

1 (2) March, 2019

ISSN 2641-9823

GLOBAL ACADEMICS

International Journal of Advance Researches

Quarterly Issue # 1 (2):

Development Priorities:

*Modernization of Governance, Information
Support, and Stratigic Regulation*

www.i-journal.org

GLOBAL ACADEMICS

International Journal of Advance Researches

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This is the second issue of the journal, Global Academics and the first quarterly issue in 2019. It is devoted to the problems of promising innovations in the field of political and socio-economic regulation. This issue appeared to the Editorial Board one of the most significant topics that could substantially affect the future development of the modern society.

The Editorial Board expects that this issue of the journal, Global Academics will attract the attention of the academic community and will contribute to the development of discussions on this relevant topic.

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GOVERNMENTAS A SIGNIFICANT COMPONENT OF THE VIRTUAL COUNTRY

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Abstract

The relations between government and citizens in the conditions of virtualization, mediatization, globalization processes have been analyzed. It is alleged, that the process of virtualization of the government is accompanied by a number of trends: spread of information and communication technologies, turning them into accessible, presence of the trends that are being closed from the processes of globalization.

Keywords: virtualization of the state, electronic government, virtualization, mediatization, globalization.

The collapse of the latest information and communication technologies, the development of the virtual space has led to the emergence of conditions under which the traditional notion of the state, its form and content is considered on fundamentally new grounds. This phenomenon has led to the emergence of a new problem: preserving the actual present achievements of previous periods of development of the doctrine of the state.

Therefore, our task is to analyze the impact of globalization, virtualization on the basic features of the state, in particular on the government. H. Arendt, J. Bodin, T. Hobbes, M. Weber, U. Beck, S. Bauman, M. Foucault etc. However, there is no complex research on the impact of virtualization on the state, in particular on its features.

The presence of a capable government is a third feature of the state, as envisaged in the Montevideo Convention. The government establishes the rules and guarantees their observance in

the territory considered state. The government must be legitimate on this territory, and the legitimate source is the permanent population of the state. In fact, it is about sovereignty in the part of the notion which implies the execution of power in its territory.

According to H. Arendt, it is the legitimacy that makes the power - power and distinguishes it from violence, force, coercion, and so on. ". It is the people's support that lends power to the institutions of a country, and this support is but the continuation of the consent that brought the laws into existence to begin with. All political institutions are manifestations and materializations of power; they petrify and decay as soon as the living power of the people ceases to uphold them"(Arendt, 2003, p.319) –says H. Arendt's book "On Violence".

Monopoly on power - one of the main features of state authorities, which drawn attention of J. Bodin , T. Hobbes and was first described by M. Weber in an essay "Politics as a vocation and profession". Weber defines the state as a "human community that (successfully) claims the monopoly of the legitimate use of physical force within a given territory."(Weber, 2015, p.136)

Determining the presence of a government endowed with legitimate authority, we will analyze which trends change the classical view of the governance process.

The first thing to pay attention to is the process of so-called "weakening of the states". According to firmly established approaches, state institutions must use violence by protecting their citizens and with their permission. However, under conditions of globalization, the tendency towards the weakening of the state becomes apparent for certain scientists, and as a result we can consider the the fact that the signs of political subjectivity are acquired by bureaucrats, parties and even single citizens. At the same time, such a tendency does not indicate the onset of a crisis in society, rather, on the contrary, it is about its development, says in particular U. Beck. " the loss of the importance of the parliament as the center of rational formation of freedom has been criticized for a long time by various sides. The decisions which according to the constitution belong to the parliamentary competence and the competence of a separate deputy are increasingly accepted, firstly, by the leadership of the factions (and, more broadly, by the party apparatus), and secondly, by the state bureaucracy. This loss of parliamentary function is often interpreted as the inevitable consequence of the increasing complication of relations in modern industrial societies. Critical observers talk about laid in the principle of representation, progressive

separation of the apparatus of state power from the will of the citizens " (Beck, 2000) - the scientist notes in his work "The Society of Risk. On the way to another modern. "

Continuing the opinion, U. Beck points out that not insolvency, but the success of the policy led to the loss of interventional power by state and to the erosion of the politics."One can even say: the more successful this century was the struggle for political rights, the more successful these rights were implemented and filled with life, the more persistently has been questioned the primacy of the political system and the more fictitious at the same time became the proclaimed concentration of decisions at the top of the political-parliamentary system " - U. Beck writes, continuing that as a result of such a transformation, the concepts, foundations and tools of politics (and non-politics) are becoming fuzzy, open, and require historically new definition. "Democratization in this sense leads to the policy to deprive itself of power and space", - the scientist comes to the conclusion.(Beck, 2000)

In his view, as soon as democracy gains more prospects and victories, it creates new dimensions and aspirations that, in the context of expanding democracy, make people change their mood, they become dissatisfied with the "stagnation" and "authoritarian character" of the established relationship. In this sense, a "successful" politics in democracy can lead to the loss by the political system of their weight and their essence. "That is, the developed democracy, where the citizens realize their rights and fill them with life, requires a different understanding of politics and other political institutions, other than the society which is on its way to the democracy"(Beck, 2000) - says the scientist. He emphasizes that the democracy is a process that constantly changes the environments and the way of interaction between representatives of the political system. Under the prevailing principle of the rule of law, its institutions and the principle of monopoly on the use of violence must increasingly dissipate in the principle of observance of universal human values and ethics of cosmopolitanism.

Thus, the reason for the "weakening of the state " U. Beck considers the victory of democracy, the pursuit of human rights. But, at the same time, we must note that the crisis of the democracy is now emerging worldwide, being witnessed by the fall of ratings of various indices of democracy in most states.

Z. Bauman, "the exhaustion of power" sees, first of all, through the prism of the loss by the

state of its the ability to force people to work - the ability to act, it can no longer determine what is to be done and who should be doing that. In response, it hides the centers for its decision making, and citizens must act at their own discretion. "Our experiences are similar to the feelings of aviation passengers who have found that the pilot's cabin is empty while flying" (Bauman, 2008, p.144) - writes Z. Bauman.

The scientist emphasizes a different tendency in modern politics - the concealment of those who actually make decisions. Thus, Baumann quotes G. Debord: "The management center is now hidden: it has been never occupied by well-known leaders or by clear ideology" (Bauman, 2008, p.162). From the publicistic into the scientific discourse now the concept of "puppeteers is being integrated", which testifies the increase of the growth of informal destructive institutionalization of modern politics, the decision that are being adopted latently.

This blurring of decision-making centers is conditioned by economic utility laws. Z. Bauman explains it in the next way: the government having dedicated itself to the increase welfare of its electorate has no other choice than to plead and flatter, rather than coerce, to lure capital into his territory and, when it succeeds, to persuade to build here multi-storied offices, not staying in hotel rooms rented for one night. And this can be done or attempted (if using the common political jargon of the free trade era), "creating the best conditions for free enterprise", which means adapting the political game to the rules of "free enterprise". That is, first of all, the authorities should refuse to restrict business in any way so as not to restrict the privileges of capital. And, secondly, Z. Bauman noted that the government forced itself to refrain from any actions that might create the impression that the territory politically governed by the government is unfriendly to the traditions, expectations and all future capital enterprises that are globally thinking and globally active or less friendly than countries governed by their closest neighbors (Bauman, 2008, p.163).

In practice, all this means low taxes, less or no rules and, above all, a "flexible labor market". The requirement for states to create an "investment attractive environment" dictates the dependence of governments on capital, which, unlike the previous has completely lost its connection to the territory. "Paradoxically, governments can expect to keep capital in the place, only eliminating all reasonable doubts that it is free to move - either immediately or without warning" (Bauman, 2008, p. 163) - notes Z. Bauman.

In addition to the requirement for free movement of capital and the consequences of the victory of democracy, among the reasons for the weakening of democracy, technological changes should be pointed out, which, on the one hand, facilitate and enable citizens' access to the decision-making process, and, on the other hand, they become the subject of policy, requiring approval.

U Beck said: "The direction of development and the results of technological changes are being discussed and they need to be legitimized. Thus, the production, scientific and technical activities receive new political and moral dimensions, which previously seemed alien to its essence."

The mixture of political spheres of politics and increasing the number of subjects together with the objects of policy, the transition to the information sphere, deprive of power the complex government structures also in the way of depriving them of the aureole. They do not have time to react to changes that are happening more quickly with a look at the "ease" of movement; they have not yet fully switched to the information space where they need to resist the laws of cyberspace, as well as other "thinkers leaders" who have already managed to defend their right to impose their opinions in the same cyberspace. This situation is significantly different from the typical for the twentieth century. According to Z. Bauman, "hard", Fordist capitalism was the world of legislators, regime planners, and controllers, the world of orientated men and women, who pursued goals, determined by other people they assigned. "It was the world of authority: leaders who know everything better than others, and teachers who tell you how to do the best of what you are doing. Easy, user-friendly to the customer capitalism doesn't the laws of authority and does not make them redundant. It simply provides life and ensures the coexistence of authorities in such a number that none of them is able to remain authority for a long time, not to mention the ownership of the right to "exclusiveness". So, in the virtualization of the state, a large number of authorities prevails, and "numerous authorities - this is, in fact, a contradictory term. " In a case of large number of the authority, they begin to level down each other, and the only effective leader in this field is the one who has to choose between them. It is the voter who is responsible for the fact that a possible authority becomes real. Authorities no longer command; they are looking for a voter's affection; they tempt and conquer it " (Bauman, 2008, p. 163).

In the information space and under the of electronic media spread, spraying the idea of authority and sovereign, the space for the power discourse development appear, even in the case

of temporary power authority when the physical violence is being substituted by the power over the soul (according to the terminology of M. Foucault), but this is already happening beyond the limits of state control. Usually, cyber-authorities haven't got an opportunity to use physical violence to someone who ignores the rules established by them.

"And there is no longer a Big Brother who's watching you", now it's your task - to watch diligently and greedily for the bigger rows of big brothers and big sisters in the hope of revealing something useful for themselves: an example to follow or advice on how to cope with their problems... There are no longer any big leaders who would tell you what to do and would free you from responsibility for the consequences of your actions; In the world of individuals there are only other people who can serve you as an example of how to solve your life problems, at the same time you will bear all responsibility for the consequences of your trust in this example, - notes Z. Bauman. - In our time, when God went on a long vacation, the task of designing and maintaining the order lays on the shoulders of representatives of the human race " (Bauman, 2008, p. 163).

Thus, among the main reasons for the weakening of the state in the modern period, one can consider the continuous expansion of the human rights complex, the government's dependence on extraterritorial capital and the technological development, which has become the object and instrument of political regulation, opening the way for the formation of e-democracy and media democracy.

These two concepts are very interconnected since they represent the possibilities and aspirations of modern society. Electronic democracy is a form of social relations in which citizens and organizations are involved into state-building and public administration, as well as into local self-government through the widespread use of information and communication technologies. However, in order this involvement to have as a result the development of the community according to cosmopolitan values, the citizens of the state must be knowledgeable, media literate and active. Actually, this takes into account the idea of media democracy. As the concept, media democracy condemns how the media devise stories, engage everyone in "news" and distort the public's perceptions of daily events; as the movement, media democracy calls on the media to fight for the reform of established relationships and presents alternative models for appealing the monopoly of media editions as the only referees of news - informative, entertaining

and cognitive.

That is, media democracy is the concept, as well as the movement aimed at creating pluralism in the media in such a way to make them reflect the ideas and opinions of a wider range of people rather than simply but not to spread the routine socio-political and economic news, reports in the name of news, information and entertainment. Media Democracy is a complex term, but in general it means: the health of a democratic political system, depends on the effective, accurate and complete transfer of social, political and cultural information in the society; that the media are channels of this information and should act in the interests of society; that the media are increasingly incapable and unwilling to play this role through increased concentration of ownership and commercial pressure; and that it undermines democracy, because voters and citizens do not have the opportunity to learn to debate on public policy issues. Consequently, the media should be more democratic, since their role as representatives of public opinion, sympathy, antipathy and, above all, their interests (Malik,2018) .

Developers of the idea of media democracy have been focusing on the fact that media and citizens need to work together to control the government and provide them with information about the public sentiments.

Through the civil journalism and public service broadcasting, people can produce and disseminate information and ideas that are marginalized in the mainstream media (Malik, 2018) .

Consequently, the concept of media democracy and e-democracy must complement each other in such a way that one guarantees access up to the decision-making process, while the other ensures that citizens make their decisions deliberately and on the basis of objective data. Therefore, the basic prerequisite for the functioning of e-democracy is the creation and establishment of the work of the e-government.

E-government involves the automation or computerization of all accepted paper procedures that cause new leadership styles, new ways of discussing and making strategic decisions, new ways of doing business, new ways of communicating citizens and communities, and new ways of organizing and providing information. There are many definitions of e-government: from using IT to move information freely to overcome the physical boundaries of traditional paper to the use of technology to make public services available to the citizens, business partners and employees.

That is, the e-government is a general concept of effective use by the government of information technology and modern communications through various information services (Pohrebnyak, 2014).

Most governments already use the e-government to create a clear vision of the government goals; so the citizens could interact with the state faster; to provide public services and make them more effective; as well as to ensure the integral circulation of information between public authorities. The e-government model is a set of stages (from basic to progressive) that determines the maturity of the e-government as an e-portal (Pohrebnyak, 2014).

At the same time, the Organization for Economic Cooperation and Development (OECD) is more concerned with the governance issues, and to a lesser extent -the issues of technologies ("E-government is more about government than about „e”"). This means that governments should use the mechanisms and capabilities of the information society to ensure that the work of state administration was as close as possible to the needs of citizens, and this requirement "imprisons" the government of the modern state in the information space (Pohrebnyak, 2014).

At the same time, e-government is not just the use of the Internet in the work of the authorities. Transparency of public administration structures, which is the goal of the concept of e-government, is not achieved only by connecting to the Internet or creating an information website. On-line access is an obligatory element of e-government, but it also requires a more substantial reorganization of the traditional forms of government operation, it requires transparency of management, the ability to monitor, control over the executive power and taken decisions etc. In general, the e-government is considered to be the basis for national strategies aimed at achieving managerial excellence through the use of Internet technologies (Gonlund, 2004).

The e-government forms a new ideology of the availability and openness of power. One of the arguments could be the United States Electronic Governance Act of 2002, which defines e-government as "the use of Internet applications and other information technologies by the government, coupled with processes that implement these technologies, to increase access to government information and services for the public, for other institutions and other government units; or improving the government's performance, which should include effectiveness,

efficiency, service quality and transformation "(Gonlund, 2004).

Thus, adherence to the principles of e-government and e-governance do not mean anything concrete, it is rather as a response to the challenges of the 21st century, in which the dispersion of authority and the processes of mediaization and globalization are developing.

But in addition to the feature already mentioned above (access to government information to the public, on the basis of which public opinion is formed and legitimacy is created), the e-government gives the authorities another advantage. As a result of adherence to the principles of e-government, namely, by dipping into the information space, the state retains the ability to observe and control the citizens in this space, which until recently has been placed beyond its jurisdiction. Thus, the state may not turn a blind eye to the processes of the formation of new authorities and the "purchase " (using the terminology of S. Bauman) identities. It is the e-government that becomes necessary in the conditions of blurring of borders and destruction of distances, because, having fallen into virtuality, the state may not lose control over those of its citizens living outside its specific territory.

That is, analyzing the processes of implementing an e-government, it is necessary to understand the dual nature of this process: it is beneficial to citizens who do not lose their leadership "out of sight" and it is beneficial to the government that, as a result of the processes of virtualization of its authorities, remains able to control its citizens.

Information space becomes a field in which the discourse of power develops. However, he must also take into account the fact that the information space - is the sphere of public domination.

Having adopted such a definition, we can conclude that the virtualization of the state means the domination of the sphere of public policy over the political and those sides of the politics which to be considered a secret. After falling into the space of reflections (concerning the creation of identities, state policy, economic dependencies), politicians can no longer ignore the tendencies present in public opinion. By placing the power into the cyberspace, politicians must constantly defend their right to power, because it is here that the dominance of each subject is constantly questioned and is a step close to be replaced by other, more competent authority.

So, we have analyzed the processes of virtualization of the state government. We must note that virtualization processes are caused by the movement of capital and the dependence on it of local governments, dispersal of authorities, technological development and "victory" of democracy when human rights and freedoms are recognized as the main guideline for the development of the state. U. Beck noted that the state has become a hostage of "human rights", which require fewer restrictions and more freedom. And technological development as a cause and effect of virtualization of the state lays in the two-way process. On the one hand, these technologies become the subject of state regulation and legitimization, on the other hand, actually technologies are becoming a new instrument of policy implementation - both from the side of citizens (in the form of electronic voting, monitoring of decisions taken, etc.), as well as from the government itself, which, "immersed" in the information space, keeps the connection with its citizens. Citizens receive new mechanisms of control and cooperation, even new opportunities to express their political will, but they face the need to distinguish propaganda from genuine news, a true leader of public opinion from trolls and bots, and also private from the public. On the one hand in the information space dominate the sphere of publicity, the sphere of rule of the public reflection but private interest; on the other hand, the state and its governing bodies have learned how to operate in the cyberspace, which from the outset should have become an alternative to the classical national state.

Consequently, as a result of the study of the processes of virtualization of state authorities, we came to the conclusion :

- the virtualization of the governing bodies is caused by the movement of capital, the dispersal of authorities, spread of information and communication technologies;
- the government and citizens, as subjects of power, are immersed into the information space, where they are able to express their will, which through the sphere of publicity could correct and change the political situation;
- in the information space the state authorities must constantly fight for their power with a large number of other authorities. So the dangers the power faces within the cyberspace are of a non-material nature. They dictate the need to monitor information flows, not allowing their own discredit. Another type of danger is related to undermining the faith in the state and propaganda

of terrorist acts, recruiting into a series of terrorist organizations whose activities go beyond national boundaries.

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**ACTUAL PROBLEMS AND DEVELOPMENTS OF THE ELECTRONIC
GOVERNMENT IN UKRAINE**

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Abstract

The article is devoted to the research of topical issues of e-government in Ukraine. The position of Ukraine in world rankings, which shows the level of its informatization in comparison with other countries, was followed. The general development of the country from which its e-government and IT branch are taking place are found out. The directions of reforms in public administration are highlighted.

Key words: e-government, information and telecommunication technologies, digital economy.

1. Introduction

The main task for the state is to develop and implement mechanisms for the transformation of the intellectual resources of the nation, intellectual capital of Ukrainian society into the production of material and spiritual goods. Public administration programs that are building on network-based interaction principles are becoming increasingly important. According to leading researchers, related to the transformation of socio-political institutions of modern society and the trends of globalization, the development of virtual communities that operate on the principles of self-organization, is one of the key factors in using intellectual capital to ensure the progress of the modern information society [2].

Application of information and communication technologies (hereinafter - ICT) is considered as the basis of sustainable development of practically all elements of social infrastructure, namely: e-government (e-government), e-commerce (e-commerce), e-learning (e-learning), electronic scientific work, e-health, e-employment (e-employment), e-environment, e-agriculture, etc. Information technology (hereinafter - IT) does not change activities, but their technological ability to use as a direct productive force new knowledge.

The purpose of innovation in the modern information society is to find new effective and fair ways of managing knowledge resources.

For Ukraine, the urgent issues of reforming the e-communications proposed by the European Union, in four directions:

1) Promotion of competition and the possibility, if necessary, by the national regulatory authority of the functional distribution in the maintenance of infrastructure and services;

2) Improvement of regulation through the reorganization of the retail and wholesale markets for e-communications and services: regulation in the retail market is not necessary under the condition of effective regulation in the wholesale market of services, and the need for regulation in the wholesale market disappears when there is a sufficient level of competition;

3) The strengthening of the internal market and the integration into European rules through the coordination of regulation in the member states of the EU;

4) Improvement of consumer protection by expanding the spectrum of consumer rights of communication e-services and openness of price information, facilitating the transition of clients from one service provider to another, facilitating access to communication services for people with disabilities, the duty of operators inform our clients if there is a risk of disclosure of personal data of clients, the fight against spam, spyware, etc.

The concept of e-government involves the creation of a government that combines organizational innovations with ICTs to fulfill core government functions in an ever-changing environment. In this concept, the functions of the government formed the basis of the main dimensions (component) of e-government: e-administration covers, in the majority of cases, all administrative and operational processes of the government; e-services are characterized by providing administrative (admin-) services to citizens and businesses; e-governance is understood in the context of the public; e-democracy is characterized by democratic structures,

processes and methods in which ICTs are used to increase transparency, democratic decision-making, inclusion and citizen participation.

In general, the concept of e-government in a programmed state as an integral part of the information society integrates and develops mechanisms for e-government, e-democracy and open government. The e-government mechanisms provide the development of public governance from the bottom up, as a constant cognitive search for alternatives: from reflexive civil society and civil partnership to network public governance.

2. Presentation of the main research material

Rational implementation of globalization processes, growth of services and intangible production on the basis of the development of scientific and technological progress in all spheres - the state, business entities and other factors, including the economic and political state of the state requires a separate state policy on the development of information society, knowledge society and civil society.

Taking into account the experience of most countries that make a choice among national priorities for national tasks in the development of the information society, we believe that the key role in the development of modern society belongs to socio-economic progress, as one of the main factors of innovation development of the economy.

International experience, in particular the European Digital Agenda for Europe 2020 strategy, shows that digital technology has already become the driving force behind socio-economic development, the recovery of economies in many countries of the world, and laying the foundations for sustainable development for the future [4].

The Strategy for Sustainable Development "Ukraine 2020" [7] and the Strategy for the Reform of Public Administration of Ukraine for 2016-2020 [5] determine the development of e-government as one of the priority directions of reforming the system of public administration in Ukraine. The main tasks within the framework of this direction of public administration reform, envisaged to be realized by 2020, are:

- ✓ Completion of the transition of executive authorities into electronic workflow and their integration into the system of electronic interaction between executive bodies (all central executive authorities and 80% of local executive bodies);

- ✓ Creation and improvement of open state registers;
- ✓ Electronization of administrative services - not less than 80 electronic administrative services of the third stage of development, and 40 - the fourth stage of development);
- ✓ Development of open data - increasing the number of open data sets and improving their quality [6].

However, taking into account Ukraine's foreign policy towards EU membership, focusing on the European experience of measuring the information society is a strategically important task. However, during the formation of the national system of indicators, there is an objective need to rely first of all on the potential of national statistics, which is currently lagging behind European standards. Gradually, the system of indicators of state statistics, in particular related to ICT, is brought to international standards. At present, the Government of Ukraine, with the support of the International Bank for Reconstruction and Development (World Bank), is progressing with the implementation of the State Statistics System Development Project for monitoring socio-economic transformations, the main purpose of which is to create a stable system of state statistics of Ukraine through its integrated and systemic reform.

EU programs are ambitious enough to address the "digital divide" between EU countries and their international competitors. They consist of sections on e-government, e-health, e-education and e-business to provide online public services, and focus on the development of broadband networks and access to them, as broadband technology transforms the Internet and opens up new opportunities for interactive multimedia services, the use of which is possible only with the transmission of information at a very high speed [3, p 21].

Evidently, international experience demonstrates the steady development of e-governance, which is one of the key factors in ensuring the success of reform and increasing the competitiveness of the country. The reform of any industry in modern conditions is aimed at widespread use of modern information and communication technologies to achieve the required level of efficiency and effectiveness.

As e-government tools can provide a significant improvement in the quality of service for individuals and legal entities and increase the openness, transparency and efficiency of public authorities and local self-government bodies. In addition, the introduction of e-governance is a

prerequisite for building an effective digital economy and digital market in Ukraine and its further integration into the EU's single digital market (EU Digital Single Market Strategy) [1].

In Ukraine, 9 out of 52 services currently available through the Unified State Administration Services Portal are among the priority ones, which, according to the e-Services Concept, should be implemented in electronic form primarily. The introduction of an electronic submission of a complete list of priority administrative services is envisaged in 2018-2019 [6], which, first of all, requires optimization of the procedures for the provision of these services.

We suggest draw attention to Table 1, which reflects a comparative analysis of Ukraine's positions with other countries.

Table 1

ICT rating and the level of the digital economy of countries, 2016-2018 [8-10]

Indices	China	Japan	USA	Germany	France	Russia	Ukraine
E-government Development Index (EGDI), 2018	65	10	11	12	9	32	82
Global Innovation Index (GII), 2017	22	14	4	9	15	45	40
Network Readiness Index (NRI), 2016	19	10	5	15	24	41	64
E-Participation Index (EPI), 2018	29	5	5	23	13	23	75
Index of Information and Telecommunication Technology Development (IDI), 2017	6 (Hong Kong)	10	16	12	15	45	79

From Table 1 it is evident that in 2017 Ukraine was in the middle of the rating list by the main indicators determining the development of ICT and the level of the digital economy.

In recent years, Ukraine has focused on the use of platforms, increasing the competitiveness of firms in world markets and in particular the effectiveness of the social sphere. The development of multilateral markets through the creation of state platforms Prozzoro, Ehealth, the State Employment and Development Platform and private development - Olx, Uber, Facebook, etc. - have a significant impact on the position of competitiveness (in 2017 Ukraine ranked 81st).

Thus, Ukraine ranked in the index of network readiness in 2012. - 75th place, in 2016 - 64th place with a value of 4.2.

According to Table 1 we can assume that the state is on the right way, the development of ICT.

According to data [10], which confirm the importance of the e-government index, Ukraine is on the list of countries, with the level of e-government index - "high", but in the overall rating ranked 82th place it is 20 points lower than in 2016. which is explained by a decrease in the average income level of the population.

It should also be noted that in Ukraine there are more than 1000 IT enterprises employing more than 100 thousand IT specialists: developers, testers, product managers and others. According to expert estimates, 1 programmer is estimated at 1 mln. dollars "Products" in the year that it creates, in other words, it can be considered that it is invested in other economies of "intellectual capital" of Ukraine.

Conclusions

Proceeding from the foregoing, a number of problems identified should address the need to ensure consistent compliance with the level of development of information systems of the state, enterprises and business requirements in comparison with EU standards. The solution of these problems requires the actualization of strategic management in IT technologies at the national and local levels.

After all, the state is trying to develop and improve its technology, developing national and socially important projects in this area. And the realization of such projects depends not only on the economic effect, but also on the place occupied by the country in terms of the level of development of its information and communication technologies. However, the problem remains to improve the coordination of the activities of state authorities related to the implementation of the tasks of e-government development, as well as the massive introduction of a secure electronic signature and overcoming the psychological barrier, which consists in the unwillingness to accept electronic documents as equivalent to them in paper form.

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FINANCIAL-ECONOMIC MONITORING IN THE SYSTEM OF STRATEGIC CONTROL

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Abstract

In the process of developing and changing of the modern system of state regulation of the national economy, an important element of strategic control is the monitoring, which includes a set of methods aimed at monitoring and evaluating some processes and actions. It should be noted that the term «monitoring» means control and emphasizes the status of a person who carries out assessment and preventive actions related to the state of processes and phenomena. The existence of several approaches to the definition of the essence of this category is based, first of all, on the understanding of the degree of necessity and significance of monitoring, with taking into account current trends and priorities for the development of strategic control. The emergence of monitoring as a necessary procedural action was due to the need to control the state of the environment and environmental protection, which became an important problem in society in the twentieth century. This is what prompted to the creation of an international system of continuous observation and environmental assessment, called the Global Environmental Monitoring Systems (GEMS), by the decision of the UN Stockholm Conference. The first attempts of using monitoring as a separate segment related to the natural sciences, the effective use of which has made it possible to expand the scope of their suitability to other areas of knowledge. Further application of the monitoring system, the development of appropriate tooling, has led to the implementation of control and evaluation methods into areas that include environmental, economic, financial, social and cultural orientation.

Key words: monitoring, national economy, financial-economic monitoring, control.

Introduction

Monitoring is defined as continuous surveillance of any process in order to determine its relevance to the desired result or development trends. The systematic collection of information about the progress of work within the monitoring is a kind of «scan» of events and is conducted in order to detect deviations from the outlined plans [1].

Monitoring is a system of continuous observation of phenomena and processes occurring in the environment and society, the results of which are served to substantiate of managerial decisions to ensure the safety of people and objects of the economy [2].

In turn, in terms of the object, monitoring can be presented as a process of continuous observation by a specially designed program with a variable periodicity, which depends on the state of the phenomenon, with taking into account the factors of influence.

The analysis of scientific approaches to the definition of this category determines that the term «monitoring» is defined as a system of the regular observation of changes which occur either in the whole society or in its individual groups, provided regularly by the same sampling principles and data collection tools [3].

The popularization of monitoring as the most effective method of informational and analytical provision of the processes of preparation and adoption of appropriate decisions at micro and macro levels is traced in Ukraine at the end of the twentieth century. Due to the permanent application of the monitoring system in the state regulation in conjunction with other instruments, it is possible to obtain the necessary data on the state of the main macroeconomic and social factors, to identify possible threats and deviations from the goals.

Monitoring in the system of strategic control is a procedure for observing, evaluating, analyzing and forecasting the state of certain processes of the state regulation, phenomena, and actions of micro, meso, and macro environments.

Taking into account the position of individual authors that monitoring is characterized by a theoretical basis and an appropriate practical nature, it should be noted that there is no cumulative conceptual approach to the direction of the development of the monitoring methodology, which is most often based on the experience gained, subject to compliance the basic principles of state regulation.

For the effective management of the results of business entities, the objective, unbiased and timely analytical information about the changes which take place in the management object and

which confirms the expediency of using the management system's monitoring tool, is necessary [4].

Thus, due to the author's approaches of the significance of monitoring, appropriate scientific schools were built. Schools differ in purpose and objectives, methodology, information, and analytical background and development vector.

Intellectualization in the modern management

Some scholars highlight the specific features of monitoring, namely: the ability to collect primary information, the analysis, the estimation and the forecast of processes and phenomena in dynamics and statics.

Today, the polarity and the unity of the definition of the term «monitoring» is emphasized. Consequently, monitoring in the system of strategic control is defined as a system of regular observation of changes in some processes and phenomena in order to assess and influence on the level of indicators, the behavior of subjects and management decisions.

In turn, monitoring is defined as a continuous observation of any process in order to identify its relevance to the desired result or development trends. The systematic collection of information about the progress of work within the monitoring is a kind of «scan» of events and is conducted in order to detect deviations from the defined plans [3].

On the other hand, monitoring is a process of continuous research on parametric segments of a quantitative and qualitative nature with taking into account their evaluation, analysis, and relevance of the results.

In turn, the system of methods and techniques by which it is possible to identify and assess relevant risks (financial, economic, social, etc.) is a necessary monitoring segment, regardless of its scope and purpose.

Conceptual views on the necessity of using monitoring in the system of strategic control at the appropriate levels of management, beginning with the micro level and completing the macro level, emphasize the fact that the effectiveness of the mechanism of state regulation of the national economy depends on a timely and objective information basis, which contains data on the level of the main financial-economic indicators and on the factors of the internal and external environment.

The presence of a segmental component of monitoring in the strategic control system makes it possible to fulfill the goals and objectives set for the state regulation of the national economy, taking into account the vectorial orientation of the country's policy.

The systematization of forms and types of monitoring is based on separate features that allow to group and to identify the private areas of the monitoring system.

The classification of monitoring in the system of strategic control of the state regulation of the national economy is presented in Fig. 1

Monitoring as a multifunctional target information system includes bioecological monitoring, which studies the natural environment from the point of view of its impact on the health of people; geosystem, or natural-economic monitoring that studies the changes in the geosystems from which the environment is composed (geo-monitoring); biosphere monitoring, which provides monitoring, control and forecast of possible changes in the natural environment on a global scale (biomonitoring), monitoring of the geological environment, etc [5].

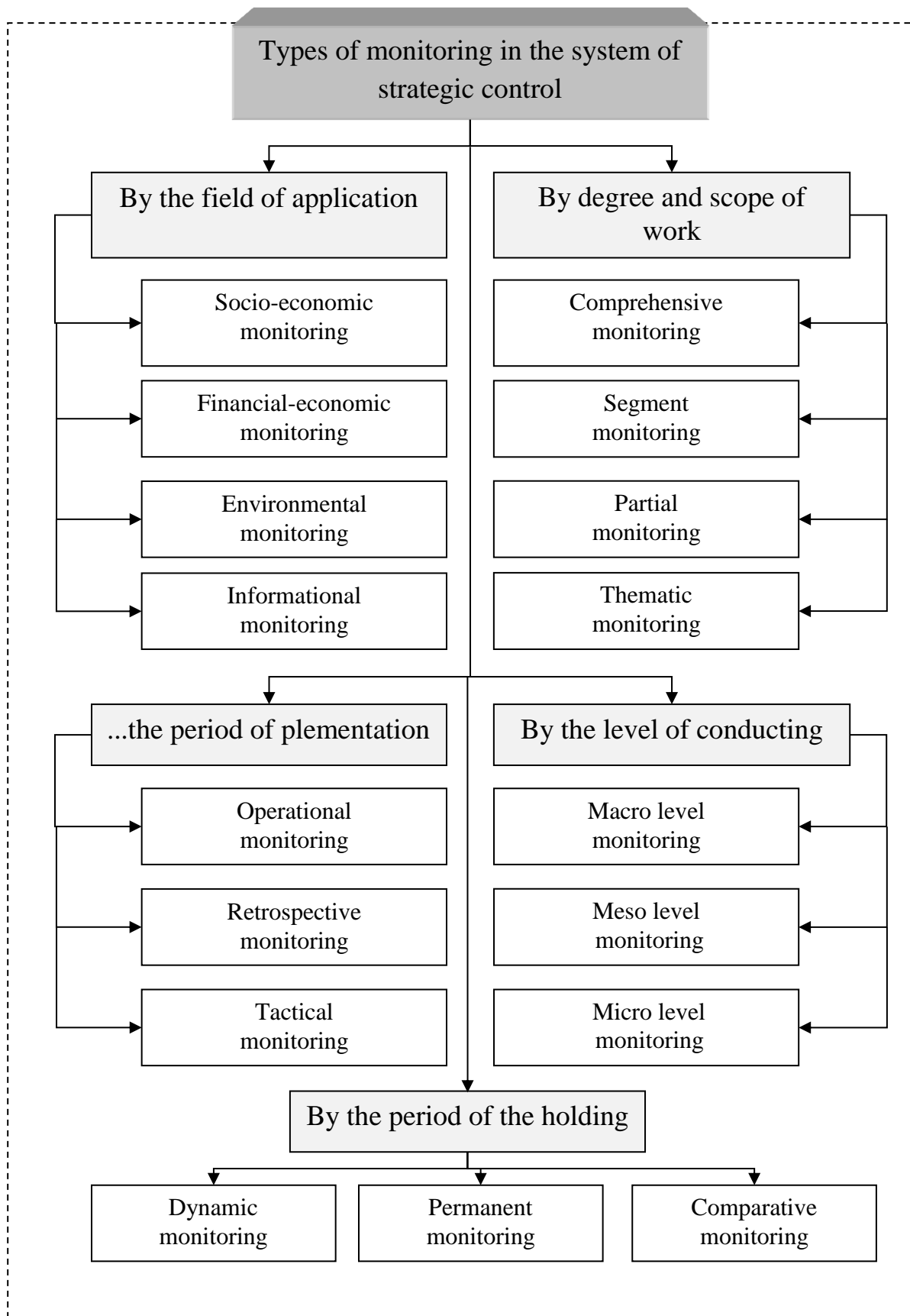


Figure 1. Classification of monitoring in the system of strategic control of state regulation of the national economy

Taking into account the diversity of approaches to the definition of the monitoring category and the scope of application, the following types of monitoring are distinguished:

- Financial-economic monitoring;
- Budget monitoring;

- Social monitoring;
- Environmental monitoring.

Budget monitoring is a process of collecting and analyzing data on expenditures and indicators of implementation of the budget program, which are achieved during its implementation. The development and use of the subsystem of monitoring of the management of budget processes, which should take into account the peculiarities of budget implementation at all levels and the specialized programs of economic, social, ecological and cultural development of the state, lies on the relevant state structures that implement the main policy directions of the country [3].

In a special group, some authors allocate financial or financial-economic monitoring, which provides the permanent information of the subjects on the state of the objects of state regulation of the national economy.

Approaches to the definition of financial monitoring are characterized by a variety of opinions about the level of this category, which, on the one hand, is a function of state control over relevant processes and phenomena at micro, meso and macro levels, on the other hand, is a system of information provision of the state regulation of the macroeconomic environment.

It should be emphasized that taking into account legal content, financial monitoring is a set of measures carried out by the subjects in the field of prevention and counteraction to the legalization (laundering) of proceeds from crime, or terrorist financing, which include conducting state financial monitoring and initial financial monitoring [6].

According to some scholars, financial monitoring, as a special form of financial control, acts as an important subsystem of economic and state control, as a function of the management process. As a subsystem of economic control, financial monitoring is in the relations of subordination in the system of basic relations, as a component of state control - within the framework of social relations (basic and superstructure - legal, political, etc.). The economic content of financial monitoring depends on the nature of government, primarily on the type of socio-economic system [7].

Taking into account the contradictory tendencies in the theory and practice of state regulation, the concept of economic monitoring requires analysis and clarity of definition, which, in turn, will allow the systematic use of categorical apparatus and methodological support for some actions and processes.

Economic monitoring in state regulation is a purposeful system of tracking changes in some

macroeconomic processes, the level of general and special indicators, their detailed assessment, as well as the mechanism for the formation of forecasting parameters for the development of the national economy. Permanent application of the methods of economic monitoring, which form a comprehensive information base, makes it possible to avoid deterioration of socio-economic indicators and prevent the spread of crisis phenomena.

Thus, the synthesis of varieties of monitoring represents the modern form of financial-economic monitoring in the system of strategic control, which is characterized by the efficiency of the monitoring activities to obtain reliable information on the state of the macroeconomic environment, the implementation of diagnostics and the development of the mechanism of state regulation of relevant processes.

In turn, social monitoring, which is an important area of interaction between the state and civil society, is aimed at assessing the state and dynamics of some processes and phenomena, including welfare, life, and health, education, culture, etc.

In addition, the process of organizing the monitoring of socio-economic processes provides the opportunity to receive timely and complete information that helps to separate and to structure the range of questions regarding the balance of needs in society, with taking into account the vectorial orientation of the state policy and national economy. The analysis of the information obtained will enable to eliminate the influence of negative factors and make adjustments to the tasks and actions of the state institutions.

The organization of social monitoring pursues the following main goals:

- Identification of key indicators which provides the most complete information about the current state of all spheres of life in the region;
- Provision of the possibility of early diagnostics of negative processes related to disadvantages in certain areas of life and life-support of the region;
- Construction of scenarios for development and improvement of the regional social environment with an orientation to the existing needs of the population of the region;
- Long-term and medium-term planning of alternatives to the development of the region as a whole or its separate regions;
- Improvement of the system of management of social-economic life at the meso- and macro levels [8].

The system of monitoring of the socio-economic status of the region performs several

functions simultaneously. Therefore, the more complete and high-quality will be the list of indicators under which the monitoring is carried out, the more effective will be management decisions [9].

The need for environmental monitoring in the modern environment, both at the global level and within the framework of state regulation, is a consequence of the increase of the negative impact of people and the achievements of scientific and technological progress on the environment. The formation of the corresponding information system enables not only to assess the existing state of objects but also to predict the emergence of the most vulnerable spheres and improve the efficiency of state planning in the environmental sphere.

Depending on the time execution of some actions and the implementation of techniques and methods, distinguish:

- Retrospective monitoring;
- Operational monitoring;
- Strategic monitoring.

In turn, the operational monitoring in the controlling system is a mechanism for rapid monitoring of some actions, processes in order to form the necessary information base for effective correction and elimination of negative consequences.

Retrospective monitoring for the purposes of the strategic control system in the national regulation of the national economy is most effective in view of the possibility of assessing the results of activities or actions of the particular subjects, which makes the process of managing objects more rational.

The level of use of monitoring in the system of strategic control determines not only the goals and objectives but also forms the methodological support and relevant tools, as well as distinguishes the totality of subjects and objects, taking into account the factors of influence of the external and internal environment.

At the macro level, monitoring in state regulation is a process of monitoring the actions of subjects in order to control the achievement of the goals set within the current legislation and with taking into account the vectorial orientation of the country's economy.

The Conduction of the regional monitoring in the framework of strategic control enables operative interference in the regulation of some processes of socio-economic development on the basis of the received substantiated and system information about the state of objects of the state

regulation.

The application of financial and economic monitoring in the system of strategic control requires the definition of goals and objectives that, in turn, form a mechanism for implementing the process of observing, analyzing, evaluating and forecasting individual processes for improving the relationship between the government institutions and the objects of regulation.

The main tasks of financial-economic monitoring are:

- To provide reliable and systematic information of the subjects of state regulation;
- The prompt and relevant response to deviations from the parameters given regarding the state of economic, social, financial, environmental and other indicators;
- The observation of the processes of implementation of relevant state projects of strategic importance;
- The identification of causes and factors of economic and financial violations and formation of alternative variants of managerial decisions at the macroeconomic level.

The principles of financial-economic monitoring in the system of strategic control include the following: systemic, permanent, relevance, target nature, efficiency, orientation, predictability, representativeness.

Conclusions

Taking into account the goals and tasks of financial-economic monitoring in the system of strategic control, it is possible to allocate its following functions, which are supplemented by separate components:

- An information-analytical function is to provide the subjects of state regulation with the necessary information on the state of the relevant processes of the macroeconomic environment and the assessment of the system of indicators of operational, tactical and strategic nature;
- A diagnostic function that enables identification of negative factors that effect on the state of financial and economic security of the country with taking into account quantitative and qualitative parameters;
- A prognostic function that is responsible for the forecasting trends in the development of socio-economic, financial and other processes in order to model and to program the macroeconomic environment, as well as foreseeing the rating of possible problems related to the state regulation of the national economy;

- A preventive function makes it possible to prevent non-legal actions of both monitoring subjects and target subjects, namely, certain state institutions on macro- and meso-levels, with taking into account the degree of achievement of target parameters;

– A coordination function is to optimize socio-economic relations in the system of state regulation by developing scenarios of the behavior of individual entities.

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**IMPROVEMENT OF INFORMATION SUPPORT FOR ANTI-CRISIS
MANAGEMENT OF AGRI-FOOD ENTERPRISES**

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Abstract

Information support for anti-crisis management of agri-food enterprises calls for developing the appropriate innovative infrastructure providing communication linkages to transfer technologies.

Technology platforms, scientific parks and appropriate software are essential components of the innovative infrastructure.

The technology platform is a significant communicative tool of information support for agri-food enterprises. In this respect, the use of fuzzy mathematics methods makes it possible to develop the constraint system for efficient diagnostics of economic and crisis state taking into account quality factors as well as to make optimum anti-crisis managerial decisions. This fact makes the research highly topical.

Key words: information support, anti-crises management, agribusiness.

Analysis of the main research and publications. There is no principal difference between scientific and technological parks. As a rule, scientific parks are organized by universities or other scientific state institutions, whereas technological parks are initiated by businesses.

S.A. Volodin [Volodin S.A., p. 25-36] states that we use both terms practically as synonyms unless the critical difference between them is implied. The term ‘scientific park’ is more common in EU countries with no regard to the founder’s form of ownership.

According to V.V. Dzhedzhula, I. Yu. Yepifanova and N.O. Oranska [Dzhedzhula V.V., p. 11], the term ‘scientific park’ is more frequently used for infrastructural unions of western Europe and the USA, while the term ‘technological park’ is more common in eastern countries.

From the point of view of A.V. Cherep and V.M. Korzhenevska [Cherep A.V., p. 18], anti-crisis management of agri-food enterprises calls for the infrastructure containing hardware and software. Tools, methods of information support for anti-crisis management of agri-food enterprises and their implementation refer to software. However, the technology platform belongs to hardware.

These conclusions are proved by the results of the research made by I. Markina, V. Voronina, Y. Aksiuk [Markina I., p. 195]. The development of the branch technological platform of agri-food enterprises in Poltava region, for instance, requires the appropriate regulatory support, methodological framework and practical development of the innovative infrastructure with regard to the peculiarities of the national economy. The financial and economic analysis as well as information security analysis revealed the crisis state of agri-food enterprises in Poltava region. Moreover, some indexes for a number of agri-food enterprises are even disastrous. For instance, the research of Ye.O. Hryhorenko [Hryhorenko Ye.O., p. 64] proved the need to develop organization tools of information support for anti-crisis management system.

The conducted analysis shows that the use of ordinary methods is inadequate and there is a demand for the strategic analysis of information support for anti-crisis infrastructure of agri-food enterprises.

The purpose of the article is to research the ways of improvement of information support for anti-crisis management of agri-food enterprises.

The main part of the research. Information support for anti-crisis management requires the development of communication infrastructure using the program target method. Such infrastructure is the base to generate technological standards and technology platform profiles.

The undertaken study shows that there are three stages of the technology platform development.

Stage 1. Long-term economic forecasting (for more than five years). Working out the

communication strategy for the technology platform. Long-term evaluation of agri-food enterprises competitiveness, preparing the strategic anti-crisis set and scenario for probable situation development in agri-food branch, long-term planning of scientific and innovative activity and estimation of innovative potential of agri-food enterprises. The strategic analysis of high technology agri-food products market, export possibilities and technology transfer.

Stage 2. Scientific and technical research planning and innovation implementation at agri-food enterprises:

- Setting up scientific cooperative associations (technological and project clustering) and providing transformation of scientific products into innovations at agri-food enterprises;
- Evaluation of necessary research funding;
- Preparing financial profiles of research investment and testing them in agrarian production;
- Scenario analysis of options for further development of the innovative infrastructure;
- Staff training and innovative specialists coaching at agri-food enterprises;
- Adaptation management of standards, profiles and certificates of agrarian products within European integration.

This stage deals with providing basic conditions for efficient stimulation of scientific and technical research together with agri-food enterprises.

On this stage, agri-food enterprises focus their business activity within the technology platform in order to:

- Analyze the most urgent problems of innovative anti-crisis development;
- Clear obstacles and barriers for the innovative development of agri-food branch;
- Work out the technology aimed at coping with market environment challenges and promotion of innovative agrarian products.

Stage 3. Implementation of the innovative development strategy at agri-food enterprises. On this stage, platform participants prepare the technological portfolio. It contains the research plan, approbation, implementation and marketing support for high technology agri-food products.

The innovative development strategy within the technology platform contains:

- Preparing the financial profile – offers for investors;

- Evaluating the need for economic resources, science and organization support for technology transfer;
- Assembling the executive body of the innovative infrastructure (scientific park) that carries out strategic and economic analysis, makes amendments and provides integrative cooperation of the technology platform participants.

According to scientific, practical and methodological works [4-5, 8], during its three stages the technology platform of information support for anti-crisis innovative development:

- Plays the main part in close links between scientific priorities and innovative needs of agri-food enterprises;
- Penetrates all value chains of agrarian products;
- Provides the transformation of scientific products into competitive innovative products, which are of high demand on the market.

The list of documents necessary to set up the technology platform includes:

- Memorandum of the technology platform foundation;
- Statutory documents of the technology platform founders and partners;
- Statements of accession to the technology platform;
- Register of the technology platform members;
- Data base of the scientific profiles included into the technology platform;
- Draft of the technological platform datasheet;
- Conception of the technological platform implementation.

The conducted research has shown that the following actions are necessary to set up the technology platform:

1. Working out of the regulation and organization support for the technology platform, validation of the technology platforms list in the Ministry of Economic Development and Trade of Ukraine, preparation of technological profiles and anti-crisis innovation profiles. Forming groups involving representatives of agri-food enterprises, universities and research institutions to provide scientific and methodological support for the technology platforms.

2. The technology platform staffing support with the participation of scientists, teachers and managers, which will create conditions for:

- Preparing innovative anti-crisis projects of the technology platform and planning their implementation at agri-food enterprises;

- Inviting the technology platform founders and partners and working out legal and managerial aspects of their cooperation.

The undertaken study has proved that the following actions are essential to organize the process of the technology platform implementation:

1. The strategic analysis of the market for high technology agrarian products. The competitive analysis of the possibilities and risks for the foundation and activity of agri-food enterprises within the technology platform. The strategic planning of research and innovation transfer. The preparation of the strategic innovative development plan for agri-food enterprises.
2. Inviting representatives of higher educational institutions to participate in staff training programs of agri-food enterprises that will be responsible for the implementation of anti-crisis innovative measures.
3. Correcting the strategic policy of economic activity of agri-food enterprises that form the innovative infrastructure of the technology platform. Providing innovation transfer. The proposals to higher authorities and local authorities to improve the organizational and legal conditions of anti-crisis management and innovation management.

Managing companies (hereinafter referred to as the founders of the anti-crisis innovative infrastructure) organize:

- Formation of a database of technological profiles and technological standards for production of finished goods and services delivery;
- Information support for the research that provides the development of strategic policy documents of the technology platform;
- Information support for the development of educational and professional standards, training programs, measures to improve the training system and continuing education for scientific and engineering personnel. It is developed to the needs of enterprises and organization participants of the technology platform;
- Creation of a legal database and preparation of the proposals for the development of new laws and regulations and improvement of existing ones to ensure application and distribution of the appropriate anti-crisis innovative solutions, including the development of the projects of technical regulations and technological standards in the economic sphere of the technology platform;

- Information support and implementation of the measures aimed at promoting the development of cooperation in scientific, technical and innovation spheres, and promoting the anti-crisis development of agri-food enterprises, which are a part of the technology platform;
- Marketing, trade and logistic support for product promotion on domestic and foreign markets;
- Implementation of the measures providing information and consulting support for the participants of the technology platform in the field of research and development, technology commercialization and innovative development.

The policy of financial support for the creation of the technology platform by enterprises-founders with the participation of representatives of the Ministry of Economic Development and Trade of Ukraine is in the following main areas:

- Increase in the volume of budgeting of state grant programmes;
- Introduction of new credit mechanisms;
- Financial support for agri-food enterprises from making long-term contracts by the mediation of Poltava Chamber of Commerce and Industry;
- Placement of securities of agri-food enterprises on stock markets including IPO;
- Integration of projects and investment profile development;
- Formation of tax incentives for innovation activity.

The technology platform as a communicative element of innovate anti-crisis infrastructure of agri-food enterprises offers the following information support:

- Creation of databases and innovation technology transfer networks;
- Access to a comprehensive, structured, coordinated and regularly updated view on innovation sphere of agri-food enterprises and other interest groups;
- Informing about the main research trends and challenges faced by agri-food enterprise;
- Strengthening relationships with stakeholders and objects of a certain direction at different levels: micro-, regional, national, transnational, European, interdisciplinary levels;
- Designing an informing system on the results of state research funding;
- Access to expert evaluation and feedback such as the ability to compare their effectiveness using a database of perspective partners;
- Entering of organizations and national technology platforms into European networks based on common interests and expertise to promote international and national projects;

- Promoting partnerships creation;
- Delivering information on tenders, funding opportunities, the results of finished projects;
- Strengthening scientific cooperation.

According to the European Commission, the development of European Technology Platforms will ensure the effectiveness of European investments in the research sphere of the agri-food sector.

The EC can initiate such operations as [10]:

- Support the competitiveness of European companies;
- Prevention of such negative situations when high investments of the EU in the research development do not provide the expected benefits;
- Provision a desirable form to the European Research Area (ERA), managing it on a sectoral basis.

Network connection to European technology platforms is an important basis for the anti-crisis development of agri-food enterprises.

European technology platforms, as a rule, are headed by the industry and, by their form. They are often public-private organizations. The principle of the latter is a mutually profitable partnership. Moreover, they are committed to the European Commission to be responsible for innovations organization and association of all stakeholders and businesses to solve the problems of strategic research and anti-crisis management issues in key sectors of the European industry [6].

In accordance with the European Union Association Agreement, the effective information support for agri-food enterprises of the technology platform requires: to provide free access to technical interfaces, proceedings or other important technologies necessary to ensure the interoperability of services or virtual network services; to provide collocation or other forms of equipment sharing, in particular the sharing of cable channels, buildings or antennas; to provide the specified services which are necessary to ensure the resulting service interoperability for users, including the means for providing intelligent network services; to provide access to operations support systems or similar software systems necessary to ensure fair competition in service delivery; to provide methodological support of interconnection of networks or network equipment [9].

Connecting the technology platform to European networks of technology transfer requires organizational and informational support: assessing the threats of the implementation of the

technology platform and scenario analysis.

Conclusion. The creation of the information support system for anti-crisis management of agri-food enterprise based on the technology platform, on the one hand, will ensure diffusion of innovations, and on the other hand, mutual control of enterprises over each other's information security. The technology platform for agri-food enterprises is an integrator of the information system connecting the components of the innovative infrastructure.

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**METHODOLOGICAL ASPECTS OF STRATEGIC REGULATION OF ECONOMIC
DYNAMICS IN THE INDUSTRIAL SECTOR OF THE NATIONAL ECONOMY**

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Abstract

Integration processes in the national and international space are potentially powerful and dynamic factors, which affect the economic growth and development of the industrial sector of the country's macroeconomic environment. In the constant transformation conditions and further strengthening of innovation and investment interdependence in the international environment, the minimal and instable economic growth of the results of economic activity, high prices for commodities and energy resources, the instability of the financial-economic, social and environmental systems, complicate the industrial segment of the national economy to obtain the potential benefits of the process of integration and globalization. Accordingly, issues of strategic regulation of economic dynamics in the industrial sector of the national economy in the context of integration under the influence of globalization factors are of particular relevance.

In the strategic development of the national economy, come the time when the further absence of a purposeful system for the development and implementation of institutional policy on the strategic development of the industrial sector, built within the framework of a unified scientific and applied rational concept of the development strategy, ensuring and maintaining the determined rates and quality of industrial growth, not only in the future the prospect, but also in the medium term, unfortunately it's not possible.

The strategy of institutional regulation of qualitative landmarks for economic development of the industrial sector of the economy should become operate for implementation of the general concept of economic development of the national macroeconomic environment.

The proposed strategy should help to overcome the financial, economic and social imbalances in the national socioeconomic structure that has developed in today's transformational conditions.

Key words: Strategic regulation, industrial sector, economic dynamics, globalization, industry, economic dynamics.

1. Introduction

The general state of the industrial sector of the country has an objective characteristic - the different rates of development of its segmental components, regional sector unevenness can be a stimulating or restraining factor for economic growth and development of the national economy. From the toolkit available to state institutions in the formation of industrial policy, the country's ability to prevent industrial imbalances in industry is critical. In this aspect, it is necessary to determine the extent to which institutional growth and development instruments, especially regulatory, can strategically influence the dynamics of disproportion in the industrial sector of the national economy.

In this aspect, it is necessary to determine the extent to which institutional growth and development instruments, especially regulatory, can strategically influence the dynamics of disproportion in the industrial sector of the national economy.

The problem of methodological provision of strategic regulation of economic dynamics in the industrial sector of the national economy consist in determination of inalienable features: the essence of strategic regulation; the object and subjects; conceptual and methodical principles; object, purpose and specific tasks; systems of terms, definitions and tools that form the language of methodological support.

The general essence of strategic regulation is to highlight the main directions, as well as to provide the necessary growth and development potential of the industrial sector in future periods under the influence of globalization integration processes that are inherent to the present.

The main result of strategic regulation is the developed and proposed effective strategy

of economic growth and development, which is a function that is determined by the priority characteristics of the development directions, and not from the time characteristics.

An effective strategy for economic growth and development does not require immediate or urgent measures, but is implemented through appropriate comprehensive strategic plans, targeted segment development programs, a budgeting system, etc.

2. Strategic regulation of economic dynamics in the industrial sector of the national economy

The strategic regulation of economic dynamics in the industrial sector of the national economy is based on strategic planning, which means a process that meets the long-term goals and objectives of the growth and development of the industry component and the national economy as a whole. It must be remembered that long-term development goals differ from strategic ones. The strategic objectives of industry development are basic and demonstrate general directions of institutional policy, therefore the definition of strategic goals is a key aspect.

Economic dynamics is a section of economic science that studies deterministic behavior in time of economic systems under the influence of internal and external factors in order to decompose equilibrium and manage sustainability. It opens up new opportunities for studying the phenomena of dynamism, inertia, instability, hypersensitivity and crisis economic development, introduces a new scientific toolkit for studying the problems of improving the methodology of enterprise management, providing high efficiency and the necessary sustainability of their functioning.

Economic dynamics in the industrial sector of the national economy is a process of purposeful functioning of the economic system of the industrial sector and its segments in the long-term period under the influence of factors of the internal and external environment.

In this period, all economic parameters in the industrial sector that characterize the market environment offer have a chance to react to changes in economic parameters that characterize the demand of consumers. An important factor in economic dynamics is the market offer, and the processes of economic functioning - market demand.

The direction of the dynamics of economic development in industry is considered narrow and wide aspect.

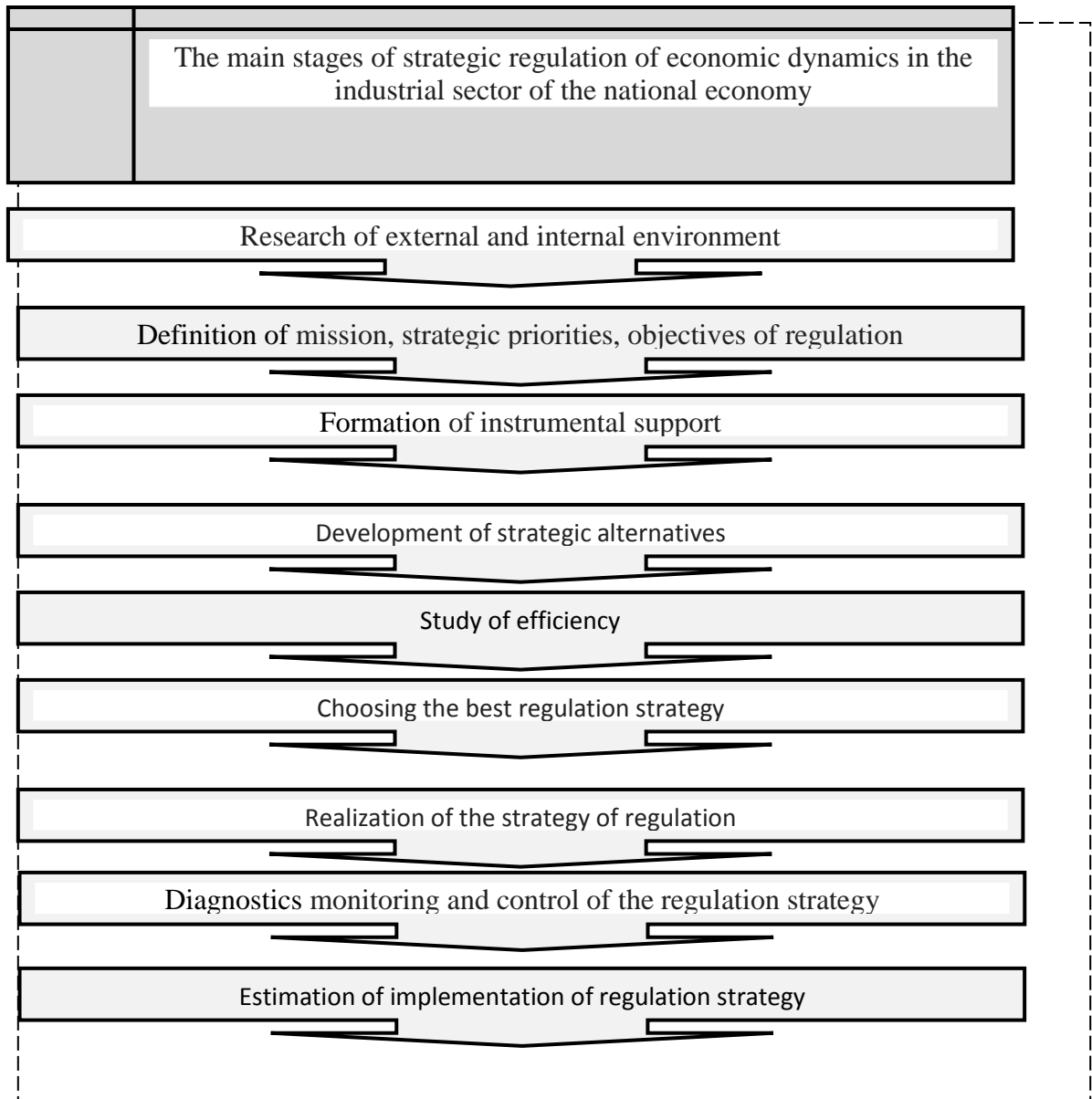
Broad aspects are the study of the movement of economic systems of the industrial sector in space and time, their socio-economic and social development. The narrow aspects relate to the actual economic component and the laws of the purely dynamics of economic activity in the industrial sector of the national economy. The main approaches to understanding the economic dynamics of industry in their historical extent, retrospective and prospect:

- Progressive way of development is most fully reflected in the works of French encyclopedias and German philosophers. Its essence lies in the complication of social systems, in the changing periods of revolutionary and evolutionary development, in qualitative improvement of some elements and the death of others. In general, these systems are changing and developing in a unidirectional progressive direction, which is called the "arrows of development".

- The approach is well-known to the ancient philosophers, is based on the cyclic nature of the movement of social systems: along with progressive and progressive development, the reverse movement of not only individual elements, but also of the whole systems, undergoing stagnation and decay, returns to the initial level. Development is represented in the form of more or less identical cycles, through which certain civilizations, ethnos and states must pass. The integral dynamics of this development has the characteristics of a large circle, whose orbit determines the place and role of certain social entities.

- In this approach, we try to overcome the limitations of the previous approaches, to eliminate the contradictions laid down in them. He regards the development as a wave-like structure with many transitions and critical turning points of bifurcation, in which further evolution is often uncertain, stochastic, non-deterministic, as in previous cases. This, in our opinion, is a peculiar "mystery" of development, its unpredictability, the impossibility in connection with this social design, etc. [2].

The main stages of strategic regulation of economic dynamics in the industrial sector of the national economy are depicted on pic. 1.1.



Picture 1.1 - The main stages of strategic regulation of economic dynamics in the industrial sector of the national economy

A significant number of scholars believe that the process of institutional regulation in the form of implementation is divided into the following types:

- Perspective (priority) regulation, carried out in the form of programming and designed to solve problems of development and growth of industrial production, improvement of productive forces, social security;
- Current (a posteriori) regulation, carried out with the help of various events of market-oriented nature and is intended primarily to maintain the balance of industrial production;
- Prospective-current (mixed) regulation, carried out through special programs aimed at

maintaining the balance of the national economy [1].

Strategic regulation of economic dynamics in the industrial sector of the national economy functions first of all, as an ordered system, we consider that it is expedient to consider the process of regulation in a planned system approach.

The system of strategic regulation of economic dynamics in the industrial sector is a set of interconnected, balanced strategic components that provide purposeful influence on the behavior of the internal environment of the industrial sector in order to implement the priority objectives of quantitative orientation regarding the concept of dynamic growth and effective development of the industrial sector of the national economy.

In the industrial complex, special attention should be paid to economic cycles, which show periodic growth and decrease in the level of activity in the management of its segmental components. In the economic cycles of the industrial sector, it is necessary to study the cycle of growth, because it should be favorable when the growth rates in industry are significant, and recessions rise rarely.

Each economic cycle begins with the lowest point (bottom) of economic activity, passing through the phase of growth, reaching the highest peak (peak) of the cycle. Then the downside is again - until the next lowest mark is reached. The complete economic cycle covers the period of economic dynamics from one lowest point to another.

The main reasons for economic cycles in the industrial sector of the national economy are:

- Newly created or improved competitive technologies;
- Organizational and technical decisions of a production character;
- Innovation and investment activity;
- Military operations and occupation of the territory;
- Political processes;
- Monetary policy and its changes;
- Change of tax policy;
- Price fluctuations;

- International integration processes;
- Socio-economic on environmental problems in the national macroeconomic environment.

It should be noted that some economic cycles in the industrial sector differ significantly in intensity and duration parameters, but the phases are the same ones. At the same time, indicators of the process of provision, production, sales and other changes are cyclically changing.

So, when forming the system of strategic regulation of economic dynamics in the industrial sector, special attention should be paid to economic cycles. Economic dynamics in industry reflects the systemic process consisting in the time change of parametric indicators and structure in the industrial segment of economic systems under the influence of factors of the internal and external environment.

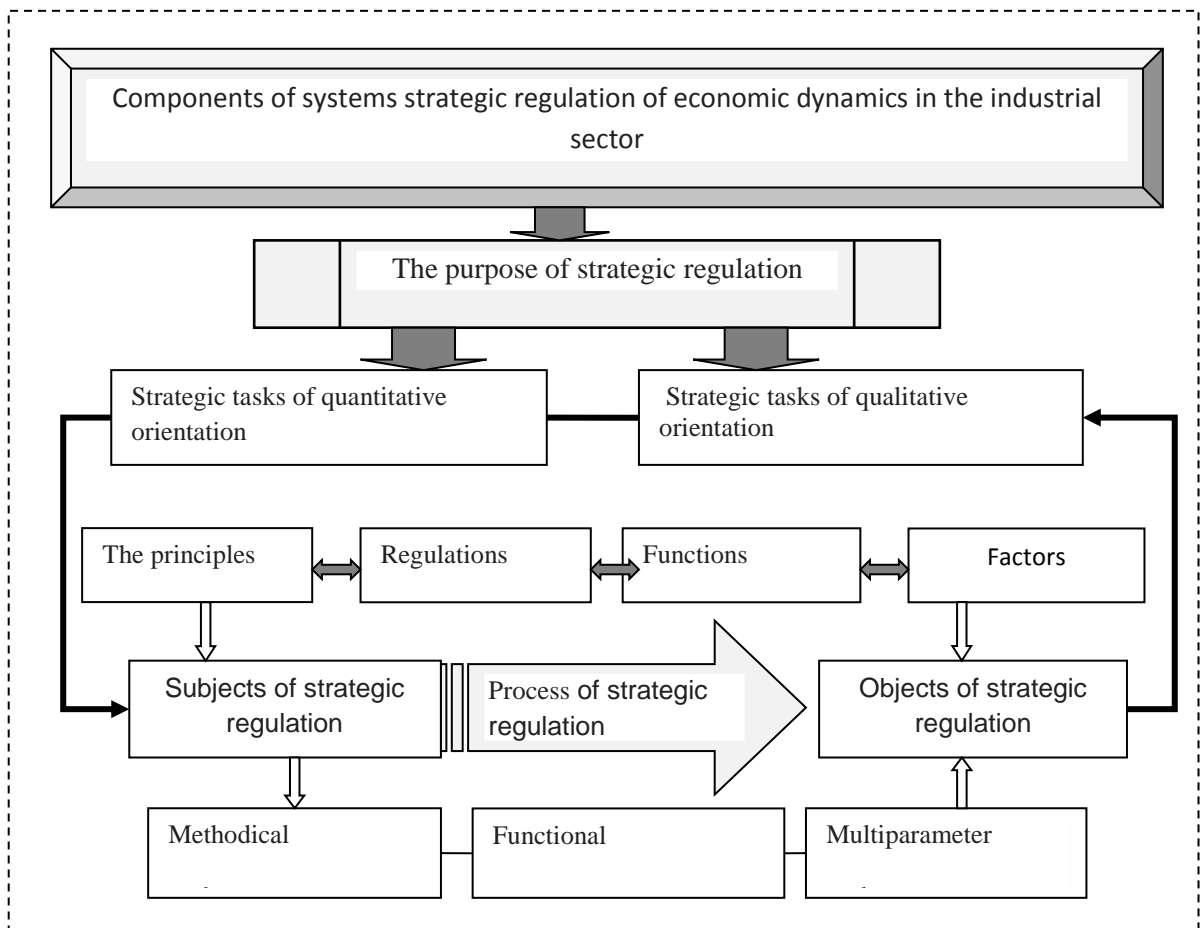
Modern economic theory (both Western and domestic) believes that the processes of economic dynamics are of a wave nature. In a dynamic aspect, the economy develops by the method of oscillation, that is, the combination of periods of rise of economic activity with periods and recession, called the "economic cycle" (in the Marxist economic literature - the "industrial cycle"). The cyclical character of economic dynamics is determined by seasonal, investment, and innovation factors. The main reason for the economic cycle is the peculiarities of the market mechanism for the regulation of economic systems, namely, the market offer responds to changes in market demand not immediately and after a certain time, and this response does not necessarily have to be manifested in the full extent of the change in market demand [3].

The industrial sector of the national economy has the following types of fluctuations of economic dynamics in the development of the industry:

- Seasonal waves, the natural factor is the cause of dynamic economic growth and development in industry;
- Short waves arise as a result of sharp fluctuations of demand and supply;
- Long waves arise due to fluctuations in innovation and investment costs.

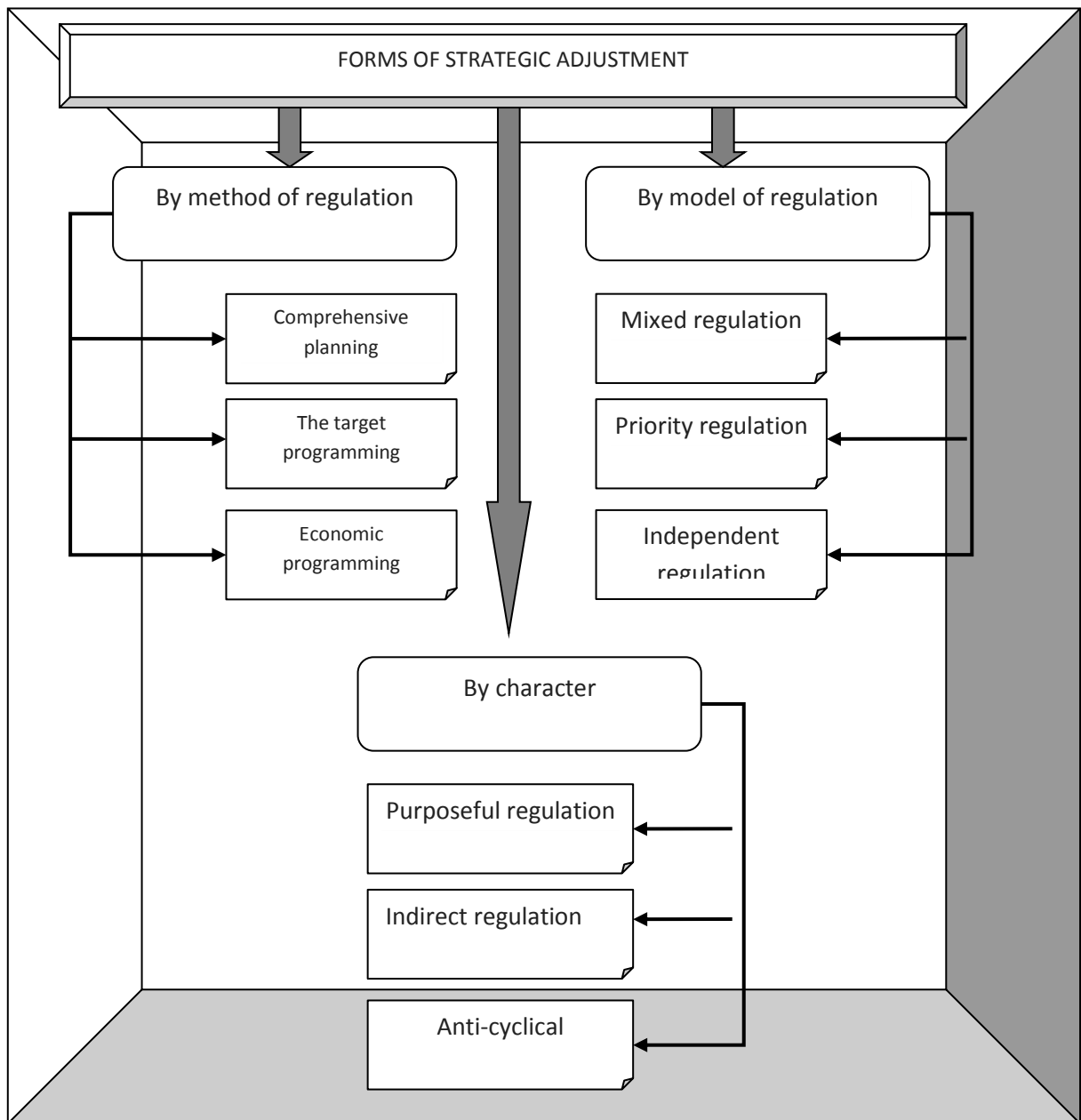
The components of the strategic regulation of economic dynamics in the industrial sector are: strategic goals; priority tasks, principles or rules, regulations, functions of regulation, subjects, objects, instrumental support and factors of influence (pic. 1.2).

The subject of strategic regulation of economic dynamics in the industrial sector in a transformational environment is determined by the system of measures of the relevant institutions for the implementation of supporting, compensatory and regulatory activities aimed at creating strategic conditions for dynamic growth, development and effective functioning of industry.



Picture 1.2 - Components of the strategic regulation of economic dynamics in the industrial sector

The arrangement of the forms of the system of strategic regulation of economic dynamics in the industrial sector is based on the selection of the relevant standarts (pic. 1.3).

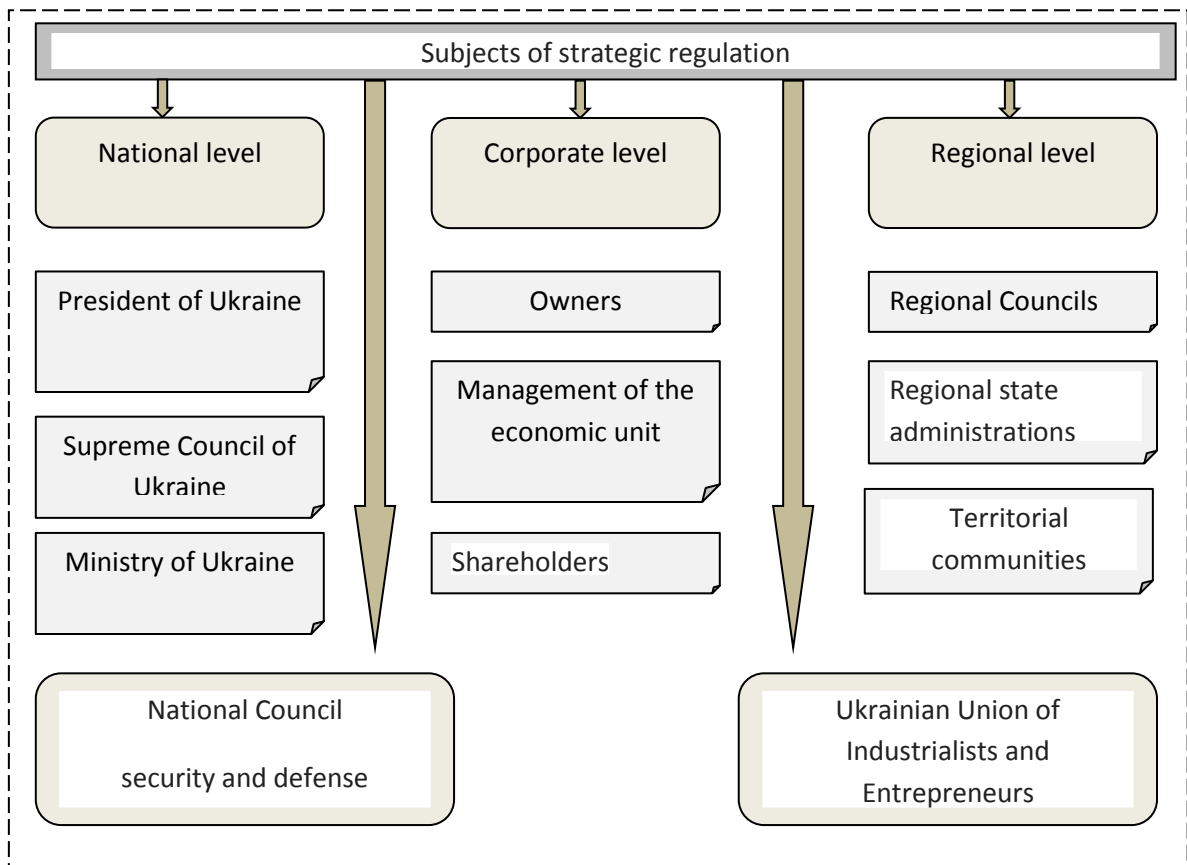


Picture 1.3 - Arrangement of forms of the system of strategic regulation of economic dynamics in the industrial sector

The objects of strategic regulation of economic dynamics in the industrial sector include: economic activity of the corresponding structural units of the industrial sector; a system of vital economic interests and their threats to the industry; system of providing economic security in the industrial segment of the national economy

Subjects of strategic regulation of economic dynamics in the industrial sector under transformational conditions are defined on pic. 1.4

The main objective of strategic regulation is to comply with the strategic line of institutional policy on socio-economic and financial growth, taking into account the vectorial orientation towards European integration.



Picture 1.4 - Subjects of strategic regulation

The purpose of strategic regulation of economic dynamics in the industrial sector is to provide entities with information on the needs and requirements of the population of the country and its counterparts on the world market with a view to forming the financial and economic security of the state.

Based on the general characteristics of industrial economic growth and development as a focused, cyclical, long-term, material-intensive, uneven in space and time of the economic process, which reflects the transformation of quantitative and qualitative orientation in industry and the national macroeconomic environment, takes into account the existing constraints on growth and development, as well as a corresponding process, which can and should be influenced by the relevant institutions in order to increase efficiency, it is necessary to determine the basic. The principles of strategic regulation should be the main requirements for the organization of the regulatory process and determine the approaches to choosing the mechanisms of appropriate institutional influence.

Methodical principles and regulations, in combination with methods for assessing the macroeconomic environment, taking into account the attractiveness of the respective internal and external segments, comparative competitive advantages, as well as the application of the methods

of synthesis of the corresponding strategies of industrial economic growth, in their totality form theoretical and methodological support for the strategic regulation of economic dynamics in the industrial sector of the national economy in the conditions of globalization. Theoretical and methodical aspects of the strategic regulation of economic dynamics in the industrial sector of the national economy are a scientific and applied component of the methodology; therefore the conceptual and methodological principles and regulations are determined by the scientific or applied nature.

An important methodological aspect of strategic regulation of economic dynamics in the industrial sector of the national economy in the conditions of globalization is the formation of a system of conceptual and methodological principles and regulations necessary for observance, in order to ensure the effective development of segmental components of the macroeconomic environment of the country.

In order to ensure the priority pace and quality of economic development in the industrial segment of the national economy, it is necessary to ensure the implementation of a long-term strategy, which should be ready to adapt to appropriate changes in the macroeconomic environment under the influence of any factors. It is also necessary to consolidate the relevant results at each stage of the implementation of the development strategy in the industry, otherwise the mechanism for controlling the achievement of the objectives of industrial development will be ineffective and ineffective.

Under these conditions, it is necessary to form the procedures for evaluation and control in the field of institutional regulation of the economic development of the industrial sector of the national economy. In today's conditions, this requirement is particularly relevant, as the national economy needs a profound structural adjustment in a sufficiently short time, taking into account the European vector of development of the country. . It is possible to apply any mechanisms for implementing a consistent adaptation policy, each of which has the appropriate logic - to ensure that there are restraining elements that restrict any incentives for industry to deviate from the proclaimed obligations. If the institutional capacity of regulators is considerably large, allowing for some flexibility in responding to unexpected events, the better and the priority is directed.

3. Conclusions

A significant aspect is that if strive for a short period of time to achieve more intense goals, then it will necessarily rise due to increased resource costs and human capital of the national macroeconomic environment. A significant reason for this process will be the use of a significantly lower techno-economic and ecological level when creating resources in comparison with a more distant period when it is possible, taking into account the intensive development, the transition to a higher technical and technological level of resource utilization. However, the one-stage time use of development potential can not ensure sustainable economic growth in the industrial sector of the national economy, because at a sufficiently high level of exploitation its reproduction and dynamism are not ensured.

As follows, the conceptual basis and methodological aspects of strategic regulation of economic dynamics in the industrial sector of the national economy, which include a comprehensive study of the constructive or destructive influence of internal and external factors on the development of the country's industry in the long term, have been formed in order to form a rational strategy for the institutional regulation of economic processes, taking into account the tasks of ensuring the stable and dynamic growth of the industrial sector.

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SOCIO-ECONOMIC ASPECTS OF COORDINATION OF THE ACTIVITIES OF SEGMENTAL COMPONENTS IN THE PUBLISHING INDUSTRY

Morshchavka Yurii

Abstract

It is difficult to strategically predict the whole range of future socio-economic events that will have an impact on the development of the publishing industry in the coming years. The main question is not about how timely and efficiently the publishing industry will respond to the challenge of the era of global transformations, whether it will creatively, fundamentally and thoughtfully move towards this challenge. The essential question is about the expedience to fundamentally change the traditional paradigms of the parallel influence of factors of both the internal and external media. The study of the state of the publishing industry and the medium of its functioning sets objective for economic science to further elaborate some theoretical and methodical aspects of the dynamic development of all its structural elements.

Key words: Publishing industry, business operation, socio-economic coordination, industrial segmental components, printed products.

Publishing is not only a structural segment of national culture, but also of the entire macroeconomic medium of a country. Any representative of the national macro-medium is a blank sheet of paper where the culture of society writes its script. Culture, art, science, education, economics and management are in line with the phenomenon known as publishing.

Publishing products bear a scientific, cognitive, educational, spiritual, informational orientation as well as other focuses for the development of a national society.

For the last five years, in the national medium the publishing business has been experiencing an unprecedented boom. This tendency for the self-development of the publishing business is naturally predictable, as it is known that with the increase of the demand for national products the supply also increases. However, the publishing industry, taking into consideration its modern

aspects of development, needs new approaches for the coordination of publishing processes, network of interests and relationships in the macroeconomic medium.

The global direction of the theory and practice of regulation and management of the publishing industry as well as the production of publishing products and their distribution tend to systematically (both formally and informally) combine the corresponding agents of vertical and horizontal impacts and self-organization, which significantly changes the final useful result in publishing business. If the impact of the vertical direction is reduced to strict regulation, that is, to an administrative-linear one, while horizontal one is reduced to flexible functional aspects, then self-organization is only subject to an appropriate coordination in the directional system. Note that the interaction of the above-mentioned agents and their vectors provide a diagonal effect that is capable of producing significant socio-economic impact on the development of the publishing industry. The diagonal effect has an unstable medium and can only be co-ordinated by the joint actions of the regulatory and directional system.

The system of publishing business operation, producing published products and their distribution in the international medium has undergone significant changes over the last two decades. The market of search, production and distribution of information, where Internet resources occupy a significant part, has changed considerably. The development of the publishing industry is taking place altogether with the increasing international competition, which strongly influences the qualitative and quantitative indicators of the operation of the subjects in the industry.

The main constraints on the development of the publishing industry are the poor consumers' culture, especially in the field of book production, lack of institutional support for publishers, the production of printed products and their distribution, the low competitiveness of their outputs as well as quite low level of demand for printed products of national origin.

The financial and economic problems of the publishing industry are becoming more acute due to the need to update the material and technical component of their activities, to increase the cost of printed products and the decrease in purchasing power in the national macroeconomic medium. Under all socio-economic disadvantageous circumstances, the results of the operation of subjects in the publishing industry form the most reliable channels for the movement of socio-economic information in the national community. The major specific functions of the publishing

industry are:

- creation and provision of opportunities for self-expression of representatives of the national society such as authors, regardless of their socio-political, religious, financial, economic and other beliefs, ethnic and social origin, language or other characteristics;

- Dissemination of information associated with such a property of publishing products, as targeting a wide, a priori unlimited circle of consumers;

- Transformation of public consciousness, that is, the printed production has a sufficiently strong influence on the representatives of a society, which activates their participation in the transformation of the world and themselves;

- Publishing industry ensures the right to freedom of thought and speech, the free expression of views and beliefs expressed in the national society;

- Aesthetic - printed products should be made according to aesthetic and artistic norms, which strongly affects their consumer qualities;

- Promotion of national and cultural development in the national medium by means of a thematic orientation of the Ukrainian language printed products

- Dissemination of scientific knowledge in the national medium;

- Development of fiction literature, cultural and educational activities, etc.

As a result of the development of publishing, there is a transition from a publisher's dictate to a qualitative orientation towards satisfying the socio-economic needs of products. For the dynamic development of the publishing industry, first of all it is necessary:

- To analyze the main trends of the market of printed products;

- To research and distinguish public needs for printed products, including consumers' demands and interests;

- To assess the conjuncture position of printed products on the international and national markets.

The publishing industry of the country is an integral part of the socio-economic space of the

national macroeconomic medium. In today's conditions, this particular branch of the national economy needs:

- Improvement and efficiency increase of the system of branch management;
- Formation of scientifically justified recommendations and strategic forecasts for integrated development of the publishing industry, especially Ukrainian-language book publishing;
- Thematic planning, circulation and distribution of printed products on the basis of systematic demands of various groups of consumers;
- Research of market conditions of printed products, main tendencies in the development of modern Ukrainian-language book publishing.

The peculiarity of the publishing industry in the national economy is that printed products have cultural, historical, spiritual, educational, propagandistic and ideological components in addition to the product's characteristics, which is why it needs the state's support and an appropriate mechanism for regulating its development, while it is also necessary to take into account the priority of consumers' interests.

The publishing policy in the national medium should be formed taking into account the wishes of the relevant consumer group as well as the forecast of their preferences.

Key areas of the development of the publishing industry are:

- Identification of the needs of potential consumers of printed products;
- meeting these needs through the production of printed products.

Prospects for the development of the publishing industry in the national economy are certainly quite promising, as the society of the country has a significant need for self-education, the identification of a national trait, personal self-development, the opportunity to obtain high-quality Ukrainian-language printed products and patriotic education of the younger generation of Ukrainians. The interest of the society in the cultural and historical life of Ukrainians is confirmed by many events organized by the publishing industry (exhibitions, fairs, presentations of printed products, etc.).

However, any entrepreneurial activity has an economic orientation. The role of economic

factors proves that the publishing industry also obeys all the laws of entrepreneurship:

- Printed products are a kind of products intended for sale and consumption;
- They create added value and satisfy consumers' needs;
- A manufacturer (publisher) of printed products carries out a complete marketing program in order to search for their customers;
- Publishers take on the full risk of the products they produce.

In the present conditions taking into account European vector of development of the country, in the national society a powerful intellectual movement is formed which requires high-quality Ukrainian-language printed products. The publishing industry of the country has a competitive group of professionally trained and strategically-minded cooperation-oriented authors, publishers, manufacturers and distributors of printed products of various forms of ownership who support professional and national interests in the Ukrainian language publishing industry. In spite of political, financial, economic and social issues, there is a steady high demand for the Ukrainian-language printed products in the national society, which have artistic, historical, educational, cognitive, research, reference, advertising and other features.

Thus, socio-economic aspects encourage the publishing industry to become the driving force for the national macroeconomic environment to enter a new strategic stage of development, taking into account the national identity.

The issue of printed products, especially book issue, is not only a sectoral problem but also a cross-sectoral one in the national economy, as it involves the participation of a large number of relevant state and public institutions. The issue of educational, scientific, children's, teenagers' literature as well as the literature for national minorities is practically impossible without subsidized support. The market medium does not provide for the necessary development of cultural-historical, educational and other aspects that are laid out in the publishing business. Therefore, in the international medium especially in developed industrialized countries, a system of protecting publicly important printed products against the market environment has been developed: subsidies and preferential taxation, state and regional publishing programs, and the formation of strategic priorities for the dynamic development of segmental components of the publishing industry.

The preservation and development of the scientific, intellectual, genetic potential of the country requires the formation of a modern model of cooperation among all subjects in the publishing business. The instrumental support of the study of issues of the development of the publishing industry can be regular independent expert surveys and statistical observations.

The combination of socio-cultural orientation with the financial and economic efficiency of authors, publishers, manufacturers and distributors of printed products is quite natural.

Modern trends in the distribution of publishing products in the country require the creation of a special mechanism for implementation, which is combined with state and regional programs, can provide the production of socially necessary publications and bring them to the interested consumer categories at competitive prices.

The peculiarities of the integrational processes of today's national economy require the application of modern mechanisms of adaptation of publishing industry subjects to the new conditions and the ability to respond promptly to the challenges of the macroeconomic medium and to provide the appropriate level of competitiveness taking into account socio-economic aspects.

An important segment of the development of the publishing industry is a powerful network of product marketing and marketing activities of its entities. Marketing enables the industry to identify and prioritize alternative policy options for the production of printed products, and to identify more efficient ones. The peculiarity of printed products is the combination of productive and non-material aspects of the activities of the entities in the industry. The industrial aspect forms the result - a printed product that has features of a commodity. The non-material aspect is manifested in meeting the needs of consumers of this product (spiritual, cultural-historical, informational, educational, etc.).

The term "marketing" is associated with the marketing of a relevant product in the market medium, but this narrow interpretation does not cover the entire marketing system as an appropriate mechanism for interacting with the production process of publishing and their consumption. It should be noted that marketing activity has a specific multi-faceted feature, at the heart of which lies an exchange capable of meeting the relevant needs of the society. The process of exchange, which is at the interface of the production of printed products and their

consumption, has the following principles:

- Efficiency - the exchange process should ensure a positive outcome for all parties involved in it;

- Mutual satisfaction - the exchange process must meet the identified needs of all parties involved in it;

- Legitimacy - means that if one subject deliberately misleads another or has signs of a coercive nature, then such an exchange will not be carried out on the basis of voluntariness, consistency and equivalence;

- Legality - the exchange process must comply with the current legal and international standards.

Marketing activity stood out in the conditions of the need to meet the requirements of the regulation of the production of printed products and the relationship with the free market in the conditions of increased competition, as a modern method of distributing printed products (as a result of labor) through the organized field of commodity circulation, which binds together the phases of product creation and its consumption. Thus, the strategy of sales activities provides an opportunity to overcome the contradictions between the production of the publishing industry and its sales. One of the options for boosting consumer demand may be the policy of reducing the cost of printed products. In certain aspects, the management of the subject of the publishing industry increases the volume of products while simultaneously maximizing the possible reduction of the cost of its production and the complete abstraction of sales problems, which are dealt by other structural business units that, in their turn, pay more attention to the process of marketing of printed products, while they have no regulatory influence on the process of its production, taking into account consumers' current needs.

In the strategic plan, this approach has the following negative consequences:

- Reduction of production costs of printed products has a corresponding limited scale;
- Reducing profitability can contribute to bankruptcy;
- Influenced by the time factor, the vast majority of printed products are morally obsolete, which leads to a decrease in sales and over-stocking;

- The competitiveness of the subject of the publishing industry decreases.

Marketing activity in book publishing is aimed at achieving the following goals:

- Study of the target (reader) audience, that is, the circle of readers to whom the book is addressed in accordance with the specificity of the publication;

- Choosing a pricing strategy for book products, as well as publishing services;

- Creating attractive conditions for authors (publishing services customers);

- Formation of the most effective marketing network for the implementation of book products (for example, online stores are very popular nowadays);

- Search for new forms and means of communication to promote book products (for example, merchandising);

- Stimulation of demand for book products and the formation of a book culture;

- Search for competitive advantages over alternative means of obtaining information (cinema, television, Internet), etc. [1].

Marketing activity can be considered in terms of its degree of development:

- Distribution - activities related to the marketing of printed products, logistics organization and advertising;

- Functional - purposeful system of organizational and technical, commercial and sales functions of the publishing industry, related to the production of printed products and their sales, research of the market environment and factors influencing it, price-forming aspects and stimulation of the distribution process;

- Management - the concept of managing the production process of publishing products and its distribution on market informational basis.

Thus, marketing activity is not only an important direction for improving the management system of publishing production process and its distribution, but it is also a complicated socio-economic process, the strategic goal of which is to meet the needs and demands of printed

products in the national society. In the current situation the national market of printed products remains a rather weak link in the macroeconomic medium of the country, therefore it is necessary to use the strategic marketing measures to ensure the priority of the dynamic development of the publishing industry.

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IMPERATIVES OF STRUCTURAL AND FUNCTIONAL DEVELOPMENT OF AGRICULTURAL COMPLEX IN THE CONDITIONS OF GLOBALIZATION

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Abstract

The article examines the current state and prospects of development of the national agro-industrial complex in the context of globalization and the prospects of entering the world markets of agricultural products. An economic and statistical analysis of the current state of structural and functional development of the Ukrainian agricultural sector. The structure of agricultural production and its exports by types of products and markets is studied. The main problems of agro-industrial complex functioning are considered, in particular the search for optimal forms of farms in Ukraine. The state of agro-industrial complex and the main prospects of development are analyzed. approaches to the organization of agro-industrial complex management in Ukraine are offered. The main factors of formation of international competitiveness of agricultural sector products are revealed, the heterogeneity of influence of these factors on different types of agricultural products in different markets is proved. The role of the European integration vector for the development of the Ukrainian agro-industrial sector has been studied, and prospects and threats for further deepening of free trade between Ukraine and the EU have been identified. Perspective directions of development of the agrarian sector of Ukraine are formed and the strong and weak sides of growth of its export potential are revealed. The purpose of this article is to find the best forms of management in the national macroeconomic environment and, in particular, in agriculture. The development of domestic and foreign markets, the future of the food sector and its security directly depend on its decision.

Key words: innovations, investments, agricultural sector, export of agricultural products, international competitiveness.

Formulation of the problem. An important role in food production is played by the agro-industrial complex, which is the only integrated production and economic system that covers and unites a number of interconnected sectors of the national economy. The modern agro-industrial complex is the locomotive of the national economy of Ukraine.

Despite some mistakes in reforming the agricultural sector, the irreversibility of the course on the market principles of development is obvious. Illusions about the prospects of total and comprehensive assistance by the state to agricultural producers in solving their problems have disappeared. Subjects of agricultural production have to enter into daily economic competition (competition) with other entities to defend their rights and interests. The results of competition determine the near and distant future of both individual enterprises and entire agri-food complexes, regional agro-industrial complexes, the domestic system of agricultural production in general.

The generalization of the results of scientific-theoretical and applied research of the problem of ensuring the structural and functional development of agricultural enterprises shows that, despite the significant achievements of many specialists and scientists, it is still far from a practical solution. This can be explained by the wide range and complexity of the relationship between economic entities that fall under the definition of competitive, the variability of the competitive environment, differences in the views of scientists and practitioners on certain conceptual principles of solving the national agricultural sector.

Implementation of the strategy of structural and functional development of the agro-industrial complex as a basis for stable functioning of the national economy in the context of globalization requires immediate implementation of effective and high-quality tools and mechanisms capable of comprehensively improving the efficiency of existing resource potential in the agricultural sector. completed cycle of food production, the maximum security import substitution baking in the food segment, increasing the growth rate of economic and social competitiveness of economic entities in the agricultural sector. Thus, taking into account socio-economic transformation processes, the need to improve modern theoretical, methodological and scientific developments in the formation and implementation of sound agricultural policy, as well as the introduction of new creative management decisions, taking into account their contribution to the

development of Ukraine's agricultural sector.

In the process of studying the development of socio-economic phenomena and processes, under the influence of external factors such as globalization and integration of the world economy, a special place in the research methodology is structural-functional approach, which involves the separation of systemic structural elements (subsystems) and the definition of their own, characteristic role, ie functions in the system as a whole. The formation and influence of the synergetic effect of any socio-economic system is the result, above all, the implementation and action of the objective function of each of its elements.

A component of the structural-functional method, in the study of any socio-economic phenomena and processes, is the structural-functional analysis, which allows to determine the functional dependencies of system elements, the complexity of market and government institutions, their functional compliance with the needs of entities. internal and external environment, etc.

Thus, considering the structural and functional component of the development of the agro-industrial complex, it is necessary to pay attention to such components as ensuring the competitiveness of agricultural production with the involvement of innovative technologies, investment resources, reproduction of human capital and other elements of development.

Ensuring the competitiveness of the enterprise involves the development and implementation of measures, the results of which will be certain changes in the state of the enterprise, the nature of its economic indicators. These measures can be very diverse in terms of content, scale, and principles of activity. A significant proportion of them fall under the definition of innovation, which is considered to be the main form of acquisition of competitive advantages by economic entities.

Structural and functional development of the agricultural sector in general and enterprises in particular, strengthening its competitiveness is impossible without organizational improvements. The block of organizational innovations is quite diverse and is aimed at optimizing a wide range of processes in the enterprise. These include, in particular, a set of managerial innovations. They are aimed at optimizing the organizational structure of the enterprise through the reorganization of existing, creation of new and elimination of some obsolete departments and services,

improving management methods, increasing control over the course and results of production processes, streamlining office work and others (Fig. 1).

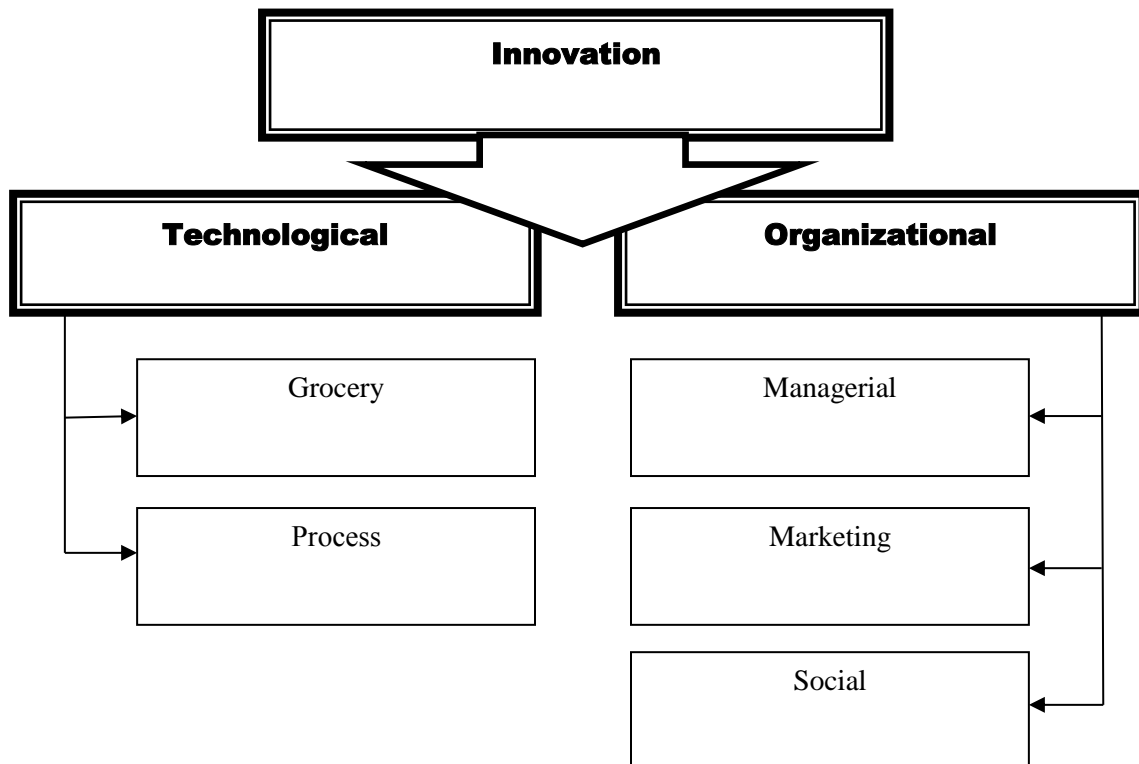


Fig. 1. Innovative activity of the enterprise and its content

Source: author's own development

Undoubtedly, innovation processes are an integral part of the development of the agricultural sector, and since the latter belongs to the basic sectors of the economy, the methodological support of these processes should be given due attention. In this context, we point to the features of innovation processes in agriculture, among which are:

1. Innovations in the industry are relatively little related to the creation of new or significantly improved products. They mainly concern the improvement of the technology of production of already existing types of crop and livestock products, the result of which is their reduction in price and improvement of quality. The spread of new varieties of crops and animal breeds can be considered a product innovation only if the resulting products are characterized by qualitatively new features that can distinguish them from other samples of products on the market and properly assessed by the consumer (buyer) of these products.

2. Innovative products obtained in agriculture are quite rarely identified with the manufacturer

who offers it, using its own brand, a new product name. This is due to the characterization of agricultural products as a product with uniform characteristics and the specifics of the markets for these products, where wholesale buyers are not inclined to particularly highlight a particular producer. For the same reasons, among the innovations in agriculture are relatively uncommon marketing.

3. Innovative activity among agricultural enterprises should take into account the limitations associated with the technological features of the industry. If industrial enterprises in the process of this activity are advised to abandon the production of products that are uncompetitive, do not find profitable sales, then farmers have to focus on compliance with certain recommended proportions in the structure of crops. It is desirable to harmoniously combine in their activities the development of crop and livestock industries, focused on the rational use of land resources.

4. The composition of agricultural producers as entities interested in innovation is very heterogeneous in size, specialization, condition of material and technical base, staffing. Agricultural producers operate in different natural and climatic conditions, which affect the technology of production. The consequence is the need to adapt innovations to a particular manufacturer and the conditions of its operation, which determines their individualization. This circumstance influences the formation of the system of dissemination of innovations, in particular the selection, receipt and use in practice of a particular innovation.

5. The process of spreading innovations in agriculture is affected by the absence (or rather insignificant manifestation) of personalized rivalry between producers. If in many industries fierce competition often forces to hide the most promising discoveries, inhibits the spread of science and technology, in agriculture, the promotion of best practices, the latest solutions, including technology, is quite common. In industries where internal competition is monopolistic, a significant amount of research and development work, the result of which is innovative products, is carried out directly by manufacturers - large enterprises, which form specialized units of the relevant profile. In domestic agriculture, the performance of such work by non-state enterprises is rare.

Modern agricultural production is complicated not only technologically but also organizationally. The requirements to the management system of the enterprise, information support and legal services of its economic activity are growing. Organizational innovations are

becoming especially relevant in the context of expanding investment in the agricultural sector of the economy. Domestic science offers a variety of developments, the use of which will improve the management system of agricultural enterprises, develop their marketing activities, take into account the social factors of their operation. Let's outline the most pressing problems to be solved by organizational innovations in the activities of agricultural enterprises.

1. Changes in the size of powerful agricultural enterprises due to the increase in the area of their land use lead to the creation of new divisions, branches. The system of management of dynamically developing enterprises requires optimization, improvement of communication links between individual units, justification for the placement of certain activities in them.

2. Structural changes in the activities of agricultural enterprises are accompanied by the rapid degradation of one of the main industries - livestock. The revival of cattle farms in enterprises requires not only investment in the material base of the industry, but also the ability of the business entity to provide organizational conditions for their effective operation.

3. The level of development of the agri-food market infrastructure remains insufficient. The intermediary structures operating on the market, the principles of promotion of agricultural products through existing sales channels do not sufficiently take into account the interests of agricultural producers. The latter have to participate directly in the development of individual elements and parts of the market infrastructure. Improving the relations of agricultural producers with processing enterprises remains an urgent problem.

4. The vast majority of small agricultural enterprises are unable to effectively meet the challenges of the existing economic environment. The solution of a number of problems of resource provision and optimization of economic processes is possible on the basis of development with the participation of agricultural producers of various forms of cooperation.

5. The level of pay and working conditions in agricultural enterprises remain largely unattractive to employees. If the latter are forced to agree to them due to the lack of alternative jobs, the consequences of low motivation for their work are significant losses in quantity, quality and cost of production. Without innovative approaches to solving this problem, it is impossible to ensure the competitiveness of agricultural enterprises.

Decision-making on the direction and nature of innovative development of an agricultural

enterprise should be consistent with the chosen strategy to strengthen its competitiveness. The main types of such strategies that can be implemented by enterprises in the industry are given in the second section of the dissertation. As noted, these strategies determine the area in which a certain competitive advantage should be formulated, and the method of its formation. Choosing a competitive strategy, the company identifies a problem that complicates its operation and development and determines the means to solve it. Such tools include innovations, the practical implementation of which can be interpreted as the implementation of a specific innovation project.

The need for innovative development of agricultural enterprises is beyond doubt. At the same time, the scale of the spread of relevant processes in the industry is far from desirable.

As a result of the analysis of low activity to ensure the development and implementation of innovative projects in the agro-industrial complex, in the first place the author proposed the problem of functioning of domestic science, which actually lost full state support and is in difficult conditions, which led to:

- Unsatisfactory condition, or complete lack of material and technical base, reducing the volume, and most importantly the quality of scientific and technical developments. All this is the result of chronic underfunding of the scientific field. According to a survey presented by Bloomberg in 2018, according to the index of innovative development, Ukraine ranked 53rd and in 2019 moved to 47th place among the countries surveyed;

- Outflow of scientific personnel, especially young and promising specialists to other countries of the world, due to low living standards, salaries, opportunities for professional and creative growth, inability to engage in research at the appropriate level, etc. According to the State Statistics Service of Ukraine, the number of scientists in our country is constantly declining. Thus, in 2010 this figure was 133.7 thousand people, and in 2017 it decreased to 59.4 thousand people, which is less by 55.7%, ie almost 2 times and to compensate for these losses will be very difficult;

- The isolation of applied science from the real sector of the economy, including agriculture, there is virtually no relationship between existing problems in production, processing, sales, process management in the agro-industrial complex and research conducted by scientific institutions.

Without full cooperation of basic and applied science with producers, in our opinion, effective activity in the agricultural sector is almost impossible.

In addition to the general problems of the decline of the scientific and educational component, the implementation of an effective model of innovation in the agricultural sector should provide a sequence of certain actions, namely: identifying the problem in the agro-industrial sector; on the basis of scientific research, an attempt to solve these problems; interest in scientific ideas and developments; resource provision for the implementation of new ideas; the presence or development of organizational and economic mechanism of the innovation system (Fig. 2).

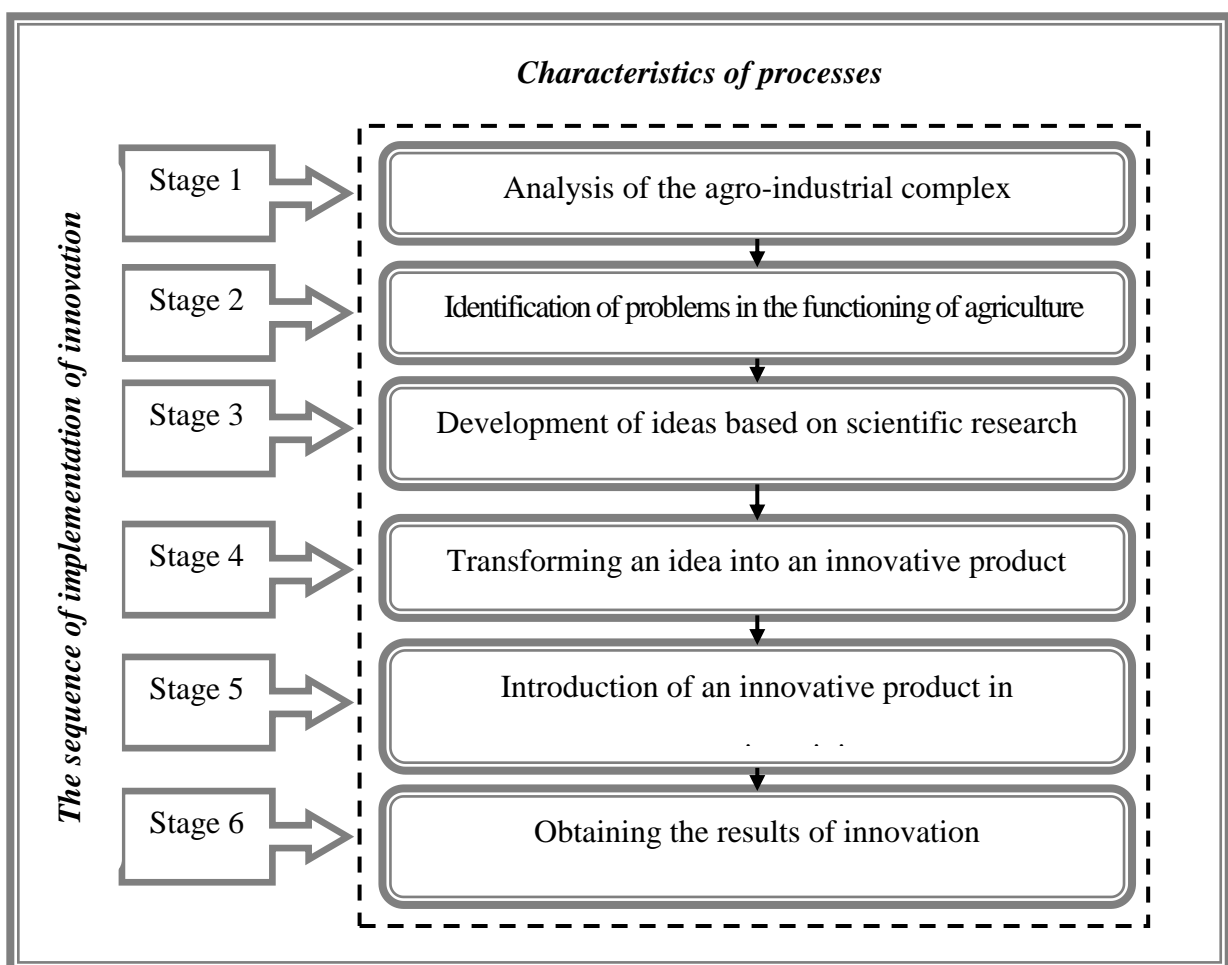


Fig. 2. The sequence and characteristics of the introduction of innovations in the agro-industrial complex.

Source: author's own development

As the practice and experience of developed countries show, only the interaction of the agricultural sector of the economy, research institutions and government support can ensure the

development of innovation and become the key to the successful operation of the agro-industrial complex. Their goal should be to join forces, fully coordinate actions and implement joint projects in the search and implementation of innovations in the agricultural sector of the national economy.

The main reason for the economic difficulties of the vast majority of domestic agricultural enterprises is the extremely weak material and technical base, the lack of sufficient working capital. At the same time, as the experience of advanced enterprises in the industry shows, the high efficiency of agricultural production is quite real. It can be achieved thanks to investments, without which, as our research shows, the bankruptcy of a significant part of agricultural enterprises is only a matter of time. Investing as a process of investing various types of property and other values in economic objects for profit is a core element of the methodology of strengthening the competitiveness of agricultural enterprises.

The need to increase investment in agricultural enterprises is obvious, and the prospects for this task depend on the ability of enterprises in the industry to accept the relevant investments and master them with a level of efficiency acceptable to the investor. This ability determines the investment attractiveness of the industry, which is a key factor in the formation of sources of funding for its development.

The organization of the investment process at the level of an individual enterprise should be carried out through the formation and implementation of its investment strategy. Under the investment strategy, we, following the generally accepted approaches, understand the system of conceptual goals of the enterprise and ways to achieve them. It should be noted that since investments in the vast majority of cases are long-term in nature and determine the prospects for the operation of the enterprise, the decisions on their implementation in themselves are strategic.

Currently, in Ukraine there is a contradictory situation with the investment process in the agro-industrial complex. On the one hand, the country has significant competitive advantages, such as convenient geographical location, cheap labor, availability of raw materials, highly qualified specialists, etc., but at the same time, underdeveloped judiciary, governance mechanisms, turbulence of economic and political processes, social tensions in society does not represent the possibility of further development and increasing the use of venture technologies in sectors of the national economy.

Conclusions and suggestions. In the context of globalization and integration, in the period of structural and functional transformation of the agro-industrial complex of Ukraine there is an exacerbation of a number of socio-economic problems that require timely and comprehensive solutions involving state institutions, market mechanisms and public support. Prospects for the agricultural sector of the national economy depend on the ability to quickly and efficiently adapt to new, modern requirements of today's globalization processes and the main strategic direction to achieve this should be gaining competitive advantage with the widespread introduction of innovative technologies.

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VECTOR ORIENTATION OF REPRODUCTION AND MANAGEMENT OF HUMAN CAPITAL IN THE TELECOMMUNICATIONS INDUSTRY

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Abstract

In modern conditions of functioning of national economies, the leaders in the international environment are countries whose priority is the ability to effectively use the experience, the ability to adapt research methods, use the abilities and competencies of society, their ability to further professional training. Certain aspects encourage the study of the process of reproduction of human capital, which affects the strategic development of the telecommunications industry.

Strategic transformations cannot be effectively implemented in the telecommunications industry without creating targeted incentives for productive work combined with proper competence, organization and discipline.

Keywords: human capital, telecommunications, labor productivity, investment, national economy, information and communication services, migration of specialists, telecommunication industry.

The statement of basic materials

The development of civilization and the effective effectiveness of transformations in the national economy is determined by the impact of humanity on labor productivity, which significantly affects the strategic development of the country.

The key factor influencing the strategic development of any segment of the national economy is human intelligence, socio-economic efficiency of human capital creation and factors influencing the national society. Human capital is a competence resource of socio-economic development of the country and affects the level and quality of life in national society. Social and labor relations reflect the basic parameters of human capital development.

Scientific works of theoretical and methodological understanding of the characteristics of human capital in the macroeconomic environment and the process of its investment engaged in a large number of mercantilists, physiocrats, representatives of English classical political economy, marginalists and other scientists: T. Mann, F. Quesnay, A. Smith, D. Ricardo, W. Petty, E. Bem-Bawerk, K. Marx, D. Keynes, D. Mill, T. Schultz, G. Becker, A. Marshall, L. Tourrow, J. Schumpeter, I. Blank, J. Melnik, V. Borshch, E. Kuznetsov, O. Poberezhets, A. Bilochenko, L. Mykhailova, O. Voranovska, V. Naumenko, S. Mogresky, O. Amosha, V. Antonyuk, S. Klimko, A. Korokovsky, O. Borodin, O. Gladun, O. Grishnova, V. Prygoda and others.

In 2018, according to the International Monetary Fund and the World Bank, Ukraine ranked 50th out of 157 in the International Human Capital Index.

The Human Capital Index measures the future amount of human resources (i.e. skills, knowledge, health that an employee has) that children born today will have when they reach the age of 18. The compilers of the rating rely on the risks that prevail in each country [1].

The concept of human capital is constantly improving under the influence of increasing changes in the global macroeconomic space. Human capital is a qualitative and quantitative feature that determines a person's ability to create products, services or added value.

The vast majority of scientists believe that human capital is a set of knowledge, skills, abilities used to meet the diverse needs of individuals and society as a whole.

This category was first used in 1958 by the American researcher Jacob Minser. In 1961, Theodore William Schultz continued to study human capital and developed this idea in 1964. Gary Stanley Becker, who substantiated the effectiveness of investing in human capital and explored the economic approach to human behavior.

In the international environment, initially, human capital was understood only as a set of investments in a person that increases his ability to work – education and professional skills. The category of "human capital" is constantly expanding. Thus, according to the World Bank, it includes consumer spending – the cost of families for food, clothing, housing, education, health, culture and government spending for these purposes [9].

The conceptual basis of human capital was proposed by the American scientist Gary Stanley Becker, who in 1992 received the Nobel Prize in Economics. He added an investment segment to the workforce:

– Costs of maintaining and maintaining health;

- Costs for leisure;
- Information retrieval costs;
- Costs associated with the change of work and place of registration;
- Costs associated with raising children, etc.

It must be agreed that these investments contribute to increased productivity, increased economic remuneration for labor and expanded reproduction of human capital in the macroeconomic system.

Human capital is a person's corresponding stock of knowledge, skills, abilities, motivations, etc. GS Becker believed that investments in human capital are the costs of obtaining a degree, qualification, accumulation of a certain type of experience, health support, etc. But investments in human capital are made in order to obtain income taking into account the expected rates of return adopted by the investor, and the return on investment in human development is on average greater than the return on economic capital [3].

Human capital is a socio-economic characteristic of national society, which reflects the development of the national economy.

Modern features of creation and development of human capital in the global space:

- The basic factor of socio-economic transformations in the macroeconomic environment;
- Strategic value of the national society;
- Human capital in the form of modern competencies is a certain stock of knowledge and skills that are constantly accumulated and improved;
- Investment and innovation processes significantly affect the state and development of human capital;
- Differences between human and physical capital are distinguished in the nature and degree of liquidity;
- The formation of human capital requires from the individual and the national society large investments;
- Human capital under the influence of time is constantly physically worn out, changes its value and is depreciated;
- Human capital is a socio-economic component of the economic system;
- The effective use of human capital is controlled by the individual endowed with it.

Human capital – is a derivative of categories that have socio-economic characteristics: "labor

resources", "human potential", "labor force", "labor potential". But its main difference is that it characterizes the total set of obtained and developed through appropriate investments of productive abilities of the individual, which are used in economic activities and contribute to productivity, which in turn affects the growth of socio-economic indicators of the national economy.

The category of "human capital" characterizes not only the awareness of the crucial role of the individual in the socio-economic system of national society, but also recognizes the need to invest in human development, because any capital is acquired and increased through direct investment and brings a constant dynamic socio-economic effect.

It is necessary to agree that human capital is a certain stock of health, knowledge, skills, abilities, motivations and other productive qualities formed or developed as a result of investments and accumulated by people, which is purposefully used in this or that sphere of economic activity, promotes productivity growth and thus affects the growth of income of its owner [2].

Theodor Schultz argued that the educational process that provides human capital has led to economic growth in the United States in the last century.

Thus, all purposeful investments in the development of the individual in any tangible or intangible form contribute to the improvement of professional and intellectual position of man, encourages the growth of productive abilities, which in turn provides in future periods of individual income, which is allocated to total income.

The main types of investment in human capital:

- The cost of education, which will ensure the acquisition of appropriate educational and professional qualifications, which are acquired through the acquisition of integrated, general and professional competencies;
- Health care costs, including medical care, disease prevention;
- Costs of improving socio-economic conditions that ensure the proper existence of the individual;
- Mobility costs, thanks to which an individual has the opportunity to migrate from places where productivity is low.

We agree that the methodological support for determining the level of intellectual resources and human capital is based on the following aspects: level of education, available knowledge,

competencies, skills, experience, qualifications, ability to solve complex problems. They are only a source for the use of intellectual capabilities of labor resources, which are not always effectively used to achieve the goal of development of the relevant segment of the country's industry [9].

In our opinion, strategically important investments in human capital are the costs of health and education of an individual.

It should be noted that Ukraine, having a significant scientific and professional human potential, the level of well-being of the national society cannot be compared with any country in the European Union.

Thus, the peculiarity of human capital is associated with the need to make significant investments, as well as active purposeful activities of the individual. Educational institutions, enterprises, organizations, relevant institutions (international, state, regional public, etc.) also play a significant role in the formation of human capital. It is important to remember that an individual who is a carrier of human capital can be both an object, a subject and the result of the process of investing in a person.

International experience shows that the development of human capital in the national environment depends on:

- Sound state policy to support human capital development in the national macroeconomic environment;
- Improvement of the system of educational and professional process, which will ensure the acquisition of modern general and professional competencies by an individual;
- Improving the health care system;
- Income level in the national society;
- The ecological state of the environment in the country;
- Effective demand in the national environment;
- Solving complex demographic issues;
- Adaptive migration policy;
- Improvement of socio-economic infrastructure;
- Development of socio-economic partnership;
- Support at the appropriate level of entrepreneurial initiatives in the national society;
- Support for innovation in the macroeconomic environment of the country;

- Adequate support for the development of civil society;
- Strategies for the development of the national economy.

Human capital is an intangible asset that converts the received human potential into appropriate benefits:

- Commercial – for business entities;
- Socio-economic – for the national society;
- Material effects – for carriers of human potential (individuals);
- Financial and economic – for the national economy.

Human capital is characterized by the incorporating state of knowledge, skills and abilities of an individual, i.e. it objectively reflects its competencies and capabilities.

An outstanding modern scientist, Professor E. Kuznetsov systematically substantiated that a certain dominant force that supports the level of human capital in the national economy is management capital, and an effective management system provides and supports innovation and investment format of strategic development and growth of the national economy and its components.

In a transformational environment, a proper place in the components of institutional regulation or management of the national economy should be professionals who have a modern competency approach that will ensure the use of innovative technologies to regulate or manage the capabilities of a person who is professionally oriented.

Achieving strategic goals and solving problems of national economy development is in principle possible only through the use of modern instruments of regulation and management of human capital, as well as with an adapted motivational-oriented system taking into account the European vector of Ukraine's development. To address these aspects, a focused, comprehensive approach to the study of problems related to the system of regulation and management at all levels of the national economy using a competency-based approach is needed.

Globalization processes, international integration aspects and the European vector of development of the national macroeconomic environment emphasize that human capital in the telecommunications industry as a strategic resource must have an innovation-oriented direction of development. In the process of purposeful work, absolutely all factors affect the results of management in the telecommunications industry.

The system of regulation and management of human capital has a significant impact on the

strategy of the telecommunications industry and its segment components, so we highlight the basic systemic issues that need to be addressed:

- Regulation of the level of labor costs associated with information and communication services and their optimization;
- Large-scale financial investment, which will increase the efficiency of labor in the market of information and communication services, which in turn will have a positive impact on the overall results of the management system in the telecommunications sector;
- Taking into account the impact of social factors that may affect the strategic development of the telecommunications industry and its entities.

In the telecommunications industry, human resources are actively contributing to the growth of economic efficiency in the economic activities of its subjects. In some entities in the telecommunications industry, such as operators, telecommunications providers, some segments of employees may be indifferent to the economic, financial and social performance of economic activities or deny (counteract) innovative transformations that disrupt the constant rhythm of work.

The author's practical experience confirms that only an interested and satisfied person can effectively perform their professional duties and create added value. It is also important to remember that every employee should know that he brings socially significant benefits that affect the development of national society. It should be noted that these aspects highlight the basic task of the system of regulation and management of labor resources in the telecommunications industry of the country, which should have a corresponding sign of efficiency.

The issues related to the vector orientation of reproduction and management of human capital in the telecommunications industry are quite complex and are characterized by a great variety of scientific and methodological approaches to the study of their components. Note that the scientific vector is formed at the junction of general management theory, marketing, economics, psychology, political science, sociology, conflict, ethics, aesthetics, entrepreneurship, international economic relations, labor law and more.

Systemic problems in the development of the telecommunications industry in the country are increasing the socio-economic efficiency of human capital (own and borrowed), especially in entities that provide information and communication services related to high-tech processes: telecommunications operators, providers, system integrators, software developers for the

industry, providers of technical solutions, organizations that create technologies for the provision of information and communication services and services, R&D entities and others in which intellectual resources are a priority with a strategic feature.

In the telecommunications industry, as in most sectors of the national economy, the mechanism of economic evaluation of the management of the process of real market use of professional potential of human labor is not fully developed, which is a strategic resource of modern information and communication services, as evidenced by incomplete research.

The scientific results of Ukrainian research show that the main vector of modern development of the telecommunications industry and its actors is aimed at the intellectualization of technology for the provision of information and communication services. Note that the methodological approaches to the economic evaluation of the intellectual component of the sectoral human capital, as a basic factor determining the competitiveness and economic stability of the telecommunications industry and its actors, lag behind the requirements for assessing the basic factor in the intellectual-saturated and high-tech activities as a significant indicator of market stability of the national economy.

It should be noted that solving the problems of effective use and raising the level of human capital in the telecommunications industry and its actors in the context of human development involves the coordination of targeted actions and strategies for personal development at all levels.

The principles of the concept of human development must be implemented at all levels of the global space, including: at the global level, mega-level, macro-level, meso-level, macro-level and at the individual level. Addressing the issues of effective use and increase of human capital in the telecommunications industry and its actors in the context of human development involves the coordination of actions and strategies for personal development at all levels of the global space.

It should be noted that when studying the human capital of the telecommunications industry and its entities, it is necessary to consider not only the total set of its segments, but also the set of system-forming relationships that directly affect the efficiency of economic units. Therefore, it is proposed to highlight such an important characteristic of human capital at the macro level as the effectiveness of intra-industry interaction of labor resources, which is a prerequisite for synergies when sharing the potential of all employees involved in providing information and communication services.

The scientifically substantiated urgency of management issues of purposeful development of

human labor resources, which are involved in the provision of information and communication services, as well as in the reproduction of intra-industry human capital, is explained by the following aspects:

- Digitalization of socio-economic space in the national macroeconomic environment;
- Inadequate situation and inflections in the labor market, which provides the industry with highly qualified telecommunications professionals where there is a shortage of employees, especially telecommunications operators, providers, system integrators, software developers for the industry, technical solution providers, organizations that create technologies to provide information and communication services;
- The global demand for high competence and mobility of human resources, which are associated with the provision of information and communication services and services;
- Intensification of migration processes, which in the telecommunications market are becoming increasingly global, where a significant part of the highly qualified population, mostly young people, emigrate to industrialized countries under the influence of socio-economic reasons;
- Lack of adaptability of the system of vocational education, which meets modern needs in the market of information and communication services and requires the subjects of the telecommunications industry to organize corporate training of human resources, training, retraining, etc;
- Human capital management in the market of information and communication services should be among the priority areas of strategic development of the country's telecommunications industry.

The main socio-economic reasons for the migration of professionals working in the telecommunications sector include: low level of economic development; a significant share of unemployment; inadequacy of the remuneration system; inability to fully realize their own available manpower.

Therefore, investment in the human capital of the telecommunications industry is a source of socio-economic growth in the consumer market of information and communication services.

Investment support for human capital in the telecommunications industry is significantly effective both from the point of view of the individual and from the point of view of national society, because it provides a sufficiently high volume, long-term and integrated economic and

social effect of investment.

In the telecommunications industry, as in other industries, investment support for the formation of human capital should be based on a vertical vector:

- Individual – provides the formation for the telecommunications industry of human capital of an individual society;

- Micro-level – the formation of human capital of economic entities of the telecommunications industry;

- Meso-level – the formation of corporate, sectoral and regional human capital, which together provides the strategic development of the telecommunications industry;

- Macro-level – provides the formation of human capital in the national space;

- Mega-level – the formation of human capital in the international environment;

- Global level – global development of human capital under the influence of global factors.

Thus, the vector orientation of reproduction and management of human capital in the telecommunications industry should be a segmental component of the system of state regulation and strategic development of the telecommunications industry.

An adequate system approach provides a study of the process of human capital management in the market of information and communication services and services, taking into account not only the characteristics of each segment, but also their functioning, taking into account the factors of interdependence.

The main features of the human capital management system in the telecommunications industry:

- The presence of segment elements that have common characteristics;

- The relationship between the segment elements of the system;

- The presence of a goal, which is the beginning of the system that connects and determines the interaction between segment elements;

- Focusing on the planned result of the activity.

Thus, human capital management in the telecommunications industry means the creation of a favorable, rational, focused, sound and smooth management system with defined benchmarks and interdependent components that must adequately respond to processes occurring in the internal and external environment.

The use of a systematic approach in the reproduction and management of human capital in the

telecommunications industry provides an opportunity to comprehensively diagnose the object of management, identify "bottlenecks", to form operational, tactical and strategic objectives of management with mandatory management algorithm and build a targeted system in the field of information and communication services.

Reproduction and management of human capital in the telecommunications industry focuses on:

- Formation of the optimal number of qualified personnel involved in operational activities;
- Attracting innovators who will ensure the development of new information and communication services;
- Optimization of administrative and managerial staff;
- Creation of an adaptive system of motivation of human labor resources at all qualification levels;
- Socio-economic security of employees;
- Purposeful planning of strategic development and reproduction of human capital in the telecommunications industry through various mechanisms or models.

Thus, the basis of the concept of reproduction and management of human capital in the telecommunications industry provide: increasing personal influence in the context of human resources, their competence component, adaptive models of formation and development of aggregate human capital according to current or future requirements in the market of information and communication services and services, motivational mechanisms for influencing human potential and defined strategic guidelines for the development of the telecommunications industry and its actors.

The solution of strategic issues in the development of the telecommunications industry, as well as the effective socio-economic reproduction of human capital is ensured through proper socio-economic partnership between all actors in the market of information and communication services.

It should be noted that a combination of systemic and situational approaches increases the socio-economic efficiency and effectiveness of the human capital management process in the telecommunications industry based on the evaluation of quantitative and qualitative indicators of information and communication services.

Thus, an innovative component of the human capital management system in the

telecommunications industry is the appropriate structural model, which is interrelated with the strategic goal, tactical guidelines and operational objectives aimed at supporting the strategic development of the telecommunications industry and its entities providing information and communication services and service.

The structural model of human capital management in the telecommunications industry is a multilevel general-purpose system, which consists of the relevant segments of management in this area.

As you know, any process of controlling the control system in its internal composition is considered as a set of the following components:

- The process of human capital management in the telecommunications industry characterizes it in static dynamics;

- Segmental combination, which characterizes the management system of human capital management of the telecommunications industry in relative statics, taking into account the structure, qualitative and quantitative parameters, etc;

- Management model takes into account the purpose, tactical guidelines, operational tasks;

- Provided with conceptual support – principles, function and parameters;

- Takes into account the set of tooling;

- Information and analytical support, including legal regulation;

- Implementation system, under the influence of direct and indirect factors;

- Adaptive control system for human capital management in the telecommunications industry;

- Models of improving the human capital management system in the telecommunications industry.

In Fig. 1 presents the linear dependence of the strategic development of the telecommunications industry and the segmental use of human capital.

It should be remembered that the qualitative component of human capital in the telecommunications industry significantly affects the overall results obtained from the process of providing information and communication services, which in turn affects the strategic development of the country's telecommunications sector.

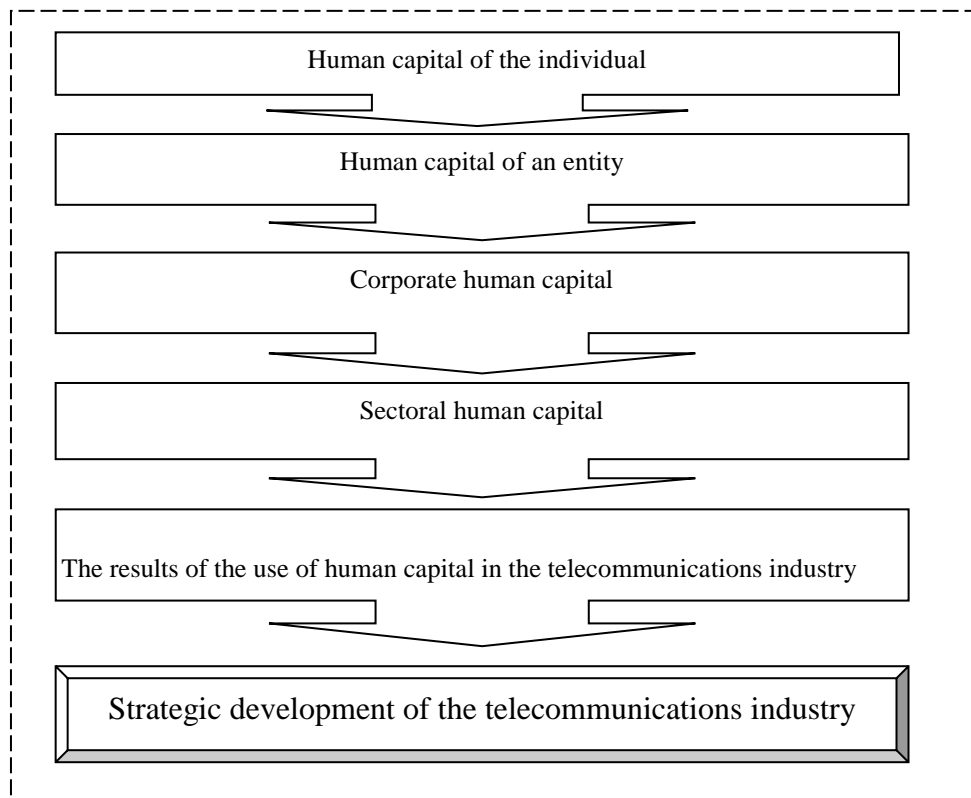


Fig. 1. Linear dependence of strategic development of the telecommunications industry and segmental use of human capital

When considering the main components of the structural model of human capital management in the telecommunications industry, first of all, identify the parameters that characterize the strategic goal of this area and its entities that provide information and communication services.

This parameter can be an indicator of socio-economic efficiency of human capital in the telecommunications industry, which is calculated as the ratio of total income to total human capital and multiplied by a correction factor that takes into account the influence of relevant factors. It characterizes the amount of total income received by the telecommunications industry from each hryvnia, which determines the human capital in this area. Adjusting the indicator allows you to adjust the overall performance in the telecommunications industry.

The structural model is the coordination of relevant segmental elements, which are interconnected by logical connections of vertical and horizontal direction, which ensures socio-economic efficiency and effectiveness of human capital management in the telecommunications industry to support its strategic development and provide modern information. communication services and services in the national space. The structural model of human capital management in the telecommunications industry includes certain principles, functions and parameters; provided with components of a set of measures of the management system, which consist of

methodological, functional and multi-parametric tools.

Achieving the planned level of human capital in the telecommunications industry is possible in the presence of the formed system of personnel management, which in the conditions of market transformations has its own distinctive features, properties and purpose.

Ensuring the priority reproduction of human capital in the telecommunications industry is a systemic task of relevant institutions, including international, national at all levels, the representative of society and entities that provide information and communication services. Any purposeful person seeks to obtain the planned amount of competencies that will ensure the proper result.

Vector orientation of reproduction and management of human capital in the telecommunications industry is not possible without investment and innovation support, which is the driving force of attracting highly professional, focused and competently trained workforce, which will ensure the strategic development of the telecommunications industry and its actors. Therefore, the lack of modern policy of state regulation and human capital management of the telecommunications industry, it is almost impossible to solve the strategic guidelines of telecommunications operators, providers, system integrators, software developers for the industry, R&D, technical solution providers, technology-creating organizations to provide information and communication services.

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**FORMATION OF MANAGEMENT PROFESSIONALIZATION
IN THE UNIVERSITY**

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Abstract

The article discusses the basic characteristics of the university in the process of professionalization of management are determined. The problems of the model of the third generation university are considered. The features of the scientific and educational activities of universities, their effectiveness and efficiency are determined. The necessity of integrating the research and educational activities of the university is argued. The specificity of the formation of a knowledge management system in the context of an innovative economy is determined. The specificity of the university as business structures is considered.

Key words professionalization of university, management science, innovative economics, innovative education, performance of modern university, professional management

Today, the development of university education and science is in the system of choosing ways of more effective activities. Quite active reform of higher education institutions is not balanced with their resource base, which leads to progressive reforms in a stalemate. In order for changes in higher education institutions to be effective and efficient, it is necessary to use professional management. For effective reform, it is necessary to launch a full-fledged management process and the full strategic potential of the professional management system. Today, the universities of our country need professional management, which is able to provide a new level of their development and the formation of a model of third-generation universities, which is actively formed in most of the world's leading universities. It is necessary to understand that the XXI century is a period that competitively requires intellectual professionalism and innovative thinking in almost all spheres of social activity. Studies of the process of formation of

professionalization of management in universities are becoming relevant and important for understanding the further development of education, science and the new innovative society.

The purpose of the article is to study the relationship between modern university development and professional management system, to determine the factors and indicators of efficiency and effectiveness of professional management in the system of universities and to develop practical recommendations for improving professional management in the formation of universities.

The processes of formation and further development of the innovative economy in most economically developed countries are directly related to the active development, primarily science and education. It is necessary to pay attention to the formation of professionalization of management in universities. One of the features of the formation of professionalization of management in universities is to create a system of so-called serial entrepreneurship, the essence of which is to find new business ideas and start startups. Effective university management is a necessary condition for the effectiveness of research and entrepreneurial activities of the university. The availability of high quality management resources creates conditions for the effectiveness of the university as a whole.

Thus, it should be noted that the development of management science in universities has both an educational component and a practical one. The use of management business models for the effective support of the system of serial entrepreneurship creates conditions for the development of management science and the educational process, especially for economic and management specialties and departments of the university. In addition, it is important to connect management departments with all faculties and specialties of the university, where innovations are born, which must be brought to the form of innovations for their practical implementation.

The modern university supports and develops processes of professionalization of administrative activity. The university forms innovative forms of management education, determines the quality of development of management science, proves the need for the formation of a system of professional management of the university itself. The university is the center of the national innovation system of the region and the country as a whole. Thus, the participation of the university in the process of professionalization of management is a priority, because the university is the place where conditions are created for the development of education, science, entrepreneurship and innovation. It is the university that should be the initiator of the introduction

and development of important socio-economic, scientific-technological and socio-cultural innovative programs for the development of society. Without innovative renewal and economic reproduction, first of all, the human resources of the university come to the stage of destruction, and their further reproduction takes a long time. In an innovative society, universities are the basic centers of technological creativity and the necessary innovation in the development of society.

At the same time, it should be noted that the activities of universities are aimed at creating a new innovative quality of social capital of society. Given the dual role of universities as producers and disseminators of knowledge, universities are involved in an endless cycle of creating and destroying social capital.

It is important to understand that the efficiency and further effectiveness of a modern university is related to the integration of the research function of the university with the educational one. But the innovation component of this process identifies as a new priority the study of the possibilities of innovative entrepreneurship.

Characteristics of levels of professionalization of management in universities:

- Level 1

Qualitative conditions for the development of management science at the departments are being formed, research centers on management are being created, and international scientific cooperation is being actively developed.

- Level 2

Search for forms of interaction with the business environment, creation of funds for business financing of research projects, participation in the activities of university staff firms.

- Level 3

Participation in the creation and development of corporate higher schools of management, the establishment of systemic corporate programs for management staff of the business system, practical participation in the development of innovation potential of the region and the country.

The university must strive to be a whole that is much larger than the sum of its parts. At a minimum, this means that the value of the university must be measured not only in terms of short-term benefits for immediate clients, including students. The ideal of research combined with research The scale of organizational thinking, which today would not hurt to update. New

organizational thinking is associated with the formation of an integrated organizational worldview, which determines the revision of classical approaches from the development of industrial management to the formation of integrated management based on system integration and synthesis of science, analytics and innovative management practices. Ultimately, universities are unique - they produce new knowledge (through research) and then consolidate and distribute it (through education). In the first phase, the university generates new forms of social benefits and privileges, and in the second it abolishes them. Universities as business structures must have the highest level of professional management, which has the necessary efficiency (potential) and creates sufficient conditions for innovative development of research and educational work, which is focused on scientific and practical results.

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ISSN: 2641-9823