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*Economic sustainability is one of the most important conditions for the social health of a society. That's why it is so important to understand which factors pre-determine the sustainability of a national economy. The authors of the articles in the current Issue are trying to identify these factors.*

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**THE MECHANISM OF MANAGEMENT OF ECONOMIC STABILITY OF THE  
SUBJECT IN THE NATIONAL ECONOMY**

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**Abstract**

The mechanism of management of economic stability of the subject of national economy is investigated in the article. In conditions of significant changes in the economic space, the problem of managing the economic stability of the enterprise becomes a priority. The solution of this problem requires improvement of the mechanism of management of economic stability of the subject of national economy that allows provide efficiency of its management.

**Key words:** mechanism, management, economic stability, enterprise, national economy, strategic management.

Among the main tasks of modern development of Ukrainian enterprises, which are associated with the constant overcoming of crisis situations, determine the special requirements for economic stability of the enterprise as a strategic factor of economic security of the enterprise, as well as increasing its investment attractiveness. In conditions of significant changes in the economic space, the problem of managing the economic stability of the enterprise becomes a priority. Solving this problem requires improving the mechanism of management of economic

stability of the enterprise, which allows to ensure the effectiveness of its management.

Effective management of economic stability of the enterprise at any level of the economic system includes separate stages:

- Monitoring of changes in economic stability;
- Identification of problems of detected changes;
- Development of measures to ensure a given level of economic stability;
- Assessment of opportunities and powers for the implementation of decisions;
- Introduction of developed tasks and solutions;
- Control over the implementation of decisions and tasks.

The implementation of these stages of managing the economic stability of the enterprise is based on a certain mechanism. The study of the management mechanism of economic stability of the enterprise involves the presence and analysis of three components: the economic mechanism, the management mechanism and the economic stability of the enterprise.

Thus, the study of the main stages and elements of the management mechanism of economic stability of the enterprise is preceded by the definition of the content and essence of the concept of "financial mechanism". This economic category is used to describe phenomena in various spheres of life, both economic and political and social. Hence, the components of the economic mechanism are: the financial mechanism of enterprises, the financial mechanism of non-profit organizations and institutions and others.

In the economic literature, the concept of "financial mechanism" is used quite widely, but there is no consensus on its definition and its structural elements. This leads to several approaches to understanding the essence of this term.

Given the study of the definition of economic mechanism, in our opinion, the financial mechanism of the enterprise is a system of forms, methods and tools used in financial activities to ensure the functioning of all areas and directions, by operating financial resources taking into account economic interests.

The main elements of the economic mechanism are: financial relations as an object of

economic management, financial leverage, financial methods, regulatory and information support.

Considering the management mechanism, some authors believe that "the management mechanism is a set of elements such as organizational forms and management structures, methods and levers of influence that ensure the effective implementation of production goals and most fully at this stage meet public, collective and individual interests. and needs "[1].

Thus, the management mechanism should be understood as a holistic system of organizational and economic elements that ensure the interconnection of all elements to achieve the strategic goals of the enterprise. Given the definition of the complex concept of "financial stability", which is the ability of an enterprise to function and develop effectively provided the required level of financial assets, and other components can focus on the concept of "mechanism for managing economic stability of the enterprise."

Studies of the main factors influencing the financial stability of the enterprise in market conditions have shown that the mechanism of economic stability management is an integral part of the economic mechanism of the enterprise, which includes the management mechanism, because the financial mechanism of the enterprise is considered levers using financial methods. Given modern economic processes, the mechanism of managing the economic stability of the enterprise requires, first of all, a new theoretical and methodological justification. A number of works by domestic scientists are devoted to the definition of the concept and structure of the mechanism of economic stability management, the basics of its formation.

Management of economic stability of the enterprise is "a system of principles and methods of development and implementation of management decisions related to ensuring the state of financial resources, their formation and distribution, which would allow the company to develop based on profit and capital growth while maintaining creditworthiness and solvency." [2].

In this case, the mechanism of managing the economic stability of the enterprise is presented as part of the overall management system of the enterprise, which provides a significant impact on the factors on which depends the overall performance of the enterprise. Thus, the mechanism for managing the economic stability of the enterprise can be represented as a set of interconnected blocks:

- Financing unit, which includes the system of attracting financial assets, taking into account the conditions of attraction and the main sources, which include own, credit and borrowed funds;

- Block of distribution of financial assets, which includes the system of use of financial assets of the enterprise, taking into account the main types of costs of the enterprise, including operating, financial and investment;

- A set of elements governing the process of attracting, distributing and using financial assets, taking into account the operational, tactical and strategic assessment of the economic stability of the enterprise, observing the main functions of the management mechanism.

The developed management mechanism operates taking into account certain organizational structures, principles, methods, financial instruments, legal norms in order to establish optimal parameters of the structure and volume of financial assets, with their involvement from various sources and in various forms to increase competitiveness and innovation. level of economic stability. In addition, the mechanism of management of economic stability of the enterprise can be represented as a system of subjects of management of economic stability of the enterprise and their relationships.

Thus, the mechanism of managing the economic stability of the enterprise is an integral part of the mechanism of financing of economic entities. Within the framework of the mechanism of management of economic stability of the enterprise separate financial relations concerning attraction, distribution and use of financial assets, settlements with the state, the organizations, employees and other counterparties develop. This mechanism helps to mobilize and distribute financial assets necessary for the implementation of the enterprise in the main areas, and ensure stability under the influence of external factors, including the tax system and the credit and banking sector. The elements of the mechanism of economic stability management include the conditions and sources of financial assets, methods of their formation, which are used in determining the income and expenses of the enterprise.

Taking into account the results of the analysis, we define the mechanism of managing the economic stability of the enterprise as a system of regulating the processes of attracting, distributing and using external and internal financial assets of the enterprise in accordance with its strategic goals, financial methods, tactical and strategic assessment of the economic stability



of the enterprise.

The content of this control mechanism is manifested in its functions, which ensure the achievement of the goal and the implementation of a set of tasks. These functions include: regulatory, redistributive, accumulation, reproduction and control.

The complexity of the organization of the mechanism of management of economic stability of the enterprise is largely due to the diversity of interests of the parties that have a direct or indirect relationship. These are state, regional and local authorities, tax services, consumers, economic infrastructure entities. Simultaneous observance of the interests of all stakeholders in the enterprise is a difficult task, but its solution as a whole determines the effectiveness of the mechanism for managing the economic stability of the enterprise.

Based on the proposed management system of economic stability of the enterprise, the purpose of this mechanism is to form such management of economic stability of the enterprise, which should ensure a balance between the internal system of the enterprise and its external environment, taking into account integrity in the process of structural change.

The mechanism of managing the economic stability of the enterprise in terms of resource-factor approach to management is formed on the basis of the following factors:

- Subordination of the strategy of managing the economic stability of the enterprise to achieve the main objectives;
- Analysis of the external and internal environment of the enterprise (development of alternatives and the final choice of priority scenarios of events that significantly affect its financial stability);
- Definition of indicators that combine a set of individual tasks for managing the economic stability of the enterprise, corresponding to the life cycle;
- Identification of external and internal factors that determine the financial stability of the enterprise, taking into account their relationship and priority;
- Selection of quantitative indicators of effectiveness (or key indicators of efficiency) of management of factors of economic stability of the enterprise and monitoring of economic stability;

- Development of corrective control elements to achieve a given level of economic stability of the enterprise.

Based on this methodological approach, the strategic goals, factors and performance indicators of managing the economic stability of the enterprise are considered in close connection. As a result of the results of the introduction of management mechanisms in the management system of economic stability of the enterprise involves the development of goals and objectives that have a quantitative characteristic, identification of a system of significant and priority factors that determine the achievement of goals and corresponding, ie set, financial results.

Thus, by identifying deviations between the specified values of the results of management of economic stability of the enterprise and the actual values obtained, determine the financial condition of the enterprise at a certain point in time. In addition, it will be possible to identify the causes of crises and find effective financial solutions that allow to ensure the appropriate level of economic stability of the enterprise.

The essence of managing the economic stability of the enterprise is based on the basic concepts of classical economic management, so, given the general understanding of the economic mechanism and its components, we highlight the main elements of the mechanism of its management (Table 1).

Table 1. The content of the mechanism for managing the economic stability of the enterprise.

Financial methods	<ul style="list-style-type: none"> <li>- Investment process management;</li> <li>- Methods of forming financial resources;</li> <li>- Methods of allocation of financial resources;</li> <li>- Methods of allocating financial resources;</li> <li>- Minimization of risks of the investment portfolio of the enterprise;</li> <li>- Methods of stimulating innovation;</li> <li>- Cost management methods;</li> </ul>
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	<ul style="list-style-type: none"> <li>- Methods of economic control;</li> <li>- Methods of rewarding and incentives</li> </ul>
Financial levers	<ul style="list-style-type: none"> <li>- Cash flows;</li> <li>- Fines, penalties, penalties;</li> <li>- Rent, interest rates;</li> <li>- System of financial sanctions and incentives;</li> <li>- Forms of calculations, depreciation deductions;</li> <li>- Dividends, structure of financial resources;</li> <li>- Cost structure of the enterprise.</li> </ul>
Financial instruments	<ul style="list-style-type: none"> <li>- Securities;</li> <li>- Derivative securities;</li> <li>- Contracts for the simultaneous change of financial assets and liabilities or equity obligations of counterparties</li> </ul>
Regulatory and legal support	<ul style="list-style-type: none"> <li>- Laws, Codes;</li> <li>- PSBO, IFRS, IAS;</li> <li>- Instructions, Orders, Resolutions;</li> <li>- Regulations, Letters</li> </ul>
Information and methodological support	<ul style="list-style-type: none"> <li>- Information about the external environment;</li> <li>- Information on sources of funding;</li> <li>- Information on investment directions;</li> <li>- Financial documents that reflect the financial relations of the enterprise with other entities and affect them;</li> <li>- Financial statements of the enterprise</li> </ul>

1. Financial methods are a set of ways in which the company forms and spends cash, manages cash flows.

2. Financial levers are defined by some authors as "techniques, actions of financial methods

implemented through income, profit, financial sanctions, prices, dividends, forms of payment, types of loans and currencies, interest rates, securities, etc." [1], the opinion of other researchers: "financial leverage is a set of financial indicators through which the management system can affect the economic activity of the enterprise. They include: profit, income, financial sanctions, price, dividends, interest, wages, taxes, etc. "[4].

In essence, these definitions refer to instruments as the means by which financial methods are implemented. In our opinion, financial leverage is a financial means (instruments) used in financial methods to perform the functions of the economic mechanism of the enterprise and solve certain financial problems, primarily to increase income and reduce risk.

These include: prices, interest rates, depreciation, the structure of financial resources, the cost structure of the firm, forms of payment, the system of financial sanctions and incentives, dividends and others. The order of management of financial levers is reflected in the financial policy of the enterprise. The financial policy of the enterprise is a set of principles, methods and procedures for managing cash flows of the enterprise and includes the following types: dividend policy; credit policy; depreciation policy; investment policy; pricing policy; accounting policy.

3. Financial instruments - a concept used in domestic financial science relatively recently. This concept is used in a number of regulations, for example, in the Law of Ukraine "On Securities and Stock Market", according to which a financial instrument is a security or a futures contract.

International Economic Reporting Standards provide a different definition of an economic instrument: "any contract that gives rise to an economic asset of one entity and an economic liability or equity instrument of another entity."

Consider the concepts of financial assets and financial liabilities, equity instruments used in the definition of an economic instrument.

According to IAS 32, "a financial asset is any asset that is cash; an equity instrument of another entity; the contractual right to receive cash or another financial asset from another entity, or to exchange financial instruments with another entity under conditions that are potentially favorable, as well as a derivative instrument that will or may not be settled otherwise than by exchanging a fixed amount of cash or other economic asset for a fixed number of equity instruments. "

With the help of individual financial instruments is the effective direction of financial assets of the enterprise.

Based on the analysis of current works of some researchers, financial instruments include: primary financial instruments (loan agreement, loan agreement, bank account agreement, bank deposit agreement, economic lease agreement, surety agreement and bank guarantee agreement, although from a formal point of view they do not belong to financial instruments due to the lack of immediate change in the balance sheets of counterparties, but potentially carry the possibility of such changes) and derivative financial instruments (futures contracts, forward contracts, financial options).

Some types of specific financial instruments are now being actively developed due to factors such as the instability of commodity and financial markets, the need for additional financing, which is difficult to meet with traditional financial instruments; development of economic theory and information technology and other factors that stimulate the activities of financial engineers to create new financial instruments and technologies.

Therefore, it is impractical to discuss a specific list of financial instruments, but to emphasize their legal and economic essence. A financial instrument assumes the existence of several counterparties between which there is a mandatory contractual relationship (legal nature of financial instruments) regarding the movement of cash flows between them, which (cash flow) leads to a change in financial assets and financial liabilities or equity between the parties to the agreement (economic essence). In accordance with the identified nature, the financial instrument is an agreement, the circulation of which determines one party the possible receipt of economic benefits in the future, and the other party - respectively, the possible outflow of economic benefits.

It is important to determine the sequence of concepts: financial instrument and financial asset (liability). According to the logic of some authors, receivables and payables, being a financial asset and liability, are not a financial instrument, as well as equity instruments and money, ie not necessarily a financial asset (liability) and (or) equity instrument. will be a financial instrument.

At the same time, there are other interpretations of financial instruments. Thus, financial instruments according to Khodakivska VP - is "a variety of financial documents that circulate in

the market, have a monetary value and through which transactions are carried out in the financial market." This approach to understanding the economic instrument, in our opinion, also has a right to exist, its justification is a common understanding of the essence of the instrument.

As a result of the analysis of existing approaches to the definition of financial instruments, there are two main categories of financial instruments that differ significantly in reliability of income - equity instruments (shares) and loan instruments (bonds, promissory notes, treasury bonds, etc.). These groups of financial instruments are among the main ones.

According to the general theoretical approach, the tool is that by means of which influence on object is carried out, in the given research under object the activity of the enterprise is understood, thus, under the tool concrete means of influence, the analysis, stimulation of activity, ie tools of realization of functions are understood. control mechanism.

Thus, in a broad sense, financial instruments means a set of financial levers and financial instruments themselves, through which there is a purposeful impact on the activities of the enterprise.

The essence and content of the mechanism of management of economic stability of the enterprise is revealed in its functions which provide achievement of the purpose and performance of a complex of tasks of this mechanism.

After analyzing the work of scientists devoted to the study of economic and financial mechanisms of the enterprise, we highlight the following main functions of the mechanism for managing the economic stability of the enterprise:

- Regulatory;
- Redistributive;
- Accumulation;
- Reproductive;
- Control.

Thus, functions are defined both for the purpose for which the object exists and the object itself, so the function of accumulation of financial assets is a function that is determined by the

essence of the financing mechanism, and the redistributive function refers to the distribution mechanism. In turn, the control function contributes to the effective achievement of the overall goal of the mechanism for managing the economic stability of the enterprise.

Accumulation and redistribution functions are that the mechanism of managing the economic stability of the enterprise promotes the rational attraction (accumulation), distribution (redistribution) and use of financial assets for investment projects, which within the investment portfolio provide maximum growth of enterprise value, taking into account strategic assessment of economic stability. Agreeing with the objectivity of the considered functions, in our opinion, the functions of attraction and distribution of financial resources reflect the process of financing, and the allocation of financial resources - the process of investing.

The formation of financial assets is carried out by raising funds from own revenues, savings and capital, as well as various types of income. The effectiveness of attracting financial assets depends on the quality of the operational assessment of the economic stability of the enterprise.

The distribution of financial assets occurs through the formation of funds, which are reserves for investment projects. In turn, the funds spend money on financing investment projects, taking into account the tactical assessment of the economic stability of the enterprise.

The mechanism of managing the economic stability of the enterprise performs the following regulatory (managerial) functions, which are traditionally: planning, organization, coordination, motivation and control.

The planning function is to develop plans for the implementation of the objectives of the mechanism for managing the economic stability of the enterprise, which contain measures to achieve them.

The mechanism of management of economic stability is one of the elements of management of activity of the enterprise which provides the decision of problems of maintenance of the set level of economic stability at formation and distribution of financial resources according to strategy of the enterprise in the most effective way.

The functioning of the mechanism for managing the economic stability of the enterprise includes measures aimed at implementing current and strategic financial and investment decisions. This is the organizational function of the mechanism for managing the economic

stability of the enterprise.

The coordination function involves the coordination of actions of all divisions of the enterprise to effectively achieve the goals of the mechanism of economic stability management. The activities of the company's divisions should be coordinated, both horizontally and vertically, ie provide for close horizontal and vertical links, while the goals of the divisions should not be contradictory. This implies a balance of activities of all departments in terms of resources, functional responsibilities, responsibilities, powers, which is ensured by the introduction of management methods of the enterprise.

Closely related to the function of coordination are the functions of motivation and incentives, which involve the development and implementation of a system of incentives for employees to achieve strategic goals of the enterprise.

The incentive system provides for the use of such tools as: bonuses, bonuses, types of incentives, social packages, benefits, etc.

The control function of the mechanism of management of economic stability of the enterprise consists in the control over formation (attraction), distribution and allocation of financial resources for the purpose of their most effective use. Control provides feedback on the results of the company's strategy from decision-making on the formation and distribution of financial assets.

The basis for the effective implementation of the control function is the organization of a system for monitoring the results of the enterprise. Monitoring is a system of observation, analysis, evaluation, diagnosis and correction of financial and investment decisions, the implementation of which leads to changes in the value of equity.

Monitoring allows to take into account the impact of financial stability on the increase in the cost of capital of the enterprise, as well as the role of subjective assessments of investors and other counterparties in making financial investment decisions, and more quickly monitor, diagnose and correct these decisions. The main role of monitoring is to track qualitative and quantitative changes in factors that significantly affect the change in the cost of capital of the enterprise, as well as assess the extent of their impact and analysis of changes in value associated with the transition from one state to another due to investment and financial decisions .



Monitoring allows to form the necessary basis for the system of preliminary detection of problems that arise in the adoption and implementation in practice of financial and investment decisions, the use of which can significantly increase the efficiency of the enterprise.

Thus, the monitoring phase is designed to provide flexibility in managing the economic stability of the enterprise, which reduces its risks, as well as the dynamic nature of this process in order to adapt to changing environmental conditions and factors affecting the enterprise.

Given the conditions of innovative economy, the modernization of the mechanism of economic stability of the enterprise is to adapt it to modern economic conditions by modifying financial methods and levers, as well as channels for attracting financial assets to ensure efficient use of financial resources to transform factors of production into a finished product. and innovation activity, based on the assessment of economic stability of the enterprise.

In general, the mechanism of managing the economic stability of the enterprise is implemented through the synthesis of two types of management: focused and priority.

The mechanism of oriented management of economic stability of the enterprise is designed to select the dominant factors for the processes of regulating the level of economic stability of the enterprise based on its strategic goals. At this stage, taking into account the proposed model of interaction of factors influencing the management of economic stability of the enterprise, the search for a problematic stage in the transformation of financial resources of the enterprise and identifies the causes of negative factors that reduce financial stability of the enterprise through operational, tactical and strategic assessment.

After identifying the negative factors that reduce the financial stability of the enterprise, the mechanism of priority management of economic stability is implemented, when the problem subjects at the appropriate stages of transformation of financial resources interact with the relevant services of the enterprise.

Thus, the theoretical analysis showed that a qualitative change in the mechanism of managing the economic stability of the enterprise is provided by a set of production, administrative, innovative and integration factors that represent a system of external and internal influence on the management of economic stability of the enterprise. enterprises. As a result of the transformation of the initial state of the management system of economic stability of the enterprise there is a

productive influence on the mechanism and management style, which meets a certain goal, a set of available financial methods, tools, levers and channels to attract financial assets.

Given the presence and level of development of each of these management factors is determined by the life cycle of the enterprise and the features of managing its economic stability.

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**THEORETICAL AND METHODOLOGICAL SUPPORT FOR THE GROWTH AND  
DEVELOPMENT OF THE NATIONAL ECONOMY**

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**Abstract**

The article investigates the theoretical and methodological support for the growth and development of the national economy. It is proved that economic growth is an important guarantee of socio-economic development of the country, but it should be borne in mind that the parameters of economic growth are determined by the state of the national economy and are a priority of modern state policy. Despite the similarity of the categories of "economic growth" and "economic development", there are some features that distinguish these concepts and fill them with certain properties. The research confirms that economic development within a particular environment is a permanent and periodic change in the system, which is characterized by composition and dynamism. It was found that in modern conditions, the transformation of traditional factors of growth of the national economy characterizes the dynamic way of changing the quality of certain socio-economic and financial processes, which is associated with the adjustment of priority areas and globalization movements.

**Key words:** growth of national economy, mechanism of macroeconomic regulation, system of providing, priority directions, indicators of social and economic growth.

Among the fundamental aspects of social development is improving the quality of development of the national economy, especially in the context of globalization and crisis. Sustainable economic development of the state is a consequence of the evolution and transformation of economic systems, social relations and productive forces.

Reproduction and rational use of economic potential is possible due to the gradual exit from the phase of deep decline in production, as well as investment and innovation.

Taking into account the scientific achievements of Ukrainian and foreign scientists on this issue, it should be noted that there is a need for further research. Systematic and logical definition and delimitation of the concepts of "economic growth" and "economic development" allows the process of formation and understanding of certain processes in the national economy, especially in the context of globalization.

As an independent theory, the problem of economic growth separated in the late thirties of the twentieth century. It was J. Keynes in his work drew attention to the role of the state as the main regulator of the economic system to ensure a continuous process of social production in the country [1].

In the future, issues of economic growth and development, possible factors influencing indicators and socio-economic factors have become a mandatory element of the scientific approaches of prominent economists and scientists.

We emphasize that in the scientific environment there are problems of theoretical inconsistency and a certain polarity of opinions and approaches, despite the existing sound research in the field of economic growth and development of the national economy.

Economic growth is an important guarantee of socio-economic development of the country. It should be borne in mind that the parameters of economic growth are determined by the state of the national economy, and also are a priority of state policy of the modern country.

Economists P. Samuelson and W. Nordhaus use a slightly different approach to defining the essence of the concept of "economic growth", defining it as an increase in the country's potential gross national product, which ultimately represents an expansion of the country's production capacity [1].

According to S. Kuznets, economic growth means a long-term increase in the country's ability to supply more and more diverse economic goods and services to the population, based on the development of technology and effective ideological regulation [1].

We emphasize the fact that, despite the similarity of the categories of "economic growth" and "economic development", there are some features that distinguish these concepts and fill them with certain properties.

Note that economic development within a particular environment is a permanent and periodic change in the system, which is characterized by composition and dynamism. In turn, the growth of the national economy is a positive result of economic development, which synthesizes the progressive properties of certain processes and allows the transition of the macrosystem to a new level.

In modern conditions, the transformation of traditional factors of growth of the national economy characterizes the dynamic way of changing the quality of certain socio-economic and financial processes, which is associated with the adjustment of priority areas and globalization movements.

In our opinion, sustainable growth of the national economy is a relevant, multifactorial, dynamic process, which is accompanied by interrelated changes in macroeconomic indicators (including an increase in real national product), characterized by increasing social indicators, innovative production methods and modern technologies in all sectors, efficient use of resource potential and integration into international markets, taking into account the impact of the factor environment.

In turn, economic development is a turbulent process of purposeful structural transformations of the national economy based on innovation, integration, digitalization, based on the results of economic growth, including the transformation of industries and the transition of the socio-economic system to a new level.

An important step in structuring the factors of sustainable growth of the national economy is to improve certain segments of resource potential, including production, institutional and human, which is a necessary condition for long-term solutions in society and the meso- and macroeconomic level. The formation of real opportunities for investing in expanded

reproduction, as well as qualitative transformation and structural transformations in the state emphasize the situational changes of internal and external nature.

Note that the genesis of the category of development and growth requires significant deepening and criterion separation of the relevant characteristics that are identified in the process of systematic research.

A balanced system of macroeconomic parameters, instruments and institutions is a segmental characteristic of the level of quality of growth of the national economy. An important component and factor of development, according to researchers, are consistent institutional transformations, which, on the one hand, affect the effectiveness of socio-economic results and ensure balanced reproduction of potential, as well as allow adaptive processes for rapid and dynamic transition to a new format and type of economic growth. macro and meso levels.

It should be emphasized that the decline in the level of individual indicators of economic development is characterized by negative trends in certain cycles, which reduces the potential for permanent growth of the national economy. Failure of state institutions to comply with the socio-economic, environmental and innovation direction within the developed strategic goals and priorities delays the growth of the national economy for its development.

In addition, the development in modern conditions of the optimal strategy of state regulation of the level of quality of growth based on the experience of developed countries and basic aspects of economic theory makes it possible to use existing parameters of external and internal development. Given the different scientific approaches to the structure of the quality of economic development and growth, it is necessary to identify trends in the formation of meaningful processes.

The separation of classical and modern scientific approaches, which are devoted to the study of segments of growth and economic development, makes it possible to build a concept of sustainable growth of the national economy in the context of transformational change. Some scientists focus on the analysis and evaluation of certain growth factors, others identify the mechanisms of development in an open economy, taking into account the cyclical nature of development processes, some, in turn, consider the synthesis and sequence of certain stages of growth.

Consider some approaches to the segmental content of economic development and growth of the national economy, which are formed on the basis of the results of certain scientific schools and the statements of well-known experts in economic theory.

First, the result of the transformation of human capital with the formation of effective conditions of use is a factor in the sustainable growth of the national economy, given that it is the driving force of economic growth is the potential of man. In addition, the level and degree of improvement of the welfare of the population, including in the field of education, health care, proper living conditions and personality development, is a prerequisite for the development of the national economy.

The process of investing in human capital, poverty reduction, according to some authors, is the development and growth of the national economy. This concept is followed by G. Becker, P. Samuelson, R. Lucas, P. Romer and others.

This approach allows you to analyze the development of a country in detail and comprehensively, identifying as a strategic goal the problem of human development.

We emphasize that P. Samuelson, given the dynamism for the balance of individual socio-economic processes, focused on the issues of economic growth and development. According to him, the systemic aspects of the growth of the national economy are reflected in simple things: the duration and standard of living, public health, the state of science and education, the level of technology, working conditions and scale of production.

The process of forming a concept for production and technical innovations based on the development and implementation of human capital is the basis of economic and mathematical models, the authors of which are scientists P. Romer and R. Lucas. According to these models, the growing return on innovation has a positive effect on the functioning of society as a whole.

It should be emphasized that according to researchers, the issue of the human factor among the significant indicators of growth of the national economy are education and possible ways to obtain it. It is important that certain factors of economic development, including investment indicators, the level of household savings, inflation, changes in government spending, as well as fiscal and monetary policy and political instability, do not act as segmental components of individual models.

Secondly, the growth of the national economy is ensured through the use of results and achievements of scientific and technological progress, which is emphasized by the need to solve modern problems of socio-economic nature. The process of strengthening the innovative direction of the national economy is considered in the works of E. Denison, J. Robinson, R. Solow and others. According to R. Solow, technical progress is the basis of economic growth, taking into account the factors of internal and external environment. Promoting and maintaining a dynamic level of efficiency of fixed capital investment is provided by calculations of materialized scientific and technological progress, which formed the hypothesis of productive and non-productive accumulation in the process of economic growth in the conditions of transformational change.

Note, that in the framework of subsequent studies, an indicator developed by E. Denison was introduced, which reflected certain qualitative changes in the economy, which are the result of non-investment expenditures in certain areas. The level of this indicator depends on the quality of the workforce and the level of education and skills of workers, as well as other factors that ensure the growth of national product, but the main disadvantage of the calculations is the influence of certain factors, including subjective, on production growth.

According to Joanna Robinson, an English economist, the existence of certain growth factors makes it possible to identify group characteristics and form segmental parts in appropriate sequences that contain characteristics of financial, investment and technical conditions, as well as competitive and political.

It should be noted that one of the basic conditions for modern economic growth is the systematization, selection and complexity of information support, the process of transformation of which has classical economic roots and is reflected in the works of Austrian economist, supporter of economic liberalism Friedrich August Hayek and his followers.

According to the Austrian economist, in the relevant processes of economic development it is possible to identify systemic options for the use of certain information. In addition, the innovation process is based on certain signs of economic development and growth, including limited, variability and uncertainty of information, as well as its imperfection and relevance.

Studies of historical trends of economic growth emphasize that the choice of innovative path



of development is the key to efficiency and balance of the national economy in the context of globalization. In turn, proponents of this view confirm the fact that the restructuring of the economic regime to apply mechanisms for innovation, allows for permanent development, even in countries with weak economic systems, which have just embarked on the path of social, financial and economic growth.

On the other hand, the vector orientation to the efficiency of the national economy is based on the systemic transformation of state institutions, which increases the opportunities for socio-economic processes in all spheres of operation and activity, as well as establishes the appropriate level of control over certain implementations. This view is shared by most supporters of institutionalism, distinguishing the institutional conditions for the development of the national economy along with other internal and external growth factors.

The process of restructuring macroeconomic institutions from the standpoint of neo-institutionalists, including from the point of view of the proponent of liberalization of economic life, Peruvian economist Hernando de Soto and American economist Douglas Cecil North, who is the author of explanations of economic and institutional changes based on economic theory and quantitative methods and categories .

According to Douglas North, the basic factors of socio-economic development are technological and institutional changes, which in turn depend on the historical stages of development of the field.

The relationship between formal and informal constraints in society and the national economy gradually and compositionally influences the institutional changes that activate economic growth. In addition, the system of institutions that create opportunities for both growth and reduction of socio-economic activity is characterized by the principles of integration, authenticity, proportionality and selectivity.

Economist Hernando de Soto singled out among the effective tools of economic growth and development the legal system and the functioning of state legal institutions, whose activities should be aimed at improving the efficiency of the national economy and ensuring proper public activities to avoid the shadow sector, which, in turn, requires conceptual approach to improving the real effectiveness of the right mechanism. It is the creation of a unified system of monitoring

and elimination of illegal sectors of the national economy that encourages permanent and adaptive development. Some economists believe that, in addition to macro-institutions, the transformation should be carried out at the micro level, which will allow for the implementation of certain reforms on the ground and among businesses.

The selection of competition as a factor of economic development is presented in the works of Austrian and American economist J. Schumpeter, who believed that an important condition for economic development is the process of innovation and the possibility of implementing new economic ideas, taking into account the relevant factor environment. In his opinion, the formation of system combinations, which are characterized by novelty, adaptability and optimality of economic solutions, change the established and established traditions that allow to introduce into the national economy dynamic mechanisms that contain innovative methods of production and use of resources, updated industry and intersectoral structures. as well as tools and ways to conquer new markets.

The solution of global questions about the theory of economic growth is reflected in the compositional models of the Austrian economist. It is competition that looks like a meaningful dynamic process that emphasizes the traits of successful actors, which in turn differ in the level of profit, opportunity and ability to implement innovative ideas.

American economists Richard R. Nelson and Sydney J. Winter are considered to be followers of these scientific directions. In their work, including Theory of Economic Change, they support the idea of linking the priorities of evolutionary theory with the corresponding dynamic process, which allows the formation of signs of behavior of market participants under certain operating conditions.

Note that the options for large-scale application of simulation models based on software, which allows obtain the most effective results, is a meaningful stage of the evolutionary approach to monitoring economic change. We emphasize that labor intensity, capital costs, the cost of factors of production, as well as the rules of decision-making, selectivity in the choice of companies are determined by American economists as factors of economic growth.

Domestic scholars consider the development and growth of the national economy in terms of the evolution of institutional structures, both at the macro and meso and micro levels, using the

system-integration theory of construction and operation of enterprises.

An important direction and result of economic development and permanent intensification of economic growth is a consistent process of structural transformation, which takes into account the variability of the combination of certain factors of production and sectors of the national economy for optimal intensification of economic growth.

The formation of several theories was that income reduction among the population is a precondition for minimizing investment in the development of economic sectors, ie to move to a new stage of development of the national economy requires an increase in financial flow and "feeding" depleted industries. Among the founders of the model of the "false circle of poverty" should be considered the American economist R. Nurkse, who studied the problems and factors of significant decline in savings and, consequently, the decline in investment opportunities.

Continuation of this model is the theory of "big push", author P. Rosenstein-Rodan, who in his work "Problems of industrialization of Eastern and Northeastern Europe" raised the question of the possibility of overcoming the crisis due to significant changes in certain areas of the economy. R. Nurkse, X. Leibenstein and A. Hirschman are considered followers of P. Rosenstein-Rodan.

Among the basic factors of economic growth were autonomous investments with appropriate state support. At the same time, the beginning of the process of self-sustaining growth is a consequence of investing large capital in the form of forced contributions, especially for countries that have just embarked on the path of independence and gradual development. In addition, according to the authors, the inefficiency of the institutional system is offset by the import of capital in sufficient quantities to start an irreversible movement in socio-economic processes, subject to control over demographic processes.

The current dynamic movement and push increases the volume of economic entities that will ensure consistent income growth, as well as increase the growth rate of average per capita income in the country, taking into account external and internal factors.

The theory of balanced redistribution of resources and the search for the harmonious functioning of traditional and modern mechanisms in the economy is presented in the works of the English economist UA Lewis, Chinese economist J. Faye, American economist MP Todaro

and others.

Particular attention should be paid to the scientific achievements of William Arthur Lewis, a professor of economics at Princeton University, who won the Alfred Nobel Prize in Economics for his innovative research on the economic development of developing countries.

The scientist confirmed that the transformation and modernization of the economy is accompanied by a proportional process of redistribution of resources from one segment of the national economy to another. In addition, it is necessary to address certain issues, namely, the mobilization of savings and their transformation into investment, as well as the withdrawal of labor from one area to another.

Note that the development within this concept of UA Lewis is understood primarily as a relationship between the natural and market economy, as well as overcoming the dualism between its traditional and industrial forms. At the same time, modernization as a means of redistribution of material and labor resources is a priority factor of economic growth, given the process of growth of more productive and reduction of less productive sectors.

According to M. Todaro, the ontology of development is characterized by qualitative and quantitative parameters, and also covers the social and financial components. That is why development is a multifaceted process that includes the reorganization and reorientation of the overall socio-economic system taking into account certain conditions and factors. In addition to the growth of income and production results, the obligatory parameters are radical structural changes of an institutional nature, renewal of traditions and transformation of public consciousness in the state.

In backward countries, the basic aspects of development are related to the reduction of the socio-economic gap between urban and rural areas and, as a result, the harmonious development of the national economy, as well as the permanent elimination of the negative effects of accelerated urbanization in some regions.

The ways of economic development include the process of regulating the relationship between the main factors of production, which emphasizes the segmentation and priority of certain sectors of the national economy. Economists such as JB Clark, RF Harrod, E. Domar and others have made a significant contribution to the study of these issues.

According to the American economist and founder of the American School of Marginalism JB Klapka, there are some differences in indicators of dynamics from the classical understanding of growth factors in terms of changing production relations and productivity, taking into account the needs of society and businesses requires the introduction of an additional growth factor in the form of opportunities and professional abilities of entrepreneurs that will help to reach a new level of functioning.

In turn, E. Domar, an American economist, a representative of Keynesianism, along with Roy Harrod, is the author of the Harrod-Domar model, which is based on Leontiev's production function, which takes into account the existence of excess supply and capital.

We emphasize the fact that this model demonstrates the process of ensuring full employment in the country through aggregate demand, which should increase in direct proportion to economic growth. Thus, in the Harrod - Domar model, which is a dynamic model of equilibrium, an indicator of economic growth is formed in the form of a function of population and capital growth rates, taking into account certain factors of influence.

The contribution of RF Harrod's refinement of the developed model is the introduction of a certain segment - the function of investment, which is associated with the dependence of the level of authenticity of investment on proportional changes in income, taking into account fluctuations in consumer spending.

Studies of this theory confirm that this model builds the dependence of guarantees of savings and growth rates of national income on the basis of a permanent indicator of capital accumulation, which ensures the gradual growth of the national economy and the process of coordination of interests of relevant stakeholders.

The next way of development of the national economy is associated with the transformation of the relationship between the need for means of production and increase the consumption fund, as well as the growth of fixed assets, the adaptability of the accumulation fund. This scientific approach is disclosed in the works of GA Feldman, J. L. Kronrod, A.I. Anchishkina, Yu.V. Yaremenko, and others.

The study of the structure of the social product, the selection of relevant segments and the establishment of systemic relationships between them is presented in the theory of reproduction.

Developed model GA Feldman, a Soviet economist and mathematician, based on the methods of mathematical modeling formed the dependence of national income growth on the growth of productive assets and the efficiency of their use, which is both quantitative and qualitative.

According to Yu.V. Yaremenko, economic growth is driven by the transformation of the national economy with a vector focus on the consumer segment on the basis of a dynamic process of eliminating "technological imbalance". Among the significant contribution of Yu.V. Yaremenko allocate, first of all, the construction of a multilevel economy, and therefore, the higher the level of the segment in the economic hierarchy, the better the resources obtained. At the same time, the resource imbalance in the national economy requires the establishment of a process of replacement or compensation, taking into account the specifics of the industry and its needs.

In addition, the use in the planned economy of some aspects of the theory of reproduction made it possible to effectively identify factors of economic growth and use them to form stages of public policy.

The analysis of scientific works on economic development confirms that the achievement of a new level is possible as a result of certain changes, which may be negative. This position is revealed in the theories of cyclicity and overcoming economic crises, the sources of which are technological changes in production.

The ideas of cyclical changes of socio-economic nature were considered by MI Tugan-Baranovsky, were further developed in the works of the progenitor of evolutionism ND Kondratiev, as one of the basic factors of economic growth. This theory of cycles ND Kondratieva explains the changes in socio-economic processes and phenomena in statics and dynamics, given the continuity of relationships and connections of segments of the overall system.

It is important to emphasize that a complex structured population is the economic system, which is considered in the dynamics of its development, including the main segments, including: social consciousness, personality, manufacturability and socio-political structure.

American economist U. Rostow identified certain stages of economic growth and their inherent relations, which are characterized by the level of development of machinery and

technology, the structure of consumption, the share of production accumulation in national income, and others.

Analysis of the neoclassical theory of comparative advantages of a country in international trade, authored by E. Heckscher, B. Olin, identifies the following path of economic development and growth of the national economy based on the application of the country's advantages in the international market in globalization.

The need to overcome external dependence on developed countries, as a result of which the exchange is not in favor of backward countries, and monitoring the level of international capital mobility is the basis of the approach in the works of A. Emmanuel, S. Furtado, R. Prebisch, developer of dependent development theory and other scientists .

Reduction and significant overcoming of external dependence are considered in models of economic development (X. Chenery, M. Bruno, A. Stout, P. Extein, etc.) with two deficits, namely:

- Reduction of external sources of financing;
- Development of the domestic market and the transition to domestic goods;
- Creating the preconditions for overcoming the country's external financial dependence.

The detailed analysis of scientific approaches of representatives of different currents and schools to understanding the content of economic development and growth emphasized that development paths changed under the influence of systemic and non-systemic factors, taking into account the conditions of economic openness and the need for social, environmental and globalization.

The considered neoclassical approaches to the analysis of opportunities for growth of the national economy in the open economy confirm the practical impossibility of development in low- and middle-income countries. But it should be emphasized that the systemic global economic problems form additional incentives for the development of countries with economies in transition, which today are considered the "engines of growth" of the world economy.

The formation of modern trends to ensure the growth of the national economy requires a systematic approach to determining the principles, characteristics, qualitative and quantitative

parameters of assessing the level of economic growth and development.

It should be noted that economic growth is a mandatory segment of the process of economic development, within which there is a steady increase in gross domestic product, real national product, national income and other indicators.

Given the scientific approaches, modern requirements, the potential of the state and the factors of globalization, highlight the following signs of sustainable growth of the national economy:

- Positive change in macroeconomic indicators, including the progressive nature and increase in real gross domestic product per capita;
- Meeting the needs of society in goods and services of appropriate quality and quantity;
- Improving the conditions for the functioning of the business environment, including for small and medium-sized businesses;
- Development of competitive high-tech industries, digitalization of business management processes;
- Efficiency of technological base and innovative models in strategic sectors of the national economy;
- Introduction of effective intellectual investments;
- Structural and innovative improvement and increase of production results on the basis of optimization of reproduction processes;
- Efficiency of functioning and efficiency of state institutions of all levels and links of economy;
- Increasing domestic and foreign investment;
- The possibility of social development and permanent improvement of relevant indicators, including: welfare of the population, the quality of health care, education, etc .;
- Integration into international supply chains and global financial markets, export support;
- Introduction of the model of resource-efficient and "green" economy, taking into account territorial aspects and potential opportunities of regions.



The long-term change in the real volume of national production is a mandatory segment of determining economic growth and development of the national economy within the existing scientific areas.

Thus, the analysis of evolutionary ways and scientific approaches of the category of economic development and growth emphasizes their interdependence and the corresponding system. The presence of polar views on the relevant definitions indicates a long-term search for rational grain in terms of content and form of development and growth of the national economy.

Identifying certain signs of economic growth makes it possible to form an effective and adaptive public policy that will take into account the potential of the national economy, the needs of modern society and globalization.

In addition, the sustainable growth of the national economy should ensure the economic development of strategic industries, strengthen economic and political autarky, as well as fulfill social objectives, namely: improving the quality of life through increased incomes, education and health, personal freedom, and also increase the ability to save and invest.

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## THE CONCEPT OF PLANNING THE RESULTS OF THE NATIONAL ECONOMY

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### **Abstract**

The article examines the conceptual aspects of planning the performance of enterprises of the national economy. In conditions of significant changes in the economic space, the problem of the planning process becomes a priority. The process of planning the results of the enterprise should include stages of assessing the impact of external and internal factors. Solving this problem requires improving the mechanism for assessing the factors and the system of planning the results of the national economy, which allows to ensure the effectiveness of the management system.

**Key words:** planning, mechanism, management, factors, system of indicators, enterprise, national economy, strategic management, evaluation methods, results of activity.

An essential stage in the formation of theoretical and methodological provisions on the essence of planning the results of the enterprise is to ensure an appropriate process taking into account changes in the functioning of the enterprise and the procedure of adaptation to the influence of external factors.

To ensure the relationship of planning with the strategy of the enterprise, it is necessary to systematically group the planned performance indicators, taking into account the criteria: key

performance indicators; production performance indicators and general efficiency indicators. When planning the indicators of each group it is necessary to take into account the level of their significant impact on the results management system.

The process of planning the results of the enterprise should include stages of assessing the impact of external and internal factors. This will help to most effectively approach the required level of indicators that characterize the financial, social and environmental performance of the enterprise.

When planning the results of activities, all aspects of the economic activity of the enterprise are taken into account: the level of use of fixed capital, machinery and equipment, technology, organization of production and labor, etc. The absolute value of profit reflects the results of cost reduction and growth in sales [1].

According to the author, to take into account the instability of internal and external factors influencing the financial and economic activities of the enterprise, as well as the results of its activities, it is proposed to supplement the planning process with a segmental assessment of the impact of environmental factors on economic, financial, social and environmental results.

This stage of planning will help determine the probability of implementation of plans and implement management decisions aimed at adapting the company to the conditions of external and internal environmental factors, in order to increase the effectiveness of plans and performance in all areas.

Segmental assessment of the impact of factors of the relevant environment on the results of activities is an analysis of the level of indicators, which is presented as a function of the distribution of values of the indicators. To form a segmental assessment of the results of the enterprise it is necessary to develop a conceptual model of the dependence of the results of activities (economic, financial, social and environmental) on the factors of external and internal environment.

Each factor that affects the efficiency of financial and economic activities of the enterprise will affect the value of economic, financial, social and environmental performance of the enterprise. Therefore, as a generalizing characteristic of the influence of environmental factors on the results of the enterprise, a segmental assessment of performance is proposed.

Thus, the essence of segmental assessment of the impact of factors of the environment is to conduct a detailed study of performance factors, building a distribution of results in the planning period based on the results of statistical modeling based on evaluation and forecasting of these factors.

In scientific sources, when planning aggregate income, as a rule, two methods are used - direct calculation and analytical method. The method of direct calculation is based on the deduction from the net income of the enterprise all its costs.

Analytical method based on the cost of 1 UAH of marketable products, as well as the percentage of basic profitability [1].

Therefore, the main components of the segmental assessment of the impact of factors of the relevant environment are:

- Use of the method of segmental assessment of factors and the principles of their choice;
- A set of factors influencing the results of activities;
- Construction of a factor model of activity results;
- Principles of selection of measures for adaptation of the financial and economic mechanism of the enterprise to instability of factors;
- Formation of algorithm for modeling results.

In developing a method of segmental assessment of the impact of factors of the environment, according to the author, it is necessary to take into account:

- The method of segment assessment can be used not only for industrial enterprises, but also for other industries, taking into account the specifics of the factors of influence;
- The results of segment assessment are influenced by the subjective opinion of experts (business leaders), which is associated with the analysis of complex relationships and phenomena, which is carried out using the method of qualitative assessment;
- Planning horizon under the condition of making effective management decisions and their impact on the results of the enterprise is one year. At the same time, the use of this method for short planning periods is complicated by the need to conduct a significant amount of analysis of factors by the heads of the enterprise in a short period of time. The choice of a longer planning

horizon significantly reduces the accuracy of forecasting fluctuations in environmental factors and, as a consequence, the quality of the plan, which is unacceptable:

- This method of segmental assessment of the impact of factors of the relevant environment, focused on obtaining the enterprise in the planning period such a value of results of activities that will be fully consistent with the overall strategy. At the same time, most industrial enterprises solve the problem of lack of an effective short-term planning mechanism, which leads to significant deviations from the plan;

- This method takes into account a separate list of external and internal environmental factors that are most important and significant for industrial enterprises in modern conditions.

When developing a method of segmental assessment of the impact of environmental factors on economic, financial, social and environmental performance, the following principles were taken into account:

- Consistency and control over the implementation of strategic, tactical and operational plans;
- Taking into account not only the predicted values of environmental factors, but also the segment component;
- Exceeding the efficiency indicators from the implementation of the planning method over costs;
- The forecast is developed for the needs of enterprise management and is a necessary but insufficient element of effective management;
- The choice of factors for modeling the results of activities that are the primary causes of influence.

The process of implementation of this method of planning the results of the enterprise consists of the following separate interrelated stages (Fig. 1).

At the first stage, a group of external and internal environmental factors is determined and formed, which affect both the overall financial and economic activity of the enterprise and the results of activities. This takes into account the possibility of one hundred percent forecasting of individual environmental factors, which confirms their stability.

In modern economic conditions, industrial enterprises are characterized by a separate set of unstable factors that affect financial and economic activities and as a consequence of financial, social and environmental performance: inflation, the nature of the tax system, aspects of current legislation, unemployment, growth of real income of the population.

To identify individual factors of the enterprise, it is possible to use the method of SWOT-analysis, which with the help of matrix construction separates the weaknesses and strengths of the enterprise, as well as the emphasis on opportunities and threats.

The division of the identified factors of financial and economic activity into stable and unstable groups is possible through the analysis of historical values of the factor and expert assessment of the behavior of the factor in the planning period.

Expert stability testing should be performed for all factors, because the stability of factor values over even the last few periods may not always be a guarantee of stability in the planning period, and some factors may include both the segment of stability and instability.

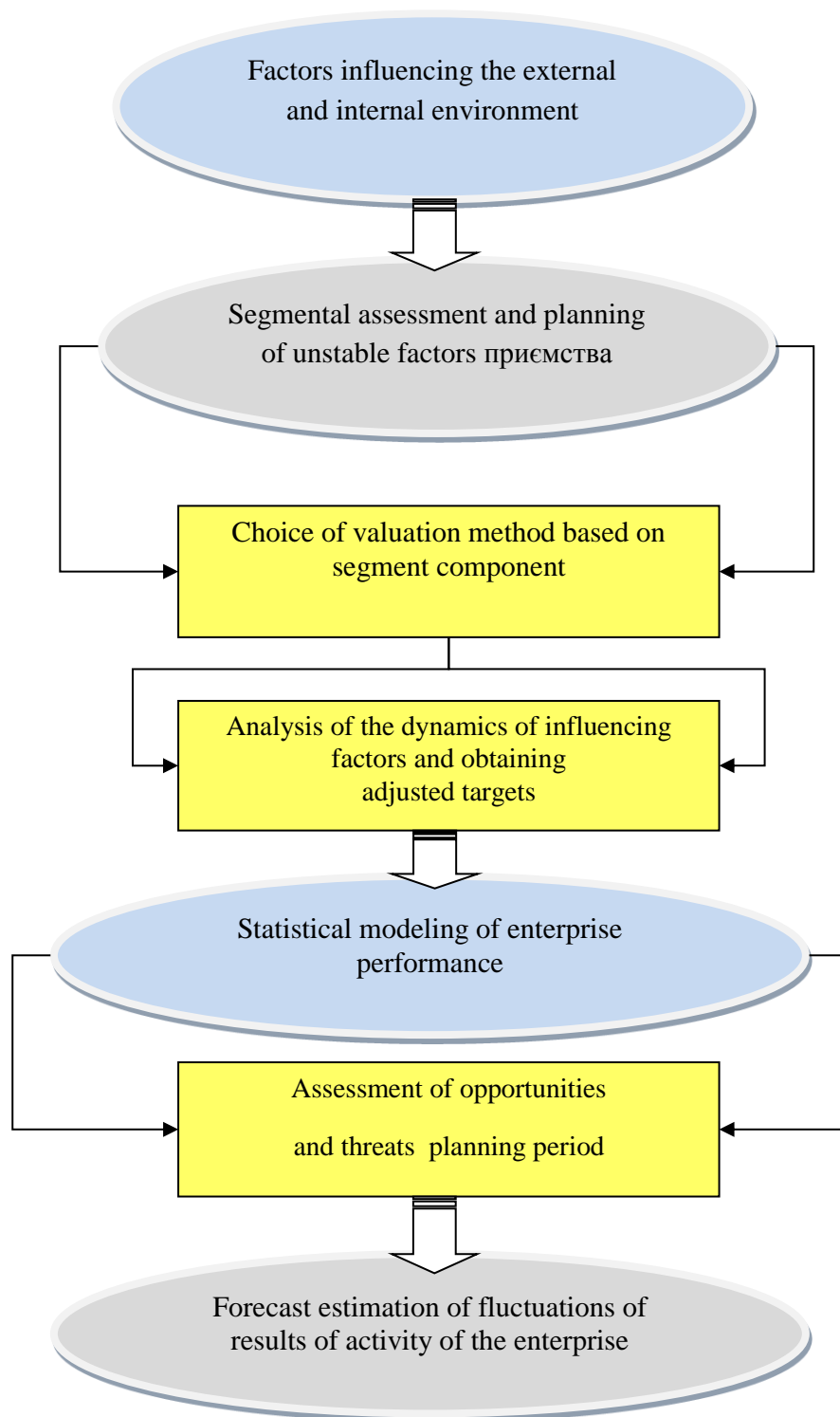


Figure 1: Interrelated stages of formation of planned indicators of enterprise performance

The next second stage of the planning method is characterized by a segmental assessment of unstable factors influencing the results of the enterprise. Thus for each group of factors the separate method of an estimation is chosen. In the presence of a statistical base, using the method of least squares analysis of the dynamics of the factor.

The method of segmental assessment of the impact of environmental factors on the economic, financial, social and environmental performance of the enterprise, provided that these factors are divided into two groups.

The factors influencing the internal environment include: the degree of moral and physical depreciation of fixed assets of the enterprise, the image of the enterprise, intellectual potential, the level of staff qualifications and competence of managers, innovative capabilities of the enterprise and others.

Direct segmental assessment of factors influencing the results of activities is carried out on the basis of the following techniques and methods: diagnosis and forecast of the dynamics of the factor, distribution of factor values and their expert assessment, expert assessment of the probability of obtained values, etc.

It is possible to bring the planned performance indicators in accordance with the level of instability of factors on the basis of appropriate measures. It is advisable to follow the principles of interactive planning, which provide the process of forming dynamic procedures for assessing the degree of compliance of the internal system to external factors.

Stable development of the enterprise is possible under the implementation of actions in accordance with the basic rule of interactive planning, which can increase the ability to control and influence changes and their results, as well as respond quickly and effectively to changes that can not be diagnosed and controlled.

Thus, the dynamic detection of deviations of the planned performance indicators from the received ones and their timely elimination due to these principles will significantly bring them closer to the expected target result of the enterprise's activity.

The formation of the necessary prerequisites for the effective operation of interactive planning is carried out through a set of principles, as well as the identification of conceptual issues that include relevant segments.

The real benefits of interactive planning include:

- Stable development of the enterprise and the team as a whole;
- Effective adaptation to the exogenous environment through targeted impact on it and the effectiveness of the developed plans;
- High motivation of employees in the implementation of the company's strategy through participation in its development and implementation;



- Practical implementation of auxiliary planning subsystems, namely: forecasting, programming and modeling taking into account the relevant factors;
- Application of an effective and efficient organizational structure for performance management;
- Ensuring the implementation of the principles of integration in the formation of the strategy, using a systematic approach.

Thus, given the current economic conditions, when creating a system of planning the results of the enterprise, it is necessary to use a comprehensive approach that will help to make the relationship between the indicators, taking into account the changing environmental conditions and relevant factors.

In the process of planning on the basis of clear calculations, the levels of performance indicators are formed, which can be achieved under the condition of realization of probabilistic internal and external factors of influence.

An important aspect of planning is the procedure for assessing the probability of achieving the required level for each performance indicator of the enterprise.

Therefore, when forming performance plans of the enterprise, the calculated forecast data can be used, with the help of which managers allocate the adapted level of probability of obtaining the performance indicator and set the corresponding target levels of enterprise performance.

The main task of the assessment is to obtain a predictive function of the probability distribution of values for each relevant factor. This function forms the seasonal component and segment component, and with its help the value of the factor is extrapolated to the planning period, along with the distribution of deviations based on the methods of statistical analysis.

Given the scientific approaches to peer review, most factors are characterized by a normal distribution, which can be supplemented by an appropriate component.

In the absence of a statistical base or in the presence of substantiated expert opinion on the relevant value of individual indicators to predict the value of the factor in the planning period, the method of expert assessments is used.

Thus, in our opinion, the use of probabilistic forecasting in the planning process allows you to

accurately prepare the current management system of the enterprise to the influence of external and internal factors, taking into account the segment component and get a general scheme of distribution of values of relevant factors.

At the third stage, statistical modeling of the results of the enterprise on the basis of a formalized factor model of the results of the enterprise and segmental assessment of these factors.

The corresponding process of modeling the results is based on statistical processing of information, determination of the limits of the integral criterion and construction of the regression equation, formation of a system of diagnostic indicators, classification of situations by indicative features.

It should be noted that each stage of modeling the results of activities is checked and substantiated by mathematical calculations, as well as confirmed by appropriate methods of statistical analysis, which allows to objectively increase the limits of accuracy and reliability of the estimates.

In our opinion, the thus obtained forecast assessment of fluctuations in performance allows us to assess the impact of opportunities and threats of the planning period on the efficiency of the enterprise and, as a consequence, on the results of the enterprise.

The presented assessment does not determine the specific values of the factors at which a particular level of performance will be achieved, but allows the probable achievement of the target level of pre-tax financial result and the probability of ensuring the planned efficiency.

The presented assessment determines the probability of reaching the level of the target indicator and the effectiveness of ensuring the planned efficiency of the enterprise, without calculating the specific values of the factors under the influence of which the desired level of enterprise efficiency is obtained.

The implementation of planned measures makes it possible to predict the process of reducing the impact of negative factors, if the probability of the corresponding values of the target performance indicator reaches a minimum level.

On the basis of management decisions, the timely introduction of compensatory measures, which include protective and backup mechanisms, insurance and others, ensures the

implementation of the necessary changes in the parameters of probabilistic estimates of external and internal factors or the degree of influence of the relevant factor. After that, the calculation of the assessment of the probability of the target result is carried out taking into account the values of the changed parameters for timely verification of the effectiveness of the proposed measures at the enterprise.

In our opinion, the achievement of the appropriate level of criteria for the probabilistic assessment of performance is possible if the selected compensatory measures lead to this, provided that the presented procedure is repeated. Studies of the practical activities of enterprises confirm that there is a need for strategic changes (financial recovery, restructuring, or change of the overall management system), if the assessment confirms the impossibility of the impact of compensatory measures on the target level of performance.

However, in the presence of favorable conditions of a general nature, the probabilistic assessment of the results of activities allows to form real targets, which are aimed at ensuring efficient and most effective activities of the enterprise.

Along with statistical modeling, positive results can be achieved by using simulation, which is based on the study of calculated experiments with mathematical models that project the behavior of real performance indicators and relevant processes over time.

The process of functioning of these indicators and systems is segmented into individual subsystems and elements, on the basis of which an algorithm is developed that restores the activity of systems, the level of performance indicators taking into account their structure.

Based on the identified factors of influence, a formalized model of financial result is described. Let us dwell on the key provisions of the factor model.

The multilevel structure of the influence of factors on the results of the enterprise is based on the dependence of individual performance indicators of the enterprise on factors. To obtain forecast results from operating, investing and financing activities, it is necessary to take into account:

- The first level of influence of external and internal environmental factors;
- The second and third level - the relationship of environmental factors and their impact on

indicators that determine the income and expenses of the enterprise;

- The fourth level - determination of forecast indicators of results by types of activity;

- The fifth level is characterized by the formation of planned indicators of the results of the enterprise, taking into account the segment component, which includes financial, economic, social and environmental results.

Given the above scheme, the total financial result from the activities of the enterprise is calculated by the formula:

$$FR_a = FR_o + FR_{in} + FR_f, \quad (1)$$

$FR_o$  – Financial result from operating activities,

$FR_{in}$  – Financial result from investment activities,

$FR_f$  – Financial result from financial activities.

Indicators of financial result from certain activities are formed as the sum of income and expenses (expenses with a negative sign):

$$FR = \sum C_j, \quad (2)$$

$FR$  – Financial result from a particular type of activity (operating, investment, financial),  $C_j$  – type of income or expenses.

Thus  $C_j$  is a function of three variables:

$$C_j = f(q_j, s_j, b_j), \quad (3)$$

$q_j$  – The number of sold finished products (goods, works, services), the value of which has a probable and deterministic component  $q_1$ . This may be a factor whose value can be predicted with high accuracy.

$s_j$  – A stable component for income or expenses from a particular activity of the enterprise;

$b_j$  – Special segment component for income or expenses from a particular type of activity of the enterprise (salary, exchange rate).

Figure 2 presents a model for the formation of the overall financial result, taking into account the indicators of the financial result from operating, investing and financing activities. According to the author, the proposed model takes into account the different degrees of dependence of income or expenses on certain factors of influence, which in turn forms a forecast of the overall financial result of the enterprise, and affects all these results. When applying this model, it is necessary to take into account the fact of changes in the factors of the internal and external environment and adjust the status of the relevant target performance indicators.

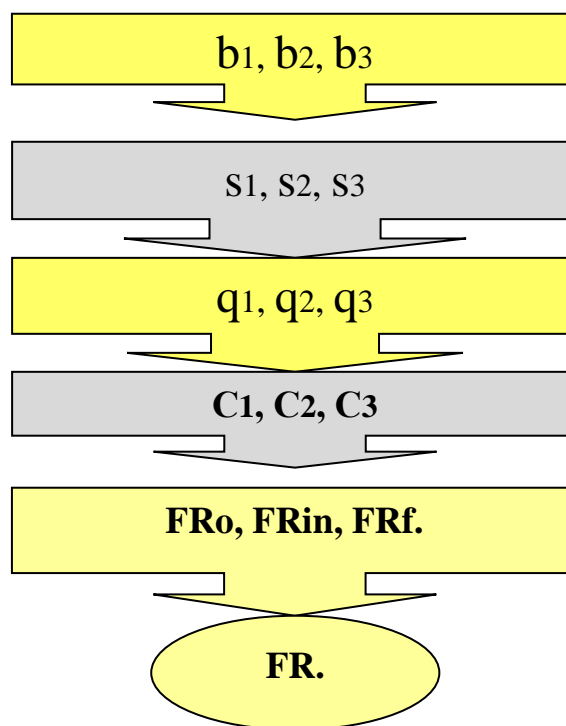


Figure 2: Model of formation of the general financial result of activity of the enterprise

The industrial enterprise must move away from the standard planning system and adapt the planned tasks to fluctuations in probable factors, taking into account the probability of achieving performance indicators, taking into account the multivariate behavior of variable segment components.

Thus, taking into account the scientific and practical aspects, in our opinion, when planning the results of activities it is necessary to ensure a close relationship between the planned indicators and the strategy of the enterprise.

Modern methods of effective planning use a comprehensive approach to addressing the issues, namely the process of implementing the chosen method of planning the results of the enterprise consists of separate interrelated stages: selection of factors of internal and external environment,

segmental assessment of unstable factors on the results of activities with the help of experts, statistical and probabilistic modeling of the results of the enterprise and complex forecast estimates of fluctuations in the results of the enterprise.

The study proposed a multilevel structure of the impact of factors on the results of the enterprise, which is based on the dependence of individual performance indicators of the enterprise on individual factors, as well as the calculation of the overall financial result of the enterprise, which takes into account financial results from operating, investing and taking into account the segment component.

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**THE PRINCIPLES OF FOREIGN PERSONS' RIGHTS AND DUTIES SYSTEM  
FORMATION IN ECONOMIC LITIGATION OF UKRAINE**

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**Abstract**

Article 365 of the Economic Procedural Code of Ukraine provides that foreign persons have the same procedural rights and duties as domestic entities founded under the legislation of Ukraine with exceptions established by Laws adopted or international treaties ratified by the Parliament of Ukraine. So, there are some specialties of foreign persons' status in litigation as international treaties may impose certain restrictions on certain categories of foreigners either on the basis of a particular person's special features or on the basis of the state of its origin.

The author concludes that the general rights and duties of the foreign persons in Ukrainian economic litigation are common for all the participants of the trial while special rights and duties provide features of the participant's status that are not inherent in cases without a foreign element.

Taking into account the peculiarities of establishing restrictions or additional guarantees for the exercise of procedural rights by such persons, the following principles of forming a system of rights and duties of foreign persons in economic litigation of Ukraine may be identified: (1) the equality of rights and duties of citizens of Ukraine, stateless persons and foreign persons in economic litigation; (2) reciprocity of the rights and duties of foreign persons in economic litigation in countries that have agreed to do so at the international or national level; (3) international courtesy regarding the rights and duties of citizens of Ukraine, stateless persons and foreign persons in commercial litigation; (4) unconditional use of their rights and responsibilities by a foreign person in economic duties litigation; (5) non-discrimination in respect of the rights

and obligations of foreign persons in economic litigation; (6) mutual procedural retorsions in economic litigation.

Following an expanded interpretation of Article 3 of the Constitution of Ukraine, the author concluded that although human being is the main value of the state and the protection of its rights and interests is the main duty of the state, one should understand this rule more widely, spreading the principle of equality not only for individuals but also for business entities in economic litigation as special entities under the content of the general definition of the «human being» concept.

**Key words:** foreign persons; economic trial; jurisdiction, economic jurisdiction; principle.

**Introduction.** The problem of procedural and legal status of foreign persons involved in cases falling within the jurisdiction of the commercial court may be correlated through the prism of the fundamental rights and obligations of the parties, which are enshrined in Article 42 of the Commercial Procedure Code of Ukraine (hereinafter - CPC of Ukraine). This statement is based on Article 365 of the CPC of Ukraine on procedural rights and obligations of foreign persons. This article provides that foreign persons have the same procedural rights and obligations as citizens of Ukraine and legal entities created under the legislation of Ukraine, except as provided by law or international agreement, the binding nature of which is approved by the Verkhovna Rada of Ukraine [1].

On the one hand, this means that no one can set any restrictions on rights or grant additional rights, as well as give or release certain obligations of foreign persons involved in commercial litigation, except those specifically provided by law or international treaty.

On the other hand, the second part of Article 365 of the CPC of Ukraine contains the features of setting and implementing the status of foreign persons in the process, as laws and international treaties may provide certain restrictions on certain categories of foreigners.

**The aim of the article** is identification and formulation of principles of formation of the system of rights and obligations of foreign persons in economic litigation of Ukraine.

**Analysis of scientific publications.** Such theorists and practitioners as O.A. Kalganova,



V.O. Koval, I. Pasaylyuk, T.V. Stepanova, N.O. Chuchkova and some other researchers paid their attention to the study of the procedural status of foreign persons. However, the issues of the principles of forming the system of rights and obligations of foreign persons in the economic litigation of Ukraine have not been properly researched in scientific circles. Therefore, the raised topic seems important and relevant at the present stage.

**Results.** S.S. Bychkova classifies all procedural obligations of the parties according to the general, i.e., those which, along with the parties, are endowed with other persons involved in litigation, and special, i.e. those that are unique to the parties [2, p. 138].

But such a position seems unsuitable not only for the obligations but also for the rights of foreigners in economic litigation. We believe that the general rights and obligations of foreign persons in economic litigation of Ukraine are such rights and obligations that are appropriate in all participants in the process, and special rights and obligations in this case determine the features of status that are not peculiar in persons in economic proceedings in cases without a foreign element.

This statement is based on the formation of the principles of rights and obligations of foreign persons in economic litigation, which determine certain principles that must comply with the content of economic relations. This is also facilitated by the duality of interpretation of Article 365 of the CPC of Ukraine on the possibility of restricting the rights and obligations of foreign persons in commercial litigation in cases provided by law or international treaty, approved by the Verkhovna Rada of Ukraine.

At the same time, taking into account the peculiarities of establishing restrictions or additional guarantees for the exercise of procedural rights by such persons, we consider it appropriate to identify and formulate the principles of forming a system of rights and obligations of foreign persons in commercial litigation of Ukraine.

First, we can highlight the principle of equality of rights and responsibilities of citizens of Ukraine, stateless persons and foreign persons in commercial litigation.

This principle is based on Article 3 of the Constitution of Ukraine, according to which "ensuring human rights and freedoms is the main duty of the state" [3]. The fact that man is the main value of the state, and the protection of its rights and interests is the main duty of the state

has been transformed into the principle of equality not only individuals but also business entities in commercial litigation as special entities in relation to the general definition and the meaning of the concept of "man". This principle is a legal guarantee that the rights of both Ukrainian and foreign businesses will be protected equally on the basis of equality before the law. We believe that the guarantee of observance of this principle is enshrined in Article 55 of the Constitution of Ukraine, as any person who considers his right violated has the opportunity to seek judicial protection [3] and prove his rightness.

Secondly, it is appropriate to highlight the principle of reciprocity of observance of the rights and obligations of foreign persons in commercial litigation in countries that have agreed to do so at the international or national level.

Previously, the Commercial Procedural Code of Ukraine in Article 123 provided for the establishment of appropriate restrictions on enterprises and organizations of those states whose legislation restricts the procedural rights of enterprises or organizations in Ukraine [4]. Naturally and logically, if a foreign state abolishes special restrictions on the economic procedural rights of individuals or legal entities, Ukraine is also entitled to abolish the relevant restrictions in accordance with the law. However, in the current version, the relevant article of the Commercial Procedural Code of Ukraine reads in such a way that each procedural restriction requires a relevant law or agreement. This can only make sense when the legislative activity takes place without obstacles and lobbying the interests of stakeholders. And usually, it takes a lot of time, which does not play in favour of the parties, because the economic process must, given the general principle of commercial litigation - efficiency - be fast. Therefore, we believe that the previous version of the article, which determined the establishment of appropriate restrictions on enterprises and organizations of those states whose legislation restricts the procedural rights of enterprises or organizations in Ukraine without the adoption of relevant law or ratification of an international treaty, was more effective.

Third, the principle of international courtesy regarding the rights and obligations of citizens of Ukraine, stateless persons and foreign persons in commercial litigation should be highlighted.

International courtesy is usually a so-called international custom that is not legally binding on states. It is important to note that this principle does not presuppose similar actions

and is not accompanied by a requirement of reciprocity. That is, in fact, it can be opposed to the previous principle. And the refusal to observe international courtesy should not be considered as an unfriendly act and serve as a basis for negative consequences.

The concept of international courtesy is not used in national legislation and international treaties but is widely used in law enforcement practice. We believe that enshrining in Article 365 of the Economic Procedure Code of Ukraine equal rights and responsibilities of foreigners compared to citizens of Ukraine without reference to international treaties and ratified conventions can be considered based on the principle of international courtesy, but with a broader interpretation, as usual in international law.

The most common application of the principle of international courtesy is "non-contractual legal assistance". In the absence of a special international agreement on the provision of legal assistance, the state has the right to count on the provision of assistance in the manner of international courtesy. If a state without sufficient grounds denies legal assistance to another state, such refusal is a violation of the principle of international courtesy [5, p.22].

Fourth, we can highlight the principle of unconditional use of their rights and responsibilities by a foreign person in commercial litigation.

The national regime established for foreigners in Ukraine, in particular, in commercial litigation, is unconditional. It is characterized by the absence of a court obligation in each case to raise the question of reciprocity of observance of the rights and obligations of foreign persons in commercial litigation in countries that have agreed to do so at the international or national level. It is not necessary to find out in the course of each specific case whether the legislation of a foreign state provides equal rights for individuals and legal entities of Ukraine. This principle works, like most others, by default.

Fifth, it is appropriate to highlight the principle of non-discrimination in respect for the rights and obligations of foreign persons in commercial litigation.

The principle of non-discrimination means that persons of any state cannot be placed in worse conditions than persons of other states. Each state has the right to demand from another state to create for its nationals the same conditions that are enjoyed by persons of other states, i.e., common and equal for all.

Pursuant to Article 29 of the Law of Ukraine "On Private International Law" in Ukraine established a national regime of foreign legal entities, which is that business and other activities of foreign legal entities in Ukraine are governed by the legislation of Ukraine on legal entities of Ukraine, unless otherwise provided by law [6]. According to Article 7 of the Law of Ukraine "On Foreign Economic Activity", the national regime means that foreign entities have no less rights and obligations than the subjects of Ukraine [7].

The difference between the national regime and the most-favoured-nation regime is that, by virtue of the most favoured nation, foreign organizations and citizens are on an equal footing. Due to the national regime, all persons are in an equal position, regardless of their citizenship and nationality [8].

The principle of non-discrimination does not require contractual consolidation, it follows directly from the sovereign equality of states. If the national legislation contains a general rule on granting foreigners a national regime in the field of access to justice, then the unjustified exclusion from its scope of action of citizens of any particular state should be regarded as discrimination.

The experience of some European countries (Germany, Austria, France) on the mandatory payment or deposit at the request of the court to ensure court costs in case of dismissal of the claim is interesting. For example, paragraph 110 (1) of the German Code of Civil Procedure provides that, at the defendant's request, a foreign plaintiff may be required to provide a guarantee for legal costs (deposit), and if that guarantee is not provided, negative consequences will result in the claim being dismissed.

Sixth, the principle of procedural retaliation in commercial litigation should be highlighted.

As a general rule, the extension of the national regime to foreigners is based on the principle of unconditionality and is not related to their residence in Ukraine. However, if a foreign state allows restrictions on procedural rights for citizens and legal entities of Ukraine, retaliation may be imposed on the procedural rights of citizens, enterprises and organizations of those states in which such restrictions are allowed [9].

Retaliation is most often used by a state if its citizens are discriminated against in the

territory of another state, if there are unfriendly restrictions on economic and cultural ties, etc. [10, p.155], restrictions on legal personality, in particular, procedural. Thus, the Law of Ukraine "On Sanctions" in the first paragraph of Article 1 states that in order to protect national interests, national security, sovereignty and territorial integrity of Ukraine, counter terrorist activity, as well as prevent violations, restore violated rights, freedoms and legitimate interests of Ukrainian citizens, societies and states may apply special economic and other restrictive measures (hereinafter - sanctions) [11]. In view of the above, we believe that sanctions in international law can be called the use of the principle of retaliation, and they can also be applied in judicial proceedings, in particular commercial.

However, according to the analysis of Article 4 of the above-mentioned Law on the types of sanctions, it is appropriate to note that no sanctions in the field of procedural law are established there. That is, the principle of retaliation in Ukraine regarding procedural rights is not enshrined in practice.

Turning to foreign experience, we can observe examples of legislative establishment of restrictive measures of a procedural nature. Thus, Article 187 of the Law of the People's Republic of China "On Civil Procedures" states: "if the courts of a foreign state impose restrictions on the *procedural* rights of citizens, enterprises and legal entities of the People's Republic of China, people's courts will adhere to the principle of reciprocity." (our italics - K.K).

It seems expedient, given the current political and legal situation in our country, to apply the principle of procedural retaliation to those countries that are subjects defined in the Law of Ukraine "On Sanctions", separately defining this in Article 4 of the above Law regarding certain restrictions on the participation of foreign persons in the economic process. This will be appropriate and justified, as almost all sub-paragraphs of this article relate to economic activity, i.e., the restriction of substantive rights. Therefore, the simultaneous restriction of procedural rights will be justified, but for as long as this Law is in force, as the use of the principle of retaliation is not a rule but an exception to the rule.

**Conclusions.** It is appropriate to conclude that, as a general rule, the rights and obligations of foreign persons in commercial litigation of Ukraine are equal, as referred to in Article 365 of the CPC of Ukraine, but except as may be established by law or international treaty provided by the Verkhovna Rada of Ukraine. It was found that there is no separate list of

such cases. Therefore, we consider it expedient to determine such cases not by the simple fact of mention in a legislative act or international agreement, but by measuring such situations according to the principles given above, namely: the principle of equality in resolving economic disputes stateless persons and foreign persons; the principle of reciprocity of the rights and obligations of foreign persons in commercial litigation in countries that have agreed to do so at the international or national level; the principle of international courtesy regarding the rights and obligations of citizens of Ukraine, stateless persons and foreign persons involved in commercial litigation; the principle of unconditional use of one's rights and responsibilities by a foreign person in commercial litigation; the principle of non-discrimination in respecting the rights and obligations of foreign persons in the course of consideration and settlement of commercial disputes; the principle of procedural retaliation in commercial litigation.

This does not mean that all principles can be used simultaneously or, conversely, mutually exclusive. They supplement the legislation, i.e., the principles of supplementing the legislation of Ukraine are created in such a way that it meets the requirements of the modern world given the international legal status of countries whose individuals and legal entities can become subjects of economic procedural legal relations.

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## **Theoretical and methodological support of logistics activities in the industrial complex**

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### **Abstract**

The article investigates the theoretical and methodological support of logistics activities in the industrial complex. It is found that in modern conditions logistics is considered as a management technology in the real macroeconomic environment, which is based on scientific approaches and principles of consistency, transparency and system, and the logistics process is associated with addressing certain issues in the industrial complex, which are adjusted by time, demand and potential opportunities. The proposed author's definition of logistics in the industrial complex is a consistent, systematic, relevant process that functionally provides management of tangible and intangible flows, meeting the needs of entities at all levels on the basis of a balanced set of modern methods, techniques and technologies, provided optimal and proportionate use of resources and potential of the industrial complex.

**Key words:** logistics, logistic activity, industrial complex, management mechanism, security system, logistics approach, innovative logistics, national economy.

In the current conditions of the macroeconomic environment, sustainable development of industry, increasing its efficiency and effectiveness is the basis of economic growth of the

national economy of Ukraine, which, in turn, is impossible without building a dynamic and strong infrastructure that should address domestic and foreign markets, given globalization individual processes and the integral nature of their functioning.

The study of recent trends in the international economic space confirms that the permanent development of the industrial complex depends on the degree of application of the latest management technologies, including tangible and intangible flows at micro-, meso and macro levels, provided by a rational, dynamic logistics system. and digitalization.

The functioning of the modern macroeconomic environment forms a multifaceted approach to the concepts of "logistics", "logistics activities", "logistics system" and "logistics management", which requires clarity in the definition and evaluation of segment components.

According to most researchers, the concept of logistics originates from ancient Greece and translated from the Greek (Logistics) defines the "art of accounting" or "thinking, calculation, expediency" [1].

Emphasizing the historical aspects of development, the term "logistics" is presented from two separate positions: military and mathematical. At the same time, the concept of logistics in the military sphere became widespread during the Second World War, when active interaction between the defense industry, the transport system, and supply bases was organized. It was with the help of military logistics was carried out timely, in a timely manner, to the required place of supply of military equipment and food, transport and troops, which in turn formed the basis of such principles of logistics as timeliness, reliability, system, rapid adaptability to a dynamic environment. [1].

The application of the principles of logistics in the regulatory system at different levels has led to the separation of some authors of a new essence of logistics, which means a complex focus in science, which covers the problems of material and information flow management, given their consistent interaction [1].

The analysis of scientific research makes it possible to distinguish the relevant stages of logistics development: from the formation of its concept to the theory of globalization processes, which contributes to the introduction of logistics approaches in relevant areas of economic activity and state regulation of the national economy.

In the works of foreign authors, namely: J. Hesketh and J. Bushehr, it is defined that logistics is a system of separate activities to manage product flows, coordinate production and markets at a fixed level of services with minimal costs, and forms a planning process, implementation and management of efficient economic movement and preservation of raw materials, work in progress, finished products and related information from the point of origin to the point of consumption in order to ensure compliance with the requirements of the subjects. According to M. Auckland, logistics in the process of evolution is transformed into a comprehensive integrated function of material flow management, which provides high efficiency of the whole system [1].

In modern conditions of development of the national industrial complex logistics acts as the effective mechanism of optimization of existing expenses and maintenance of increase of efficiency of management at the corresponding levels.

Note that the formation of the basis and functional orientation of the management system of any entity is based on the rational regulation of flow processes, identification of potential opportunities provided by the logistical approach at the sectoral, intersectoral and national levels.

In general, logistics is a procedure of planned movement of objects with a high degree of resource efficiency and high efficiency, provided not only to achieve a strategic and operational goal, but also to meet the needs of consumers of relevant services.

Analysis of research confirms that the transformation of the macroeconomic environment contributes to the dynamic development of logistics, which ensures the integration of material, informational, financial and social goals.

Note that the formation of the compositional effect of the optimization of flow processes is possible due to the combination and use in the industry of logistics, marketing and information technology with the support of the innovation component.

According to some scientists, logistics is a conceptual basis for the management of flow processes, accounting and analytical support, taking into account the geographical and time segment.

An important basis for achieving the competitiveness of the industrial complex and their products or services are approaches, methods and tools that operate not only in logistics but also in other areas of activity, which allows the integration of rational regulators to improve flow

control processes.

In addition, logistics can be represented in the form of a synthesized structure of non-ordinaryness and management science, which contains a technologically effective component aimed at meeting the requirements of planning, providing and maintaining aids to support strategic goals, tactical plans and operational actions, given the dynamics of information flows and system and stability of internal and external relations.

It should be noted that the process of diagnosing the conditions of optimal and long-term performance of tasks, permanent satisfaction of the needs of different groups of entities on the basis of consistent planning and implementation of adequate solutions to regulate the movement of relevant flows, is investigated within logistics.

The focus on the optimization of tangible and intangible flows attracts the attention of many scientists, which, in turn, forms a number of approaches to the essence of logistics and its need for the development of modern macro-, meso- and micro-level systems. In addition, the rationalization of information flows is carried out together with financial, production and other flows, which is provided by appropriate logistics methods.

The allocation of logistics in a separate discipline, scientific direction made it possible to replace the process of forming simple supply chains with a system of integrated direction of the compositional capabilities of the management of flow processes of the macroeconomic environment.

The study of scientific approaches has enabled the process of forming the characteristics of logistics, which is:

- Dynamic integration of transportation and production processes;
- The process of long-term and tactical planning of relevant flows;
- Synthesis of optimal methods and techniques for managing material, financial and information flows;
- Basic aspect of infrastructure functioning at macro-, meso- and micro-levels;
- The direction of increasing the effectiveness of the subjects, taking into account internal and external factors;

- The procedure of rational organization, distribution and development of internal and external relations.

Note that logistics at the micro level is a permanent organization of integration activities of entities that form functional segments and are responsible for the formation of supply chains, taking into account the issues of cost optimization, availability and condition of resource potential and mandatory tasks.

American experts P. Converse and P. Drucker emphasized that logistics should have practical potential, and scientists M. Porter and D. Stoke determined the historical significance of logistics in terms of strategic management for long-term optimization of material resources in economic turnover, given the cycle of goods services and money.

In addition, the position is substantiated that logistics performs tasks only in relation to the regulation of the movement of material flows on the basis of already developed mechanisms and methods.

It should be emphasized that logistics makes it possible to obtain a range of benefits of the industrial complex through cost optimization, formation of appropriate reserves and permanent implementation of tactical tasks and achievement of strategic goals.

The systematic assessment of the modern logistics concept is based on the fundamental principles of leading scientific schools and trends, as well as the consistent diagnosis of factors influencing and developing the macroeconomic environment.

Determining the fact of integration of logistics in some clearly defined areas of economic activity, including the processes of supply, sale of material resources, is emphasized by some scientific schools, which are characterized by initial concepts of logistics approaches, methods, principles, results.

Given the assessment of modern research, it is possible to determine the diversity of methodological concepts and theoretical approaches to the functioning of the logistics system of the macroeconomic environment.

In turn, the definition of the essence of logistics activities should be considered in terms of economic, organizational and functional orientation, taking into account the impact of internal

and external factors.

Regulatory and legal sources focus on freight forwarding activities, which are presented in the form of business activities for the provision of freight forwarding services for the organization and provision of transportation of export, import, transit or other goods [1].

The analysis of relevant research on the formation and development of logistics activities, including in terms of its economic essence, makes it possible to identify separate approaches to defining this definition, taking into account the basic principles, priorities and organizational properties.

The use of a systematic approach to the concept of logistics activities makes it possible to identify the main characteristics and basic segments of this activity, regardless of the scope and level of its application. Some proponents of the process approach emphasize that logistics activities are a logical sequence of actions that are aimed at achieving strategic, tactical and operational goals using resource potential.

Consideration of logistics activities with the help of appropriate logistics functions mainly applies to scientists who distinguish between both processes and special operations. The essence of the analytical approach to the definition of logistics activities makes it possible to carry out ontological monitoring of this category, taking into account different scientific views and schools, which in turn forms the appropriate integrated characteristics.

Note that the compositional approach to the definition of logistics activities reveals its essence in terms of functionality and organizational capabilities of all elements that act in harmony to achieve the goals, taking into account the authenticity of the relevant subjects and objects. In addition, the technological approach considers logistics activities taking into account the peculiarities of flow processes, resource provision and industrial potential.

The analysis of the researched conceptual approaches gives the chance to approach questions of multifaceted definition of the concept "logistic activity".

Some authors understand logistics as the process of managing the relevant aggregate flows, including: material, information and financial, operating in integrated logistics, others define logistics as a systemic separate economic activity that is responsible for the movement of tangible and intangible objects. [1].

Given the variability of scientific views, in our opinion, logistics in the industrial complex is a consistent, systematic, relevant process that functionally provides management of tangible and intangible flows, meeting the needs of actors at all levels on the basis of a balanced set of modern methods, techniques and technologies. conditions of optimality and proportionality of use of resources and potential opportunities of an industrial complex.

Among the segments of logistics activities are the logistics process, which corresponds to the systematic development and management decisions at different stages of resource movement.

In turn, in modern conditions, logistics is seen as a management technology in a real macroeconomic environment, based on scientific approaches and principles of consistency, transparency and system. In this case, the logistics process is associated with the solution of certain issues in the industrial complex, which are adjusted by time, demand and potential.

The functioning logistics system of the industrial complex is presented as a universally relevant set of management of the respective moving and stationary flows due to the optimal ratio of costs and results.

The development of the logistics system is characterized by certain features of the global economy, namely:

- Functional development of transnational corporations, cyclical economic and financial processes;
- Change and balancing of supply and demand, taking into account the synchronization and cyclical nature of economic crises and ups and downs;
- Innovative approach to the development of management technologies, technical equipment, consistent change of technological systems;
- Formation of aspects of the international value of goods and services used for the functioning of logistics relations;
- Efficiency and effectiveness of the global financial and financial-credit system, which is aimed at deepening and implementing joint projects to address socio-economic, environmental problems,
- Aimed at significantly increasing the rational use of resource potential and human capital,

which increase the efficiency of the macroeconomic environment;

- The possibility of preparation, formation and implementation of international projects aimed at meeting the needs of entities in certain services based on the development of a modern logistics network, taking into account demographic and location trends in the world market.

All this confirms the development of the globalization process of the socio-economic and financial environment, taking into account managerial and regulatory trends.

The formation of integration links in the macroeconomic environment allows the branching of logistics systems, appropriate mechanisms and infrastructure to meet the needs of entities at the micro, meso and mega levels.

The use of innovative products and new technologies not only increases the efficiency of individual processes, including logistics, but also significantly increases the dynamics of development and efficiency of the national economy. Within the framework of international cooperation, the current state of relations between individual entities is formed, taking into account the range of value relations at the global level and the direction of the national economy.

An important aspect is the formation of dynamic competition in the provision of logistics services by building a modern system that must meet the technical and information requirements and needs of entities at different levels of operation, while performing tasks of the national economy of tactical and strategic nature.

Based on the spatial spectrum, it is possible to emphasize the existence of the following logistics systems, namely:

- Micrologistic systems;
- Metallogistic systems;
- Mesological systems;
- Macrologistic systems.

It should be emphasized that the micrologistics system operates within the industrial complex to ensure the proper efficiency of both individual units and facilities as a whole.

The functional structure, which makes it possible to ensure consistent performance of tasks



between the individual internal and external objects of the industrial complex and take into account the factors of influence, is presented in the form of a metallurgical system. In turn, mesological (regional) systems implement the objectives of the movement of the respective flows within one territorial unit, which allows for the elaboration of developed tactical plans and takes into account regional features.

The efficiency of the macrologistic system of industry depends on:

- Optimality and dynamism of its components;
- The level of digitalization of the system;
- Functionality of vertical and horizontal connections;
- The degree of consistency of decisions and actions between the relevant structural elements;
- Market trends, demand for certain services;
- Management methods and accounting and analytical support;
- Activity of micrologistic systems within one macrosystem.

Thus, the combination of individual structural segments, characterized by authenticity, permanent dynamics, centralized action, innovation and investment approaches, economic and legal orientation of internal and external relations in industry, the effectiveness of market mechanisms, is a macrologistic system of industrial complex, which is permeated with functional networks and chains.

Permanent and rapid introduction of modern technologies and equipment in some countries strengthens their position at the world level, leaving no chances for backward countries, but opening the way for future development and improvement of socio-economic situation through the use of innovation in the national economy strategy.

It should be emphasized that an important position in the development of the macroeconomic environment and international relations is occupied by the national logistics system, which not only solves domestic problems but also integrates into the world, which, in turn, increases the composition of international logistics and efficiency flow control at the macro and mega levels.

The process of adaptation of modern logistics systems to the requirements of the subjects is

based on the activities of transport, production, distribution units, which allows to create optimal ways of movement of tangible and intangible flows.

The need to optimize flow processes is associated with a significant increase in needs in society and in the industrial sector, as well as in related areas (supply, sales, service, household, etc.), which is provided by the penetration of aspects of logistics in the relevant sectors of the national economy.

The level of individual sectors and areas proportionally affects the development of individual mesosystems. The most rapidly developing recreational logistics, which ensures the optimality of flow processes based on long-term management and consideration of external and internal environmental factors.

Special attention should be paid to providing subsectors that provide an opportunity to increase the efficiency of logistics activities at all levels of the industrial complex.

The analysis of research has shown that some authors pay attention to the movement of material and information flows, shifting the financial, time, energy and geographical segments. The combination of system components in logistics ensures the achievement of the set goal under the conditional compositional use of potential and rational solution of problems.

Prospects for flow management are based on consistent integration and effective ratio of individual items, which contain tangible and intangible, namely: financial, information, transport, labor and other resources. That is why logistics should be considered a system that forms a compositional approach to the optimal proportionality of all necessary to solve the goal and operational elements.

A group of European scientists takes the position that the set of options for cooperation of individual entities, the formation of a system of optimal relations between supply and demand, between requirements and opportunities, is the logistics at the appropriate levels of operation.

English scientists J. Whitehead, D. Benson and their followers emphasize that the process of managing tangible and intangible flows includes production planning, procurement of materials and equipment, diagnostics of market segments, analysis of subjective proposals, and evaluation of sequential and related transactions.

Some authors believe that logistics examines the relevant product flows, which are characterized by vector movement from the workpiece to the place of consumption, which in turn is accompanied by information, transport, accounting and analytical support.

It should be noted that the formation of opportunities to improve the activities of the industrial complex in order to reduce the level of total costs is carried out through the integration optimization of individual flows, taking into account external and internal factors in the relevant information space.

The direction of action and coordination processes of comparing supply and demand, taking into account the industrial segment, time and target factor affect the management of the whole set of economic and production activities of entities.

The formation and development of logistics is characterized by the formation and change of objects, subjects, methods that take into account the relevant trends and requirements of a particular period of the economic cycle.

The dynamics of approaches to logistics issues is characterized by diversity and composition of the essential content, which makes it possible to form a model of modern logistics in terms of socio-economic, financial and environmental requirements.

The multifaceted nature of the directions for the definition of logistics creates permanent difficulties in the unambiguous formulation of this definition. The analysis of researches confirms that logistics is, first of all, regulation of movement of commodity flows in the corresponding spheres of the macroeconomic environment.

Note that, given the micro-level aspect, logistics looks like a process of planning and managing targeted training and appropriate use of appropriate resources, including financial, material, labor, in order to solve problems.

The formation of a system of clear interaction of demand, supply, production, transport, distribution and redistribution of industrial products is a macrologistics, which is based on scientific approaches to streamline methods and ways to manage individual flows in the process of meeting demand, which are primarily priority for an individual business entity.

In addition, the practical aspect of logistics is considered in terms of rational organization of

production and distribution, which comprehensively, from a systemic standpoint, covers the supply of economic entities of the industrial complex with tangible and intangible resources, taking into account the geographical segment and existing macro-, meso- and micrologistics.

The process of rational use of national resources is possible due to the construction and dynamic functioning of global logistics systems based on the diagnosis of the ratio of aggregate demand and supply for individual services.

We emphasize that the optimization of flow processes at the macro and meso levels is possible through adequate organization of logistics activities, taking into account the characteristics of economic entities, the system of state regulation and modern market mechanisms.

The logistical balancing of the industrial complex is based on the gradual proportional saving of total costs, which are associated with the consistent movement of material, as well as information, financial, labor and other flows.

The construction of logistics activities of the industrial complex can be rational through the application of authentic rules, which are presented in the form of principles and enable the achievement of strategic and tactical goals, as well as enable the implementation of the developed tasks.

Among the main principles of logistics, which form the structural elements of the system, are: systematic actions and management processes, complexity of solving tasks, dynamic stages of flow control, balance of decisions, sequence of actions and their composition, focus on strategic and tactical goals, optimality and prospects of development of the logistics system.

The specific principles of logistics activities of the industrial complex are:

- The principle of rationalization of the total costs of the logistics chain of the industrial complex;
- The principle of optimizing the flow of tangible and intangible flow processes;
- The principle of interaction of logistics with information technology;
- The principle of proportionality of material, labor and financial support.

The vector orientation of the national macroeconomic environment requires the restructuring

of segmental components of the national infrastructure, which should reflect current trends and requirements of individual consumers.

It should be noted that it is the restructuring of national and regional infrastructure, including the logistics system of macro-, meso- and micro-level that provides an opportunity to approach the achievement of the goal of economic development taking into account external and internal environmental factors.

The process of transformation of economic infrastructure is based on the formation and selection of logistics platforms, which makes it possible to internally influence the solution of systemic issues of resource provision, taking into account qualitative and quantitative parameters.

The process of forming the initial link in the form of a micro-logistics platform should take into account the peculiarities of the functioning of each entity, the availability and level of internal and external links, the state of infrastructure units and the quality of logistics services.

Note that mesological platforms are based on regional aspects, taking into account the characteristics of individual areas, the availability of modern infrastructure, mobility and flexibility of logistics programs and activities.

Unlike micrologistics, macrologistics platforms are based on the principles of synergy and adaptability of individual elements of the overall system through the rationality of the centers of coordination of flow processes and the interaction of micro- and mesologic platforms.

In addition, the integration of the potential of stakeholders, logistics chain actors and networks allows for a balanced and dynamic functioning of the macro-platform, taking into account the factors of globalization.

The selectivity of approaches and finding beneficial means of interaction for stakeholders of different levels of operation affects the efficiency of macrologistics platforms with a focused management system at all levels of the platform, taking into account the principles of relevance, segment subordination and permanent integration.

In turn, the segment-logistics platform is formed at both meso- and macro-level, which ensures the implementation of the tasks of logistics and takes into account the state of the segment components of a particular platform, focusing on the potential and state of flow

processes. Each formed logistics platform determines the priority perspective directions of macroeconomic environment development, especially in the conditions of globalization.

Regional transport and logistics systems are complex open economic systems that include interacting with each other and the external environment subsystems that ensure the functioning of economic relations of industries and enterprises in the region in regional logistics chains, the formation of which is aimed at achieving socio-economic goals development of the region based on the optimization of economic flows [4].

It should be noted that the process of formation of macrologistics platforms acts as a method of comprehensive integration of national and regional needs with the interests of relevant stakeholder groups.

The essence and structure of the macrologistics platform makes it possible to conduct:

- Optimization of regulation of resource flows, including material;
- Strategic and tactical planning of the activities of individual units of the logistics platform;
- Deployment of on-site telecommunication channels and communication systems to control flow processes at all levels of operation;
- Modernization of infrastructure elements, including terminals, automated transport and warehousing complexes and transport and forwarding entities according to modern international norms and standards;
- Coordination of the interests of specialized activities, namely: transport and forwarding, industrial, energy and others, which provides a synergistic effect.

Increasing the competitive potential of logistics in the industrial complex at the macro level is based on a conceptual platform that includes adapted tools and methodological techniques that take into account the requirements of the modern information-analytical environment and the global space of logistics services.

Note that the modernization of the system of freight forwarding services, freight distribution and redistribution networks and other ancillary segments of a single logistics space is the basis for the formation of meso- and macro-logistics platforms. In addition, the construction of quality networks in regional locations, taking into account modern technologies, attracting foreign

investors to the formation and adaptation of air and waterways to national and international requirements and standards, which will provide entities with comprehensive logistics services that meet the criteria of complexity, speed, efficiency and environmental friendliness.

It should be noted that an effective factor in improving the performance of infrastructure elements of the macroeconomic environment and individual industrial facilities is the synthesis and integration of relevant entities in logistics platforms, which differ in levels of activity, focus and content, ensuring consistency between private and public sector.

An important aspect of logistics approaches is the formation of conceptual methods for the synthesis and operation of modern logistics systems that will meet the requirements of national and international stakeholders, given the process of selectivity and dynamism of flow processes in terms of optimality, relevance and transparency. its segmental components.

Technological development significantly affects the flow control system in the industrial complex, allowing to increase high efficiency in the use of potential opportunities, reduce costs and conserve resources, which, in turn, accelerates socio-economic processes and meets modern requirements for macro-meso- and microenvironments.

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**HEALTH INSURANCE FUNDS AS A BASIS FOR PROVIDING INNOVATIVE  
MECHANISMS FOR FINANCING HEALTH CARE ON Ukraine**

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**Abstract**

The article considers the theoretical foundations of hospital fund management in Ukraine, taking into account international experience, in particular Germany, Israel, Poland. The purpose, tasks, basic principles and directions of the organization of work are defined. The role and influence of health insurance funds on the national health care system in Ukraine have been studied.

The authors consider the model of health insurance within the multi-channel model of financing the industry. The authors suggest ways to increase the efficiency of the health insurance system in Ukraine.

The article emphasizes that during the period of reforming the national health care system,

health insurance funds can become the basis for the spread of voluntary health insurance with the gradual introduction of compulsory health insurance in Ukraine.

**Key words:** health care system, health insurance fund, multi-channel financing, compulsory health insurance, voluntary medical insurance.

Today, within the national health care system, the funds of health insurance funds are used as an additional financial source of health care due to the jointly accumulated targeted personalized contributions of legal entities and individuals, which can be the basis for the formation of social compulsory health insurance.

The health insurance fund is a member charitable organization / public association that operate in accordance with the laws of Ukraine “On Charitable Activities and Charitable Organizations” [1] and “On Public Associations” [2]. Health insurance funds unite the interests of citizens, labor collectives and medical workers in matters of medical and diagnostic support of members of these associations in their illness [3].

The health insurance fund is a voluntary, non-governmental, non-profit organization, built on the principle of solidarity and insurance technology. They are able to provide affordable and high-quality medical care to their members on the basis of public and solidarity participation.

The creation of health insurance funds in the form of independent structures determines the possibilities to control over the use of funds and the quality of medical care [3]. Thus, the activities of health insurance funds contribute to the efficient use of finances, as their members are involved in control, which increases its effectiveness and ensures the targeted allocation of funds.

The main principle according to which health insurance funds operate is the principle of joint and several reimbursement of expenses: “individuals or legal entities (members of health insurance funds) pay contributions in the form of a fixed amount or a certain percentage of salary and receive the right to reimbursement in case of illness to purchase medicines, medical materials or receive medical care” [4, p. 66].

Among the main goals and objectives of health insurance funds are the following:

- To organize complicity of the population on a solidary basis to address the issue of drug supply in case of their illness within the current legislation of Ukraine;
- To improve quality of medical care;
- To increase the number of insured persons in the country and the associated increase in profitability;
- To open wider access to health care for the population living below the poverty line;
- To strengthen the health insurance system and obtaining an additional source of income for the funded health care system in Ukraine, as well as ensuring their participation in the reform of the national health care system;
- To implement standards and protocols for medical care;
- To provide preventive measures as an important component of the national health care system.

Thus, the main task of modern health insurance funds in Ukraine is to ensure high-quality medical care by the population, through:

- Formation of the optimal organizational structure of the box office;
- Building organizational and legal relations based on contractual principles between health insurance funds, health care authorities, health care institutions, family doctors and pharmaceutical organizations;
- Building contractual relations with enterprises, institutions, organizations of various forms of ownership in order to ensure collective membership in health insurance funds;
- Creation of an automated system of personalized accounting of members of health insurance funds, payment of membership fees, use of funds for medical programs, as well as control over the use of pharmaceuticals by health care institutions [5].

In general, within their activities, health insurance funds adhere to the following areas of work organization:

- 1) Personnel management, within which the tasks are:

- Recruitment;
- Training and development of personnel;
- Concluding contracts;
- Organization of activities;
- Career management;
- Organization of wages and incentive systems;

2) Financial management, within which the tasks are:

- Ensuring the balance in the financial plan of the health insurance fund, including the maintenance of an adequate operational reserve to cover unforeseen short-term risks;
- Forecasting costs and revenues (staff salaries, equipment, etc.);

3) Planning, within which the tasks are:

- Annual budget planning (forecasting costs and revenues);
- Infrastructure planning (to provide appropriate medical services);
- Planning of medical activities and programs (to perform tasks such as preventive medicine, etc.);

4) Accounting;

5) Automation and informatization of business processes to achieve the following goals:

- Providing a modern information system for the use of service providers;
- Fraud prevention;
- Standardization of administrative procedures;
- Simplification of the collection of centralized and decentralized information on rights, benefits and history of claims;

- Preparation of statistical information; 6) monitoring in the following areas: – quality

standards (style of medical services, method of treatment, adherence to treatment protocols, etc.);

– Internal monitoring (issues related to the internal management of the treatment and diagnostic process, such as analysis of administrative costs, the relationship between costs and revenues and the organization of activities, as well as the preparation of proposals that improve performance) [4].

In general, the experience of organizing and implementing the activities of health insurance funds in Ukraine shows their positive impact on the national health care sector, namely:

1) Promoting the improvement of the level of quality of medical care through the introduction of standardization of medical care and the system of quality control and management of medical care;

2) Development of primary health care and family medicine;

3) Preparation of the national health care system for the introduction of social compulsory health insurance through the introduction of personalized accounting of revenues and expenditures, the system of contractual relationships with health care institutions, enterprises, banking institutions and pharmaceutical organizations;

4) Formation of a positive opinion of the population on the need to introduce a system of social compulsory health insurance;

5) Introduction of the principles of rational pharmaceutical management and marketing;

6) Formation of a single medical space due to the established contractual relations between the health insurance fund, health care institutions and pharmaceutical organizations;

7) Participation in promoting the training of health managers [6].

Summarizing the analysis of the activities of health insurance funds, it should be noted that the world and national experience of health insurance companies shows that they can be an alternative to health insurance. In some countries, health insurance funds effectively complement the system of compulsory health insurance.

A typical example is health insurance funds in Germany, which perform the functions of health insurance funds formed by contributions of employees and employers. If a person does not

work, the contribution is paid entirely by herself. In France, there is a model of subordination of health insurance funds of primary organizations to those that are higher at the national level [7].

In Israel, the health care system is built on four major health insurance funds, which cover 94% of the population. In Poland, health care reform began with the creation of health insurance funds in each voivodship. During the transformation phase, they played an important role in replenishing the health care budget. Subsequently, their successful experience led to the introduction of a model of compulsory health insurance.

Today in Ukraine there are favorable conditions for the widespread introduction of the health insurance system, which makes it possible to practice certain principles of voluntary and compulsory health insurance, significantly expand the competence of health workers and the general population. In order to increase the efficiency of the health insurance system in Ukraine, in our opinion, it is advisable to take the following measures:

1) Economic: for the development of this system it is necessary to improve the quality of service, provide tax benefits, reduce the single social contribution for those entrepreneurs who use collective forms of membership in health insurance funds; at the same time, when employers pay contributions for employees, these amounts should not be taxed;

2) Organizational measures: stimulating the creation of health insurance funds on regional and sectoral principles; development of programs with packages of additional services for certain types of care, such as dental;

3) Control measures: creation of audit commissions of health insurance funds with the participation of independent observers, methods of checking the intended use of health insurance funds, adoption of normative documents on control of health insurance funds by state authorities;

4) Information activities: organization of explanatory work among the population and medical workers on the activities of health insurance funds.

Given the positive experience of health insurance companies in foreign countries and in Ukraine, we believe that in the future they can provide a transformational stage of transition of the financing mechanism of the national health care system from budget to insurance through mediation between funding sources and recipients in the structure of the health care system.

We assume that in Ukraine the simultaneous operation of compulsory health insurance, voluntary health insurance and health insurance is possible only in the transformation (transition) period, as health insurance will lose its importance as the development and spread of compulsory health insurance.

However, during the reform period, health insurance funds are the basis for the spread of voluntary health insurance with the gradual introduction of compulsory health insurance in Ukraine. Therefore, the state policy in the field of financial support of the national health care system at the present stage should be implemented taking into account that the programs of compulsory health insurance, voluntary health insurance and health insurance funds are the basis for building financial and economic relations in the national health care system.

The proposed concept of modernization of financing mechanisms of the national health care system based on the model of multi-channel financing is designed to promote: systematic strengthening of industry resources; financial and economic support of the process of restructuring the industry in order to ensure the implementation of the goals, objectives and principles of the national health care system; improving the system of professionalization (training, retraining, professional development, etc.) of health professionals in accordance with the requirements of the industry, the needs of society and world standards; development of medical science.

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**PROFESSIONAL COMPETENCE OF A TEACHER  
IN THE IMPLEMENTATION OF THE CONCEPT OF THE NEW UKRAINIAN  
SCHOOL**

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**Abstract**

The article considers various scientific approaches to the definition of “competence”. Different views of researchers on the problem of professional competence of teachers are characterized; the relevance of studying this phenomenon is shown. And also the components of competencies are

defined and described.

**Keywords:** competence, professional competence of a teacher, education, New Ukrainian School.

**Problem statement.** The teacher is the main actor in the implementation of the strategic direction of education in Ukraine is able to ensure its competitiveness among other European countries. The solution to this problem necessitates the training of a qualified worker of the appropriate level and profile, competent, responsible, and fluent in the profession, oriented in related fields, able to work effectively at world standards, ready for continuous professional growth and professional mobility. The new content and tasks of the modern education system require special attention to the personality of the teacher - a key figure in shaping the personality of students.

Transformation of the social and professional mission of a teacher of the New Ukrainian School emphasizes the need to train professionals who act as mentors in the educational process, have academic freedom, have advanced project management skills, independently and creatively obtain information, organize the child-centered process, transform methods, techniques and technologies depending on the demands and needs of customers of educational services, form a vision of the modern world and its place in it.

**The purpose of the article is** to analyze scientific sources on the problem of professional competence of teachers in order to reveal the professional competence of a teacher in the implementation of the Concept of the New Ukrainian School.

**The main material.** The problem of researching the professional competence of a teacher has been studied by many foreign and domestic scientists: L. Vashchenko, V. Vvedensky, M. Zhaldak, I. Zyazyun, M. Kornilova, O. Lokshina, N. Nychkalo, O. Ovcharuk, O. Pometun, A. Khutorsky, O. Savchenko.

To understand the importance of acquiring a certain level of professional competence of the teacher as a whole, it is necessary to clearly define the concept of “competence”, “professional competence”, which will determine the direction of finding methods and technologies for forming such competence in teachers.

Researcher L. Mitina interprets competence as knowledge, skills, and abilities, as well as methods and techniques of their implementation in the activities, communication, development (self-development) of the individual [9, p. 109].

Analysis of modern scientific and pedagogical literature gives grounds to claim that most scientists (V. Vvedensky, R. Gurevich, L. Mitina, S. Molchanov, S. Pilova, V. Sinenko) believe that the professional competence of a teacher is a set of knowledge and skills, skills, experience, as well as his personal qualities.

The concept of “competence” is considered in the works of I. Bekh [1], V. Bondar [2], I. Zyazyun [5] as the ability to perform activities, perform certain tasks, or work. Under these conditions, the essence of the concept of "competence" also includes knowledge and skills that allow an individual to effectively carry out activities or perform certain functions aimed at achieving certain standards in the profession or activity. In this context, V. Semychenko considers competence as “an attribute of the personal level, a system of learned ways by which a person has the opportunity to solve certain problems, tasks of his life. Any knowledge, individual skills, and abilities become effective only when integrated into a common system of methods, enter into multilevel relationships with other elements, creatively modified, flexibly used in accordance with the goals and conditions of the activity or interpersonal interaction” [11, p.11].

In the above definitions, the concept of “competence” is considered as “quality of professional activity”, “authority”, “scope of functional authority, knowledge, experience, in a particular activity”, which is revealed through the concept of “competence” [7].

Competence (from Latin competent, from competitive mutually seek, answer, approach) the scope of authority of any organization, institution, or person; a range of issues in which this person has certain powers, knowledge, experience [4, p. 560].

Recently, the term “competence” has been increasingly used in education management in connection with the concept of “competence”. A number of scholars believe that the term “competence” means the formation of skills, while the acquisition of knowledge by a person is not mandatory. However, competence is a general ability of an individual based on knowledge, experience, values, inclinations, and acquired in the learning process. Competence is not limited to knowledge or skills: to be competent means to be taught or educated [12].

Instead, competence is a complex integrative quality of personality that contributes to the willingness to carry out certain activities [13]. This approach is not about individual knowledge or skills, not about a set of individual activities, but about the property that enables a person to carry out activities as a whole, including not only cognitive and operational-technological, but also individually significant, creative, and other components of personality. After all, a modern competitive teacher must be able to teach students to creatively acquire knowledge, critically interpret the information obtained.

According to S. Ivanova, professional competence is the ability of a specialist from the beginning of his professional activity at the level of a certain standard set by the state to meet the social requirements of the profession through effective professional activity and demonstrate appropriate personal qualities, mobilizing relevant knowledge, skills, emotions, based on their own intrinsic motivation, attitudes, moral and ethical values and experience, aware of the limitations in their knowledge and skills and accumulating other resources to compensate for them [6].

Scientist I. Shmygol believes that the professional competence of a teacher is a complex that includes professional knowledge, skills, readiness for work, as well as a number of professionally important personal qualities such as creativity, mobility, sociability, tolerance, balance, sensitivity, friendliness, the desire for self-knowledge, self-development and self-realization, self-reflection [15].

Researchers A. Markov and A. Nikonov understand professional competence as “an individual characteristic of the degree of compliance with the requirements of the profession, which allows you to act independently and responsibly, as well as the ability to perform certain job functions” [8].

Taking into account the opinion of O. Markova and A. Nikonova, researcher V. Pelaheichenko believes that a professionally competent teacher is one who successfully solves the problem of teaching and education, prepares for society a graduate with the desired psychological qualities; satisfied with the profession; achieves the desired results in the development of student's personality; has and is aware of the prospects of his professional development; open for continuous professional training; enriches the experience of the profession through personal creative contribution; socially active in society; devoted to the pedagogical profession, seeks to

maintain even in difficult conditions its honor and dignity, professional ethics; ready for qualitative and quantitative evaluation of his work, is able to do it himself [10].

Professional competence is, first of all, general erudition and perfect knowledge of the subject, pedagogical skills and ability to innovate, research activities, personal maturity, and personal achievements, etc. We have identified the components of competencies:

*Social competence* includes communication and organizational skills, style of behavior in conflict situations.

*Health competence* includes knowledge and attitudes towards one's own physical, mental, spiritual, and social health; leading a healthy lifestyle.

*General cultural competence* presupposes the possession of such qualities as tolerance, pedagogical tact, the presence of positive value orientations, speech skills, as well as the humanistic style of pedagogical activity.

*Civic competence* includes patriotism, active citizenship; provides for a model of behavior that complies with the laws of Ukraine, and also includes regulatory competence.

*Competencies in the field of information and communication technologies* include computer literacy, information, and media culture, computer use in lessons, etc.

Most researchers use the very concept of “professional competence”. Thus, T. Brazhe argues that the professional competence of people working in the system “man – man” is determined by the basic knowledge and skills, values of the specialist, the motives of his work, understanding of himself in the world and the world around him, style of relationships with people, general culture, ability to develop creative potential [3].

Researcher I. Smagin determines that the professional competence of a teacher is an integrated ability of a person to carry out professional-pedagogical activities according to normatively defined functions within the requirements for professional activity [14].

The category of “professional competence” is determined mainly by the level of professional education, experience, and individual abilities, motivated by the desire of the teacher to continuous self-education and self-improvement, creative and responsible attitude to work.

Professional competence involves the availability of professional knowledge (social,

psychological, and pedagogical, subject, applied skills, and abilities); their content is knowledge of the subject, methods of its teaching, knowledge of pedagogy, and psychology. Features of professional knowledge are their complexity (requires the ability to synthesize material, analyze pedagogical situations, choose the means of interaction), inspiration (expressing their own views, understanding of the problem, their own considerations). The pedagogical professionalism of the teacher is manifested in his ability to think and act professionally, which leads to the development of professional qualities and personality traits of the teacher in accordance with the requirements of the teaching profession and the necessary means to ensure not only pedagogical influence on the pupil but also interaction, cooperation, and collaboration.

Elements of all these qualities should be not only in the structure and content of general education but also in the structure of literacy. On the one hand, it is actually functional literacy, which is actualized at one's own professional level, and on the other hand, it is its components that belong to the emerging personality qualities: responsibility, creativity, persistence, desire to acquire new knowledge, aesthetic perception of reality, and high morality, without which a true professional, is impossible.

The content of a teacher's professional competence is determined by the qualification characteristics. It is a normative model of teacher competence, reflects scientifically sound professional knowledge, skills and abilities. Qualification characteristic is, in fact, generalized requirements to the teacher regarding his theoretical and practical knowledge, skills, and abilities.

Professional competence includes theoretical and practical competence. Only their relationship ensures the true or complete professionalism of the specialist. A practical transformation of reality is possible on the basis of knowledge. In the process of professional activity, a practitioner can acquire only empirical knowledge. Solving practical problems requires the use of not only empirical but also theoretical knowledge. Without the appropriate theoretical knowledge, it is impossible to effectively solve the relevant practical problems, because the theory is always inextricably linked with practice.

The theoretical readiness of a teacher in the structure of his professional competence is often understood as a certain set of psychological, pedagogical, and special knowledge. But acquiring knowledge is not an end in itself. The knowledge that is not used and is unsystematic remains a property that no one needs. Therefore, certain forms of manifestation of the theoretical readiness

of the teacher for practical professionally competent activity are necessary. This form is a theoretical activity, which is manifested in the generalized ability to think pedagogically or, in other words, in constructive and gnostic skills that belong to the group of internal (ideal) skills. Constructive and gnostic activities are carried out in the presence of the teacher's analytical, prognostic, and design skills. The gnostic activity also requires reflexive skills.

The formation of analytical skills is one of the main criteria of the professional competence of a teacher. In their presence, the teacher acquires knowledge in the process of practical activities. They are the basis of generalized pedagogical thinking, which in solving pedagogical problems are manifested through the ability to:

- Divide pedagogical phenomena into constituent elements (conditions, reasons, motives, incentives, means, forms of manifestation, etc.);
- Comprehend each pedagogical phenomenon in relation to all components of the pedagogical process;
- Use on the basis of the psychological and pedagogical theory of ideas, conclusions, patterns, adequate to the logic of the analyzed phenomenon;
- Correctly diagnose a pedagogical phenomenon;
- Identify the main pedagogical task and determine the means of its optimal solution.

The prognostic activity of the teacher as a process of acquiring preliminary information about the results of actions is carried out on the basis of knowledge of the essence and logic of the pedagogical process, regularities of age, and individual development of students. Prognostic skills are used by the teacher in determining the short, medium, and long-term prospects for the development of the student body and the personality of each student. This reveals the relationship between forecasting and goal-setting processes.

We have determined that forecasting consists of the following stages:

- Setting pedagogical goals and objectives;
- Selection of means to achieve pedagogical goals;

- Reduction of the result, possible deviations, and adverse events;
- Definition of stages (stages) of the pedagogical process;
- Time distribution;
- Planning together with life students.

Depending on the direction of the pedagogical task, prognostic skills can be combined into three groups:

- Ability to predict the development of the team, the dynamics of its structure, the development of the system of relationships, the relationship of the asset and individual students in the system, etc.;
- Ability to predict the development of personality, its qualities, feelings, will and behavior, possible developmental disorders, difficulties in relationships with peers, etc.;
- Ability to predict the course of the pedagogical process.

Prognostic skills involve the teacher's mastery of such methods of intellectual activity as modeling, hypotheses, imaginary experiment, extrapolation, and so on.

The professional competence of a teacher is determined not only by basic knowledge and skills but also by value orientations, motives of his activity, understanding of himself and the world around him, stable relationships with people, ability to develop his creative potential.

In our opinion, professional competence is formed as a component of the development of professional qualities of personality: memory, logical thinking, reflection, organization, accuracy, punctuality, emotional stability, attention, curiosity, determination, and sociability. The development of these basic qualities in combination with a stable system of moral values is the basis for the formation of the competitiveness of the modern teacher.

Thus, one of the conditions for the competitiveness of the teacher is the formation of his professional competence, which determines the results of work and popularity among the subjects of pedagogical interaction.

The formation of professional competence determines the ability of a teacher to claim recognition of his work and thus is a catalyst for the level of formation of competitiveness.



Thus, professional competence is a qualitative characteristic of a teacher's professional activity and is formed through a complex transformation of interests, motives, needs, during practice, based on the processes of awareness and rethinking. Professional competence is the basis of the skill and creativity of a specialist in any field, especially a teacher.

**Conclusions.** After analyzing the essence of the professional competence of a teacher, we can conclude that it is an important indicator of professional development. Modern education places high demands on the teacher. Therefore, the concept of "professional competence" continues to be supplemented and becomes more voluminous. It needs constant updating and development in accordance with modern educational requirements.

Defining the concept of professional competence, the content of its components are the first steps towards solving the problem of formation and development of competence of future professionals of pedagogical orientation.

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**PEDAGOGY OF PARTNERSHIP IS THE KEY TO THE SUCCESS OF FORMING  
THE MENTAL HEALTH OF THE STUDENT'S PERSONALITY**

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**Abstract**

The article describes the problems of social development of the student's personality. The essence of the term "spiritual health" and its structure is determined. The age aspects of the formation of the student's personality are outlined. The connection between spirituality as a philosophical concept and spiritual health as a pedagogical problem of essence is considered. The peculiarities of cooperation of the teacher with parents of younger teens are studied. The basic principles and directions of such cooperation on the basis of a partnership are analyzed. The article is devoted to the problem of integral pedagogical process; regularity of personality formation and its comprehensive development; achievement of psycho-pedagogical, social, medical sciences and practices about a healthy lifestyle; the social nature of health and its culture; studies of pedagogues, psychologists, sociologists, physicians, physiologists on the formation of a healthy lifestyle, culture of children's and students youth's health preservation and strengthening that has acquired the special attention and value. The author determines the meaning and importance of the formation of spiritual health by the partnerships between school and parents, substantiates the integration of parents in the pedagogical process by creating the necessary and sufficient conditions for the involvement of the family to accompany the child in the educational process, as the preparation of students for an active, socially meaningful, fulfilled personal meaning of life is the most important component of the development of society and the state. There describe the technologies of designing the model of partnership interaction with the

family and the inclusion of parents in the construction of social partnership, substantiates the principles of interaction between teachers and parents of formation the moral-spiritual, vital competent person who successfully specializes in society as a citizen, a family man and a professional. The emphasis is on the importance of the mission of the New Ukrainian School which should help to develop the intellectual qualities of the child, create an educational environment, development, education of students, providing them with activity, a desire for success, a positive attitude to the world of nature and people.

**Keywords:** pedagogy of partnership, the essence of the concept “spiritual health”, specialization, cooperation, educational environment, partnership, mutual understanding, interaction.

**Problem statement.** The reform of the national education system plays a major role in the perestroika processes currently taking place in Ukraine, determined by the scale and radical changes. Minister of Education and Science of Ukraine Lilia Hrynevych, presenting the Concept of the “New Ukrainian School”, stressed: “Ukraine’s success is to build a society of educated people. The reform is aimed at making the graduate competitive in the 21st century - to release from school a comprehensively developed, capable of critical thinking holistic personality, a patriot with an active position, an innovator who can change the world around him and learn throughout life [1, p. 398].

Scientists argue that the deterioration of health, the formation of human diseases are influenced not only by physical factors (genetic features, malnutrition or sleep disorders, and movement) but also mental (stress, overexertion, fear, passivity, misunderstanding), and spiritual (lack of idealism, motivation, spiritual inspiration, optimism). Mastering these principles of salutogenic contributes to the processes of physical and moral recovery of society. Therefore, the responsibility of education for training a person capable of living in new conditions has increased. As such a subject of the social-reproductive subject is a harmonious, moral, spiritually developed person who chooses a healthy lifestyle and is able not only to become part of the world around him. Therefore, the organization of the work of the educational institution on the formation of spiritual health through the pedagogy of partnership is relevant.

**The purpose of the article** is to highlight the experience of scientific and experimental substantiation of the factors of the essence of the spiritual education of the personality of the youngest adolescent in partnership and to clarify the state of development of the problem in psychological and pedagogical theory.

**The main material.** According to researchers, the modern Ukrainian family is characterized by a deteriorating socio-economic situation, educational and cultural vacuum, deformation of moral consciousness, social apathy, and other negative phenomena. By making efforts to find ways to provide for themselves, parents are excluded from raising their children. This causes a decrease in the educational function of the family, which in turn negatively affects the moral and spiritual upbringing of the younger generation.

This situation creates a contradiction between society's requirements for the upbringing of the individual and the inability of a large number of families to ensure its proper implementation.

In this context, the activity of the general secondary education institution is relevant, which has a significant potential for the formation of basic values in children, the motivation of socially acceptable behavior, promoting the assimilation of moral norms and social relations for the formation of spiritual health. However, in carrying out such activities, the school must take into account the peculiarities of the educational influence of other environments, especially the family, helping to establish optimal relationships with parents, thus creating optimal for the formation of mental health of the child holistic educational space.

The Constitution of Ukraine recognizes human life and health as one of the highest social values. Therefore, the state is obliged to ensure the fullest realization of these values and, under these conditions, to solve the problem of educating a healthy generation, on which the intellectual and spiritual development of society largely depends.

Purposeful actions of the Ukrainian state, the whole society in creating favorable conditions for children's development, in particular, in terms of ensuring their right to health, require the UN Convention on the Rights of the Child, the World Declaration on Survival, Protection, and Development of Children.

The same tasks are defined by the State standard of basic and complete secondary education, holistic pedagogical process; patterns of personality formation and its comprehensive

development; achievements of psychological and pedagogical, social, medical sciences and practice on a healthy lifestyle, the social essence of health and its culture; works of teachers, psychologists, sociologists, physicians, physiologists on the formation of a healthy lifestyle, health culture: V. I. Andreeva, L. N. Anisimova, I. D. Bekh, M. S. Goncharenko, D. V. Kolesova, O. R. Kostenko, N. Y. Maksimova, V. M. Orzhekhovskaya.

Today, health is no longer considered a purely medical problem. The definition of health in the Preamble to the WHO Statute (1948) as a state of complete physical, spiritual and social well-being, and not merely the absence of disease or infirmity, is generally accepted in international communication. The expediency of such a definition is confirmed by studies of the dependence of human health on various factors: the state of the health care system causes an average of about 10% of the whole set of effects; the remaining 90% are divided as follows: the impact of ecology - about 20%, heredity - also about 20%; depending on conditions and lifestyle - about 50%.

The problem of children's and youth's health is especially important because neglecting it in the early stages of development quickly turns into serious diseases and reduced life expectancy, which, in turn, adversely affects the economic and spiritual state of society, poses a real threat to national security [4, 71].

That is why the problem of forming a culture of health, healthy lifestyle, especially in children and youth, becomes a priority in the activities of public authorities, social institutions involved in the education of the individual, physically, spiritually and mentally healthy, and theoretical, methodological and scientific-practical principles of this problem are actively developed by scientists - psychologists, sociologists, physicians, teachers.

According to T. Alekseenko, L. Kosarchuk, T. Kravchenko, O. Rudenko, I. Khomenko, etc., the most effective model of the relationship between secondary school and family is their interaction.

Analysis of philosophical, sociological, psychological and pedagogical literature (K. Zhurba, S. Kyrylenko, V. Orzhekhovska, M. Stelmakhovych, O. Stolyarenko, N. Shmygina, etc.) makes it possible to define interaction as a purposeful interaction of school and family on each other, which contributes to mutual enrichment, strengthening the educational potential of each party, has a positive effect on the spiritual upbringing of the child.

According to T. Vynogradova, T. Demyanyuk, V. Orzhekhovska, I. Pohorila, V. Postovy, an important role in the establishment and development of effective parent-teacher interaction belongs to the teacher who has the necessary professional training, has the professional knowledge, skills, and abilities, acts as the main person in the pedagogical triangle: “teacher-student – parents”. The basis of such tripartite interaction is the unity of parents ‘and teachers’ requirements for a growing personality, mutual respect and trust in each other, responsibility, and equal partnership.

First, there was the word... As you know, the behavior of the individual is largely determined by socio-psychological phenomena. Arising as a product of communication, they gradually acquire relative independence, exerting a regulatory influence on people’s actions. The basis of this process is a kind of mechanism of social self-regulation, which is usually characterized by certain randomness, unpredictability.

Otherwise, this influence is in some way determined and comes from professionally trained professionals - teachers. This is a mechanism of pedagogical regulation of the spiritual and moral state and behavior of the individual, which can be considered as a purposeful influence on his consciousness in order to form certain stable qualities. It is the human consciousness is the highest regulator of its behavior and actions, because any impulse to action, arising under the influence of the internal state of personality or external circumstances, is always correlated with the views, ideas, principles, and norms of man, and, accordingly, sanctioned or inhibited by them [11, p. 150]. Spirituality is considered a prerequisite for the harmonious formation of personality. From the point of view of materialism, spirituality is an individual expression in the system of motives of the personality of two fundamental needs: the ideal need for knowledge and the social need to live and act “for others”. Spirituality is mainly understood as the first of these needs, and the second - by spirituality.

Understanding spirituality as a purely human personality trait has gone from an animistic cultural code to a theological, Christian one, which “firmly entered the cultural matrix of man, filling it to the brim and maintaining a dominant position for a long time”[10, p.9]. But over time, with the development of science (both humanities and natural cycle), the understanding of human spirituality gradually loses its clear outlines of religious and ecclesiastical cultural code and is filled with philosophical and anthropocentric meanings, while remaining in the paradigm of

religious and ecclesiastical culture. With the development of exact and socio-humanitarian sciences, the concept of spirituality acquires a broader meaning, where philosophy and psychology begin to play an important role.

The beginning of the pedagogy of spirituality is connected with the name of G. Skovoroda (1722-1794). His views were based on the original idealistic-religious philosophical system, created under the influence of the ideas of Maximus the Confessor, classical, Greek and contemporary philosophy. But it was based on the Bible. G. Skovoroda brought to the fore spiritual blessings: peace of mind, contemplation of nature, wisdom, inner freedom, because “when the human spirit is cheerful, thoughts are calm, the heart is reconciled, then everything is bright, happy and blissful” [7, p.521 ], which is the purpose of spirituality. Therefore, man must explore and know himself, choose a way of life and occupation in accordance with their natural strengths and abilities, to cultivate a kinship with nature. This natural kinship and inclination to a certain kind of work is pointed in his work “Conversation called the alphabet or the Primer of the world”, the philosopher calls “god in man”, its “spiritual nature”, which governs the “carnal nature”. While the choice of unrelated types of work for the sake of income, power, rank is, in his opinion, a source of unhappiness and spiritual unrest.

K. Ushinsky, the founder of Slavic scientific pedagogy, was a follower of G. Skovoroda’s ideas in later times. He emphasized the duality of human nature, which is manifested in the existence of spiritual and material worlds, where the satisfaction of material needs generates spiritual needs. The latter, in his opinion, are formed under mental and spiritual influences. Emotional influences include external sensations, attention, memory, imagination, emotions, will, and spiritual influences include ideas and words. Thus, the teacher claimed, “the spiritual wealth of man accumulates through the ages and work of countless generations” [12, p. 423]. This can be achieved through adherence to the education of nationalities, religiosity, scientific, mental and physical labor.

K. Ushinsky was convinced that the soul is the basis of any activity, and religion is a guarantee of the morality of the people. Confessing the idea that “everything that a person as a person can and should be, is expressed entirely in the divine teaching, and education remains only before everything and the root of everything to root the eternal truths of Christianity,” he stressed that Orthodox spirituality determines not only then, but also the future of pedagogical science



[12, p.102]. Thus, education was closely connected by K. Ushinsky with religion, which appeared as an important component of spirituality.

At the beginning of the twentieth century, which was known for the development of the philosophy of positivism, materialism, psychological sciences, there is an expansion of understanding of the spiritual sphere of man. As a result, it uses and consolidates world culture and world spirituality, which “was no longer used by the phenomenon of spirituality only from religion, which includes all other elements of culture in its various manifestations” [10, p.9]. However, in the purely terminological sense of the word “spirituality” continues to be interpreted only “in the spiritualist context in which the spirit (soul) is the basis of the world” [10, p.9].

Ukrainian spirituality as a holistic cultural phenomenon acquired a special manifestation after 1917. However, in 1920, as a result of radical transformations in Ukrainian society, the word “spirituality” was removed from the terminological and conceptual apparatus of pedagogical vocabulary and pedagogical practice.

During the Soviet ideology, V. Sukhomlynsky was the first to address the problem of the formation of the spiritual component of health in the young generation of spirituality. Having set a task, it is necessary to eliminate the factors that determine the “spiritual face of students”, the teacher reveals the essence of such concepts as “spiritual world”, “spiritual life” of man, closely linking them with the development, formation, and satisfaction of moral, intellectual records and interests in the process of active activity [9, p.5]. In this regard, he writes: “Build in children’s feelings, cultivate spiritual values - it is not added to learning, but the main task of the school. The spiritual development of man begins with the development of various different feelings. They change the will, the mind, form attitudes to themselves, to nature, to work, to other people, make people more interesting and original. Therefore, children need to be taught to love, respect, cooperate and express these feelings.” [9, p.11].

In the context of our study, V. Sukhomlynsky’s approach to the formation of spiritual health, which is based on taking into account the age characteristics of students, deserves attention. Thus, using the characteristics of a child of adolescence, he voted on such marks as the development of will, physical strength, basing, activity, “through which reveals and receives its development of individual abilities, inclinations, which in the future ... determine the unique human personality and from which depends on the fullness of a person’s spiritual life, his happiness” [9, p.89]. The

main means of such disclosure V. Sukhomlinsky saw in the work, arguing that” the richness of spiritual life begins where noble thought and moral feeling, merging together, live in a highly moral act” [9, p.14].

The spiritual world of man is an integral part of his existence, interaction with the world around him. A person thinks dreams express his state with emotions, mood, implements various plans in his daily life, realizes his ideas. She has her own inner world, which consists of her ideals, fantasies, and knowledge of everything around her. Thus, true spirituality is a way of human life for which the leading values are truth, goodness, and beauty. The opposite of the definition of spirituality is spirituality. Spirit lessness is also a way of life of a person, in which he ensures his own interests, promotes his own well-being, despite the values and moral norms of society. Sometimes biological instincts take precedence over human consciousness and spirituality. Spirituality is realized in personal efforts, based on reason, the will of the individual, the experience of the spiritual life of society.

Based on the position that the behavior of the individual is a function of the behavior of the social whole to which he belongs, I. Bilokon considers spirituality as a type of behavior that takes into account the interests of this social whole. That is, in his opinion, a person can be called spiritual when “its values are determined from the outside, and its development is aimed at mastering the values of socio-cultural space” [3, p.62]. Values in this case are understood as “material or ideal objects capable of satisfying any needs of a person, class, society, serving their interests and goals” [3, p.63].

In pedagogy, spiritual health is the child’s desire to master universal values: truth, truth, goodness; the ability to feel part of the world around us, the desire to improve it and actively contribute to it; and is seen as a specific scientific and practical activities of people aimed at their spiritual development, moral self-improvement, education and self-education, assimilation of social experience, providing social prerequisites for their own development and the development of the younger generation. In other words, we can say that “the pedagogy of spirituality is a theory and practice of organizing the interaction of members of society, their activities, which creates the spiritual preconditions for the development of society as a whole and each individual member” [6, p. 73-81]. Spiritual health is the system of her thinking and attitude to the world around her. It depends on the ability to build their relationships with other people, the ability to

analyze the situation, predict the development of various situations, and accordingly build models of their behavior.

In a society where there is no spiritual tolerance, conflicts may not arise. A spiritless person cannot be considered physically healthy.

However, the appeal to the realities of today shows the spread among young people of such antisocial phenomena like crime, drug addiction, debauchery. The consequence of this is the formation of a spiritless, immoral, irresponsible personality, characterized by a low level of culture, contempt for the traditions and customs of his people, indifference to the fate of the state and their own destiny.

The effectiveness of the formation of spiritual health - as in many other personal characteristics - is largely determined by the implementation in the educational process of the activity approach, according to which in the structure of personality arise and consolidate primarily those neoplasms in "construction", which the individual expresses his feelings. own work, energy, concrete action, showing purposeful activity. Thus, the personality of a student, a citizen is formed under the condition of his real involvement in the activity, when the relevant spiritual values are tested and tested in practice. In the formation of mental health, a personality-oriented approach acquires special significance, when the interests of the child, his needs and opportunities, the rights of individuals, and his sovereignty are at the center of the educational process. Only through such a hierarchy of value approaches as a man (personality) - people (culture, history, education) state (society) can realize the perspective and democratic model of education of the individual in the spirit of "spiritualization".

An important role in this regard is played by all parts of the education system in particular, especially in the transitional stage, where they not only support but also lay the foundations of a democratic worldview, form citizens' ideas and concepts of human rights and responsibilities, cultivate the ability to critical thinking, the ability to defend their rights, interests, beliefs, to show tolerance for the views of another person, to be guided in the manifestation of social activity by democratic principles.

The basic principles of spiritual health are those based on the principles of civil society development, in particular: the principles of humanization and democratization of the educational

process, which provides for equality of participants in pedagogical interaction, their mutual respect, predominant dialogue, which causes a positive attitude to influences sides of adults, openness to the perception of universal values: sincerity, justice, kindness, compassion, mercy, etc.

The principles of self-activity and self-regulation promote the development of subjective characteristics in young adolescents, form the ability to be critical and self-critical, to make independent decisions, which gradually develops an active position of the individual, a sense of responsibility for its implementation in actions and deeds. The joint work of the school and the family is based on the principles of humanistic pedagogy of partnership: priority of family education, citizenship, democracy, humanization of relations between teachers and parents, retrospectives, pedagogy of parents.

The principle of priority emphasizes the great importance of the family in the physical and spiritual development of the individual and society. Family upbringing is a natural and permanent part of upbringing. The family lays the foundation of personality: its worldview, national identity, morality, and other important qualities and properties. Therefore, without a radical improvement in family upbringing, it is impossible to achieve significant changes in the social upbringing of the younger generations.

The principle of citizenship is based on the awareness of teachers and parents of the place of each family in the public system. The family is the basis of the state. Family, clan, pedigree, people are the concepts that reveal the natural path of development of each child, the formation of its national consciousness, and civic maturity.

The principle of democracy means the establishment of a partnership between school and family in the education of young adolescents. Today, parents can participate in solving those issues to which they were traditionally not allowed - the choice of subjects for study, determining the scope of their study, curriculum, changing the timing and duration of semesters and vacations, choosing a school profile, developing in-school statutes, developing systems of measures to ensure discipline, work, recreation, nutrition, medical care for students, systems of incentives and punishments, etc.

The principle of a personally integrated approach to student development requires taking into account the specifics of his emotional, mental and spiritual life and the implementation of an individual approach to the organization of the educational process through the pedagogy of partnership.

The school conducts the main work with parents through parent associations, which have different names - parent committees, councils, congresses, associations, assemblies, presidiums, and clubs. Each of these associations has its own statute (regulations, rules, plan), which determines the main activities, rights, and responsibilities of participants in the educational process. In many cases, a single plan for joint activities of the family, school, and community.

The principles of humanization of the relationship between teachers and parents:

- Actions and activities that strengthen and enhance the authority of parents. Mutual respect is the only norm of the relationship between teachers and parents. Exchange of experience, advice and joint discussion, a single solution satisfy both parties, develop in them a sense of responsibility, civic duty;

- Showing confidence in the educational opportunities of the family, raising the level of its pedagogical culture and activity in the formation of spiritual health;

- Pedagogical tact, the inadmissibility of gross interference in family life;

- Life-affirming, the optimistic mood in solving problems of upbringing, reliance on the positive qualities of the child, the strengths of family upbringing, focus on the successful development of personality.

The principle of retrospectives (Latin retro - back, space - to look) focuses on understanding and using the historical experience of upbringing in the Ukrainian family. This experience should be used, above all, to cultivate respect and devotion to their parents, family, family; to honor the cult of ancestors, traditions, and customs of the people; understanding and feeling of the spiritual unity of generations; formation of national dignity and honor, the foundations of universal and national morality, readiness to work in market relations, full aesthetic, physical and intellectual development.

The principle of parental pedagogy implies that one of the main tasks of the school is the organization and implementation of pedagogical educational activities. The formation of the spiritual health of the individual occurs through the processes of socialization, education, and self-education.

The current stage of development of Ukraine, as an independent state, requires the institutions of socialization to take into account a number of general pedagogical factors of spirituality. This is a new approach to the purpose, content, and structure of the formation of spiritual health by educational institutions of Ukraine in terms of teacher-parent interaction. Realizing that the decisive role in achieving the fullness and completeness of spiritual education is played by objective factors - social, economic, legal, cultural, we believe that the educational institution can already make a significant contribution to the spiritual health of students. This work should take place through the realization of the potential of the new content of the educational process. The content, forms, and methods of the educational process should contribute to the fact that each growing individual was mentally and spiritually integrated only with the Ukrainian state, and should warn of inter-civil and interethnic conflicts, cases of civil disobedience, and other negative manifestations of public life.

Pedagogical science should create scientific and methodological support for the process of forming spiritual health, which would meet the objectives of the New Ukrainian School. The system of education of citizenship must have in its structure a subsystem for monitoring the formation of mental health in young adolescents, which will make it possible to make timely adjustments to both the content and methods of education, and then the system of spiritual health will be effective only subject to the categorical mandatory inclusion of pupils in direct action activities. It is about the inclusion of all students without exception in the activities of various public organizations - societies, clubs, and foundations, which are based on the activities of spiritual values.

Since the above problem is of particular importance today, there is an urgent need to determine the basic principles, goals, directions, content, forms, and methods of spiritual health, which would purposefully and effectively ensure the formation and development of the highly spiritual personality of young adolescents, which organically combines high moral values, civic maturity, patriotism, self-activity, creative principles, a sense of duty and responsibility to

society, the Motherland. The peculiarity of the personality of a young adolescent is the awareness of the inner world, the manifestation of a tendency to introspection. He highly values such moral traits as camaraderie, honesty, courage, bravery, loyalty, and strives to imitate them in every possible way. He is concerned about his own role in the classroom, family, judgments of classmates, so one of the important methods of shaping the spiritual health of the personality of a young student is student self-government. Creating student self-government at school is not an easy task and requires professional and tactful pedagogical assistance to the student body and parents, and directing the efforts of the school and family to create a friendly, cohesive children's team, forming a healthy public opinion.

The peculiarities of the content of the formation of mental health determine the choice of methods, technologies, and educational models. It is important to meet the goal and create an educational technological process that is used. As noted by a prominent scientist-psychologist, Academician I. D. Bekh that any educational influence on educational technology is pedagogical expediency only if it tries to change the life-world and the spiritual experience of education.

Approaches and principles of formation of spiritual health, the achievement of prices require adherence to a scientific approach to the organization of this process, management of objective laws of its course, the interaction of systemic figures that determine it (rationality, objectivity, scientific picture of the world).

A necessary condition for the formation of spiritual health is a systematic approach, which involves the consideration of a holistic long-term, hierarchical, interdependent, early open process in its constant development and self-development. In the conditions of progressive specialization of education and formation of communication barriers (barriers) between people, the system approach enters into a basis of the organization and introduction in practice of such all-encompassing phenomenon as the formation of spiritual health.

The effectiveness of the formation of spiritual health depends on the forms and methods of its organization in both educational and extracurricular time. The priority role is an active method and form, which is based on the democratic style of interaction between school and family, is determined by the independent search for truth, and promotes the formation of critical thinking, initiative, and creativity. These include situational role-playing games, socio drama, methods of open tribune, socio-psychological training, intellectual auctions, and methods of analysis of

social situations. An effective function of the class teacher is to organize work with parents, promote the development of their psychological and civic culture, organize joint activities, and involve them in the educational process in the school. The class teacher is his/her own mediator between the individual and the family of this social institution in ensuring the formation of spiritual health in young adolescents for the organization of teacher-parent interaction on democratic principles and a large organization contributes to a humanistic educational environment will allow the development of positive standards of communication and interaction, self-knowledge, self-awareness and self-affirmation, the creation of employee experience and active civic activity. Preparing young adolescents to interact with the social environment, self-realize them as individuals in a crowded world through the acquisition of a set of knowledge, the formation of appropriate competencies - one of a set of state standards of education and upbringing. Successful implementation of this task in an innovative educational institution and the promotion of civic education, core cooperation, human formation, in accordance with the law, a democratic, civil society is a temporary environment.

The ratio of individually and collectively oriented values is of key importance for the formation of the process of spiritual health and civic consciousness. After all, the engine of social progress is a community of people united by a certain system of values. Rethinking the role of the group and the class team, the family in the system of work of the class teacher is important in the formation of spiritual health. The role of the class teacher in the system of formation of the process of the spiritual health of the individual presupposes, first of all, the function of the organizer of the educational process of students. Its purpose is to promote the development of the personal potential of young adolescents, the formation of their social competencies. To do this, the teaching staff needs to form the motivation for educational activities, taking into account the age and individual characteristics of each individual student of early adolescence, stimulating cognitive interests through various forms and methods of educational individual and group work; to integrate civic “spiritualized” content into educational and extracurricular activities of general education institutions, possession of a culture of tolerant behavior, leadership skills, the ability to organize active socially useful practice of students, involving local governments. As practice shows, there is a special need of the pedagogical community to strengthen this important component of the formation of spiritual health. It should be noted that an important object of pedagogical activity is the relationship of the subjects of the educational process, which



necessitates special educational work aimed at their formation. The spiritual qualities of students are formed in the process of their own lives and depend on the relationship that determines this activity. In modern education, there is a transition from the regulatory functions of special pedagogical conditions and requirements, the system of educational activities to the organization of personal social experience in the process of creating educational situations that require students to identify personal attitudes, responsible social action, and personal social experience.

All adults are responsible for the environment in which children grow up. Education is a cohesive chain that connects all pro-government structures. Ukraine is the best country, the best land; and we must invest it in the professionalism of the teacher, the parent community, the student government, who are equal participants in the educational process. Understand that spiritual health is our future and do whatever it takes to cause “viruses” to disrespect ourselves and the world around us. The problem of life is not in the state of Ukraine, but in our attitude to it. We say one thing and do another and children perceive our civil position differently. For this to be a directed educational process, it is necessary to unite the efforts of the community, society, parents, and education. Find the forms and methods that motivate all subjects of the educational process to understand the actions that will be programmed to implement these activities. We must instill in students an inner responsibility and social maturity, a child’s self-sufficiency and pride in their country, the land of their ancestors, and their own health.

The family was, is, and remains the source of human life. All components of a conscious citizen are nurtured in the family. The Ukrainian family is once again adapting to new conditions, preserving the highest ideals - faith in its high spirituality and family, which has always been a strong fortress to protect the individual. The outstanding pedagogue K. D. Ushinsky noted: “In order for education to be able to create a different nature for a person, it is necessary that the ideas of this education pass into the beliefs of the pupils, beliefs into habits, and habits into inclinations. When a belief is so ingrained in a person that it obeys him before he thinks he must obey, only then does he become an element of his nature” [2 p. 464]. Undoubtedly, this also applies to the principles of the formation of spiritual morality and the foundations of a healthy lifestyle of modern youth.

**Conclusions.** The problem of forming spiritual health is important, multifaceted, social, and natural. All its aspects are a difficult task. Spiritual health is a dynamic state of a person, which is

characterized by the stability of spirit, thirst for life and creativity, the desire for knowledge, self-knowledge, and self-improvement with a high level of culture, spirituality, morality, and teaching.

Spiritual health depends on the spiritual world of the individual, in particular the components of the spiritual culture of mankind - education, science, art, religion, morality, ethics. Human consciousness, its mentality, vital self-identification, attitude to the meaning of life, assessment of the realization of their own abilities and capabilities in the context of their own ideas and worldview - all this determines the state of the spiritual health of the student.

And purposeful interaction of teachers and parents is the key to success in the difficult task of forming spiritual health. Our common task in the context of partnership pedagogy is to educate a new generation of Ukrainians, to protect the social interests of adolescents and their civil rights.

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