Fig.1. Dynamics of granting soft loans to agricultural enterprises of Ukraine in 2000-2016, billion UAH [12]

At the same time, according to the research results of the Institute of Agrarian Economics, statistical indices of profitability of agricultural production are overestimated by about one third due to the lack of revaluation of fixed assets of agricultural enterprises, and another 20% due to the lower wages rate in the industry compared to the average economic rate and estimation of unfinished production in the prices of the past years.

Hence, current trends in the development of the agrarian sector of economy of Ukraine show that there is no significant influence of the credit resources on the performance of agricultural producers, and a current mechanism of bank lending restricts the access to obtaining cheap loans being a barrier to the growth of their financial potential.

Currently, the resource opportunities of the Ukrainian banking system to affect the development of economy of the state remain extremely inadequate and are not fully involved by the state due to the lack of development of the financial market, land market as the basis for long-term lending opportunities, low level of population savings, inadequate legislative support, ineffectiveness of financial and credit policy of the state and banking institutions.

The banking system itself has lost its credibility being in the state of crisis. Over the twenty years, national currency has depreciated 15 times. As a result, only in the last 10 years, according to various estimates, Ukrainians have lost in the purchasing power from 2 to 4 trillion UAH equal to 5-year wage funds of our country as a result of devaluation, exchange rate fluctuations, closing of credit institutions [8, p.26]. According to the authors, “it is necessary to focus efforts on the improvement of the system of banking institutions in order to increase the access of rural population as the

owners of agricultural land to credit resources”.

Today, the issue of introduction of a free land market, mechanisms for its regulation and possible consequences is rather relevant and controversial in our society, which causes opposite views of experts and scientists.

Obtaining of a loan on a land mortgage and rights to it is considered to be a strategic way for the development of long-term lending to the agrarian sector of economy and ”a powerful lever for involving investments in the agrarian sector” [9, p.13].

However, calling off the moratorium is delayed for another year once again, which prolongs the existence of problems caused by the imperfection of mechanisms of the state policy of the agro-industrial complex development, the main disadvantage of which is “insufficient level of financing of the development of the agrarian sector, lack of effective financial control in the management of allocations, imperfect mechanisms of obtaining and distribution of budget funds and violations of budgetary procedure of their use, annual change in the procedures and mechanisms for allocating funds from the state budget, untimely approval and numerous amendments to them during a year, complicated procedure for obtaining adequate information about budget spending aimed at developing agrarian sector, availability of transfers to agriculture from regional budgets that are formed transparently, availability of offsets” [10, p.113].

All these current problems are not good the development of agrarian sector and require changing by the state policy of the approaches to financial support of the strategic sector of economy that contributes to the food and national security of Ukraine.

In addition, according to the world experience, ”the state support of the agrarian sector cannot be effective only due to financing of the budget programs. It is also necessary to set internal prices for agricultural products to producers (not to intermediaries or processors) at the global level, which will enable to avoid withdrawal of funds from the agrarian sector and provide it with sufficient state support”[11, p.75].

In recent years, there has been observed an increase in financing the development of agricultural enterprises by the state budget of Ukraine, but this does not correspond to the level of the world practice of such support. The support for the development of agro-industrial complex in the budget of 2016 and 2017 indicates an increase in financing of small and medium-sized enterprises in the rural areas. Thus, the budget of 2016-2017 provided financial support for activities in the agro-industrial complex through reduction of the cost of loans in the amount of 300 million UAH, in 2017 the amount of loans to farmers increased to 25 million UAH cred to 15.8 million UAH in 2016 [12].

In 2017, 294.9 million UAH of the planned allocations (300 mln UAH) assigned

by the Ministry of Agrarian Policy, which was actually used, was sent to the budget funds of the regions through the bodies of the State Treasury Service. These budget funds allowed 626 enterprises to take advantage of the program and reduce the cost of their loans that amounted to 12.2 billion UAH, including 5.6 billion UAH – loans made in 2015-2016 and 6.6 billion UAH – in 2017 [13].

State support for agriculture in the countries of the European Union amounts to 20% of the value of agricultural products. The agrarian policy of Ukraine should take into account this landmark, and its orientation should provide state support of the egalitarian function, overcoming the unprofitability of farms and subcomplexes for agricultural production. Sufficient and sustainable profitability of the agrarian sector can be achieved through solving the main macroeconomic problem of the present that is restoration and further growth of the solvent demand of the population in the food market [5, p.76].

Conclusion. Thus, the agrarian sector of economy is able to use its development potential under the effective state policy aimed at supporting a healthy competitive environment and conditions for sustainable development of the banking system as the main financial agent in capital transfer; improving the quality and competitiveness of agricultural products on the world markets and, as a result, the increase of profitability in the agrarian sector; promoting the development of small commodity producers that form rural employment, provide internal food security and diversity of agricultural products, including through the introduction of the market turnover of agricultural lands as a source of long-term crediting of business activities of real owners in the rural areas.

Taking into account the identified problems, it is necessary to improve the mechanisms of bank lending: as long as there are high interest rates for bank loans it is necessary to restore the mechanism of preferential crediting focusing directly on agricultural producers, households, farms (to reduce the number of more creditworthy applicants for the support program), which will facilitate the enhancement of the efficiency of agricultural production; provide favourable incentives for obtaining a credit in order to prevent the loss of trust in banks by potential clients through an individual attitude to each borrower when setting interest rates, when determining the term of lending, commission or exemption from it, which would take into account actual financial condition of the agrarians and its further prospects, reputation, etc., which will solve the issue of coincidence of economic interests of the main subjects of credit relations and will contribute to obtaining the effect of such cooperation for the benefit of the national economy.

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2.8. Applications used in designing websites

2.8. Aplikacje stosowane w projektowaniu stron www

Wprowadzenie. Projektowanie i wdrażanie stron WWW, blogów oraz innych form publikacji w środowisku wirtualnym wyszukiwarek internetowych wymaga szeregu specjalistycznych aplikacji językowych do: sformułowania struktury strony, edycji blogów, witryn na których wprowadzane są kolejne wpisy oraz istnieje możliwość prowadzenia kilku stron dotyczących obranej tematyki przez danego twórcę np. internautę. Ponadto zachodzi potrzeba nadania poszczególnym stronom, czy też blogowi charakterystycznych dla twórcy ulubionych formatów linii, czełonek czy też kolorystyki, żywienia strony/blogu poprzez umożliwienie aktualizacji oraz wprowadzenie grafiki oraz różnych elementów multimedialnych w postaci dźwięku, filmików video. Według wirtualnej encyklopedii zarządzania, wspomniana tu witryna internetowa, zwana również serwisem internetowym lub serwisem WWW to zbiór powiązanych tematycznie i umieszczonych na jednym serwerze stron internetowych.

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Annotation

Part 1. Urgent Problems of Management and Administrating

- 1.1. ***Svitlana Horbatiuk. Social policy as the basis for the development of a social state: challenges of the present and perspectives of modernization in Ukraine.*** In today's realities, public administration in Ukraine has faced the need to modernize public social policy. The new model of social policy, harmoniously combining protective, reproductive, stabilizing and other functions was proposed. Such model should unite the four blocks designed to harmonize the tasks of its subjects at all levels of the administrative vertical.
- 1.2. ***Tsvetan Iliiev. Principles and methods of team building and management in a knowledge-based economy.*** The study aims at presenting some of the more important aspects of teamwork in modern business organizations as a form of practical manifestation of the role and importance of human capital. The subject of study is the team as an organizational structure demonstrating the availability of human capital and its effective use at a micro level. The study focuses on the characteristics of the team and team activities as factors for improving the efficiency of business organizations.
- 1.3. ***Raisa Kvasnitska, Kateryna Larionova. Theoretical and methodological principles of the managerial decision-making process at enterprises.*** The article, basing on the generalization and systematization of the existing interpretations of the "managerial decision-making process" concept introduces the author's understanding of this process's essence. The main approaches to the phasing of the managerial decision-making process on the enterprise are considered, and the eight main stages are defined. The article gives evidence that the models' development is an integral part of the modern enterprise activities, which contributes to the efficiency increase and managerial decision-making acceleration.
- 1.4. ***Volodymyr Panteleiev. Accounting and control are at administration of taxes and fees of enterprises.*** It is considered substantive provisions administration of taxes and collections on the enterprises of Ukraine after the different categories of enterprises. The exposed maintenance of account and taxation, internal accounting and internal control is in the field of administration. Experience of administration of taxes of countries of EU is used, in particular to Poland.
- 1.5. ***Tetiana Tomalia. The main aspects of reforming state management as a component of public administration on the way of Ukraine's integration into the EU.*** The article considers essence of public administration and public service in the context of public administration. The key directions of the reform of the civil service, methods of ensuring its organization and functioning in the EU countries are analyzed. There are given the examples of changes in the system of public administration of countries that have already gone through an effective way of reform in the article. The emphasis is on the importance of forming a positive image of the civil servant. There were proposed the ways of improvement public administration of professional development for civil servants in Ukraine on the principles of implementation European standards.
- 1.6. ***Nataliya Vnukova, Daria Hontar, Zhanna Andriichenko. International preconditions for development the basics of a concept of forming a national risk-oriented system on combating money laundering and the financing of terrorism and proliferation.*** The article dedicated to developing the basics of the concept of forming the national risk-

oriented system on combating money laundering and the financing of terrorism and proliferation (AML/TF) in accordance with the International Standards. The potential hypothesis that can be considered for constructing a risk-oriented system on providing AML/TF was suggested. The main principles of a Concept of forming a national risk-oriented system on AML/TF were described and the priority areas of improvement AML/TF system were highlighted.

- 1.7. **Aneta Wszelaki. The importance of the code of professional ethics in accounting accountants association in Poland for the accounting profession.** The profession of an accountant is among the professions of public trust, and professional accountants are expected to exercise diligence, integrity and ethical behavior. This aspect of the accounting profession is connected with the application of all rules resulting from legal regulations and ethical conduct within the framework of basic professional duties. The issued Code of professional ethics in accounting by the Association of Accountants in Poland introduces the principles of ethical accounting procedures, and thus improves the quality of their work. The aim of the article is to present the essence and significance of the Code of Ethics in Accounting for the ethical pursuit of the accounting profession. The article uses the method of analysis, synthesis and critical evaluation of the literature and applicable legal acts.
- 1.8. **Nataliia Zachosova. The need for optimization of state regulation of Ukraine financial security in the context of its economic rapprochement with the states of the European space.** The necessity of development of the state mechanism for level of financial security of Ukraine regulation with the purpose of stabilization the state of its economy and acceleration of economic convergence with EU countries is emphasized. The definition of state regulation of financial security is proposed. The tasks of state authorities in support and regulation of financial security at the macro level are determined. The methods of state financial security regulation are specified. The necessity of finding innovative approaches to Ukraine financial security state regulation is grounded. The directions of state bodies activity in the field of financial security regulation are outlined.
- 1.9. **Valerii Bosniuk, Yana Ragoza. Personal properties of emergency rescuers as factors of professional deformation.** The article analyzes the problem of changes in the psychological structure, personal qualities (behavior, modes of communication, emotional component, perception stereotypes, etc.) of the Emergency Service of Ukraine's Emergency Service under the influence of the professional activities performed. The approaches to the study of the problems of professional deformation are analyzed, the results of empirical studies of the psychological determinants of the professional deformation of rescuers are presented.
- 1.10. **Liudmyla Ivashyna, Svitlana Lutsenko, Svitlana Nikolaienko. Implementation of information communications in the process of public management and administration.** The authors substantiated the necessity of using information communications as an element of public management and administration, determined the information sphere of management and its structure, analyzed the interaction of the object and the subject of management as an information communication process. The authors researched the peculiarities of information interaction and its classification by degree of intelligence and complexity. The place of information communications in the system of providing of the information needs of public administration bodies is determined and the factors, content, and structure of these needs are analyzed through information communications as elements of public management and administration.
- 1.11. **Marta Kopytko, Nazar Galushka. Characteristics of the Ukrainian industry as a dominant component of the realization of national interests and ensuring economic security.** The research is based on the study of the dynamics of the results of the industry in Ukraine. The fact of unsatisfactory development of industry, which is

accompanied by a number of threats to the national economy and a decrease in the level of national security, is established. Recommendations are developed that will improve the efficiency of industrial production. The emphasis is on introducing an innovative strategy for the development of industrial enterprises, which will allow the release of innovative products and increase its competitiveness in the domestic and foreign markets.

- 1.12. ***Olha Marchenko. Law business management strategies in the context of the integrated approach.*** The article substantiates the content and principles of the integrated approach to strategic management of legal business which connects entrepreneurial, intellectual and professional resources and competencies. The entrepreneurial strategies of diversification and specialization activities of legal business entities, strategies of professional development of legal consulting are revealed. The necessity and content of the integrating business and professional strategies in the legal business management process as a whole have been proven and disclosed. The strategy of intellectual capital management of the legal business in the context of the integrated approach is characterized.
- 1.13. ***Victor Morozov, Olena Kalnichenko. Building an integrated model of IT-project management processes based on a proactive approach.*** The authors explore modern methodologies and standards that define the principles of software creation and implementation with a view to understanding the processes that are occurring under IT-projects implementing. Today, the methodologies and standards that allow the project team to get practical results and describe a full range of tasks are the most used in the area of information technology. IEEE 1074 standard, ISO standards, CMMI standard, ITIL methodology are discussed in the article.
- 1.14. ***Olha Ovsienko. Business administration in legal economy.*** The features of business administration in the legal economy are determined. It is proved that economic agents who fall into the legal economy environment are interested in effective norms of economic behaviour creating. These rules direct business entities to a socially oriented order based on the rule of law principle. It is established that outside of the legal economy, public requests for the creation of such norms are blocked. Inequality in the possibilities of socio-economic rights' realization creates economic motivations for business to preserve the economic order, where there are sources of various economic privileges' unjustified obtaining.
- 1.15. ***Ludmyla Pashko. Evaluation of activities of political elite.*** The article is devoted to highlighting the results of evaluation carried out by the authors pertaining to the activities of political elite and to substantiation of the necessity of such evaluation as an efficient element of democratization of the system of public management activities and as a component of public activation. The modern approaches to the evaluation of activities of political elite are analyzed. The proprietary methodology of such evaluation is offered on the basis of thirteen criteria.
- 1.16. ***Liudmyla Shevchenko. Strategic consulting in the economic sphere.*** The author analyzes strategic consulting as a science and professional management activity. In modern conditions, strategic consulting should be economic, innovative, and legal. Economic consulting helps managers to strengthen competitiveness and strategic balancing of enterprises. The innovative strategic consulting means understanding the prospects of innovative development of industry and business organizations. Legal strategic consulting is based on knowledge of law and respect for the law. This is professional assistance to develop legal strategies for companies and to implement special legal instruments: due diligence, compliance, forensic, etc. The government consulting is also relevant.

Part 2. Economics and Management of Innovation

- 2.1. **Olena Lytvynenko. *World trends managing innovations.*** Practice shows that the low efficiency of innovation processes is formed at the micro level, and therefore the issues of innovative development of enterprises are determined by the actual directions of scientific research, which is conditioned by the necessity of forming a scientific and methodological basis that is capable of realizing the possibility of describing the process of innovative development of enterprises and mechanisms for managing it. The mentioned issues are actualized because, in the conditions of strengthening the course on European integration, the leadership of domestic enterprises faces the task of identifying the methodological and practical experience of innovation management of the EU member states and harmonizing its policy in accordance with its provisions.
- 2.2. **Iryna Lukianenko, Kateryna Rud. *Positive and negative implications of development of cryptocurrency market.*** This paper defines the concept of cryptocurrency market and blockchain technology, analysing current and potential future implications of the cryptocurrency market evolution in continuity with its latest trends. The scope of the investigation included the analysis whether the international currency market and the cryptocurrency market can be compared from their reactions to external shocks. The obtained results confirmed the hypothesis that the foreign exchange market and cryptocurrency market are not interconnected and are autonomous of each other which effectively means that the risks leading to destabilization of one of the markets do not affect the other one. In addition, prerequisites for the successful development and integration of the cryptocurrency market, as well as the measures to reduce risks for the national economies were outlined.
- 2.3. **Mariia Nasachenko, Viktor Tokarchuk. *Exchange rate and trade: symmetric or asymmetric relationship. Case of Ukraine.*** This paper defines the dependence of trading conditions on exchange rate fluctuations. The scope of the investigation included the analysis whether the relationship between trade and exchange rate is symmetric or asymmetric based on the theory of J-curve effect using quarterly data and ARDL methodology as a modeling tool. In addition, significant impact on trade creates trading partner's income and income of home country, analysis of which also covered by this study. The obtained results show that the effect between exchange rate and trade is asymmetric, but, depending on other trading conditions, effect can be differ.
- 2.4. **Roman Rogatynskyi, Natalia Garmatiy, Iryna Khymych. *Increase of the efficiency of companies functioning by means of cluster structures creation.*** The methodological support of the economy clusterization is solved by defining approaches to the establishment of priority development goals for solving existing problems on the basis of a cluster approach by substantiating and implementing of new opportunities based on the results of previous informational and analytical research. The problem of creating modern cluster structures for the western regions of Ukraine, where the confectionery industry is developing rapidly, is especially topical. The methodological principles of clusterization should also include the formation of a new, cluster model of territorial organization of social activity: a new model of cluster associations management and new methods of management. Conceptual provisions of management usually include goals, concepts, principles, methods, mechanisms and management tools that must qualitatively enrich local government in the new phase of its further development. By means of increasing the knowledge of civil servants regarding the content, strategy and tactics of clustering and will lead to their active inclusion in the development process.
- 2.5. **Hanna Shevtsova. *Institutional preconditions for smart modernization of Ukrainian chemical industry.*** Industry 4.0 is a new industrial paradigm which reveals the prospects for widespread deployment of cyber-physical systems in manufacturing and development of the smart industry. But the use of the newest technologies is sector-

specific. This paper is devoted to the study of institutional features of Ukrainian chemical industry development in the context of its readiness for smart modernization. We have found that the structure of the existing capacities of this industrial sector does not meet the challenges of smart industrialization. It is necessary to change the strategic approaches to the industry development towards the setting up of knowledge-intensive low-tonnage manufactures using Industry 4.0 technologies in segments of special and fine chemistry. The main actors of these processes should be manufacturing and innovative SMEs.

- 2.6. **Oleksandr Tregubov, Yuliia Popova. Development of modern e-commerce in Ukraine.** Business transfer to Internet virtual setting leads inevitably to the change of essence and content of intermediary activity. A lot of functions of inside control and delivery organization are passed to intermediaries because cloud technologies enable to carry out these functions faster, cheaper and more effective. Network intermediaries change traditional (wholesale and retail) intermediaries and promote goods even without having them available. In order for Ukraine to be able to use the potential of the beneficial effects of broadband connectivity to economic growth, competitiveness and social integration, it is crucial to remove the weaknesses in the field of information and communication technologies, especially in the national infrastructure.
- 2.7. **Larysa Vdovenko, Olena Prutska, Svitlana Kolotii. Credit mechanism of financial support to the agrarian sector of the economy.** The paper analyzes the impact of financial and credit policy and the mechanism of preferential crediting on the development of the agrarian sector of economy. It is established that the main factor of fulfilment of credit relations in Ukraine is an effective financial and credit policy in the agrarian sector of economy, which establishes relations between a creditor and a borrower at the legislative level and promotes achievement of the economic effect by all parties of credit relations, including the state. Conclusions are made on the expediency of improvement of the mechanism of bank lending, restoration of the practice of providing preferential credits targeted at agricultural producers, households, farms, providing favourable incentives by potential borrowers when obtaining a credit, which will solve the issue of coincidence of economic interests of the main subjects of credit relations.
- 2.8. **Wladyslaw Wornalkiewicz. Applications used in designing websites.** The problem of the importance of education of culture of consumption of media products is one of the aspects of socialization of preschool age children. Author considers culture media-consumption, as a result of mastering by the person of the amount of information about the media, their positive and negative impact on human rights; the primary skills of safe use of new media, critical analysis of information, which help to positively socialize the personality. The aim of the article is theoretical substantiation of the importance of this aspect of socialization of preschool children as culture media consumption. It helps to choose responsible behaviour with respect to interaction with various media, to analyze, to actively take a variety of media products. The author emphasizes the need for collaboration of teachers, parents and children of children of preschool age in the latest culture of consumption of media products as a positive factor in the socialization of the younger generation.
- 2.9. **Yuliya Zhuravlova. Innovations as strategic resource of socio-economic development of the country.** The article examines the principles of economic policy in the era of knowledge economy. The significance of innovations for the level of competitiveness of the state is analyzed. It is noted that the scientists of the Odessa region are implementing large-scale innovative projects. It is concluded that the basis for the modern national innovation system is the use of world experience based on local scientific schools and traditions, increase of financing, favorable economic and institutional environment.
- 2.10. **Inna Dotsenko. Risks management mechanisms of economic security innovative component of the enterprise.** The article deals with different approaches to defining

the term “risk”. The notion of “innovative management mechanisms” is considered and analyzed. The author outlines the main risks in the sphere of economic security and suggests risk management mechanisms for the innovative component of economic security consisting of tools, methods, levers and management strategies. Practical application of the suggested mechanism provides minimization of negative impact of risks influence on innovative component of economic security of an enterprise.

- 2.11. **Leonid Kushnir, Sergey Nikolenko, Lyudmila Titenko. The national economy: searching for algorithm of sustainable development (critical analysis of theoretical preferences).** The analysis of a theoretical concept of sustainable economic development in the global and national dimension is described in this article. It was defined the main contradiction of the concept which is analyzed. The authors critically estimate the idea of supranational management of the sustainable development, which found the methodological design in recommendations of international organizations. The main attention was paid to the criticism of global supranational regulation of the economy mechanisms. As a perspective object of sustainable development, a system (level) of the national economy was offered.
- 2.12. **Oleksandr Litvinov. Dematerialization of the world economy: is there a limit to post-industrialization?** This article is devoted to the nature of connection between GDP per capita and the share of services in GDP as exemplified by 134 countries of the world which enable us to prove theoretically availability of the “post-industrialization limit” and to practical determine of level of post-industrialization limit. It was found that in most cases positive influence of the share of services onto economy is observed in those countries which have not passed over the post-industrialization limit. And on the contrary, the economy of those countries which have passed over the post-industrialization limit is characterized by the negative influence of the subsequent de-industrialization.
- 2.13. **Oleg Puchenko, Nataliia Puchenko. Innovativeness as the defining trend of education's development of the information civilization.** This article discloses the essence and matrix of the new educational paradigm – the noospheric information, according to the requirements of the "Club of Rome" for the revival of the "New Education". In the structure of the matrix are defined: intellectualization, innovation, information and humanistic dimension. The concept "innovation" is analyzed, the innovative character of education is revealed through: the formation of a unified educational cluster and its management; introduction of innovative pedagogical experience; using of new information technologies in education.
- 2.14. **Hryhoriy Rzayev, Tetyana Rzayeva, Roman Gavrish. Analytical generalization of evaluation and research levels of economic security.** The article proves the relevance of the research topic. The modern directions of research of economic safety are outlined. Their advantages and disadvantages are outlined. Economic security is presented as a state of efficiency of the use of resources. Economic security is shown as a condition that ensures the harmonization of interests and supports further development. Economic security is presented as a state of security. The basic problems of estimation of economic safety in modern conditions are determined. It is noted that there is no connection of economic safety of the company with the efficiency and effectiveness of its activities. It is proposed to use the information of financial statements. It is emphasized on the expediency of using quantitative and qualitative characteristics of economic security.
- 2.15. **Volodymyr Shevchuk. Problems of economic management of innovations: natural principles of achievement of controllability.** The fundamentals of economic governance are the natural laws of management. They are the basis of physical savings – the basic component of the general economic gain of mankind. Observance of natural principles is also a prerequisite for ensuring innovation management. It is on these principles that controllability of modern innovation development of the economy is achieved. Due to the observance of natural principles, it is necessary to build a modern theory and practice of innovation management.

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