



Scientific Center of Innovative  
Researches  
(Tallinn, Estonia)

# **2nd International conference on corporation management**

**May 19, 2022**

***Tallinn, Estonia - Banská Bystrica, Slovakia***

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**THE PROGRAM**  
**of 2<sup>nd</sup> International conference on corporation management (ICCM)**  
**(May 19, 2022)**

TIME May 19, 2022	NAME  ON-LINE CONFERENCE
11:00 AM	<p><b>Welcome speech:</b>  <b>Iryna Mihus</b>            Doctor of Science (Economics), Professor, Director, Scientific Center of Innovative Researches (Estonia)</p>
11:15 AM	<p><b>Welcome speech:</b>  <b>Katarina Chovancova</b>            Ph.D., Professor, Vice-Rector for International Affairs, Matej Bel University In Banská Bystrica, Slovakia</p>
11:30 AM	<p><b>Welcome speech:</b>  <b>Farouq Ahmad Faleh Alazzam</b>            Ph.D., Associate Professor, Assistant Dean of law college, Faculty of Law, Jadara University, Jordan</p>
11:45 AM	<p><b>Key speaker:</b>  <b>Sharad Kumar</b>            UNICAF ACFE Texas USA ICSA USA IIQM India  <i>Strengthening Corporate Governance</i></p>
12:15 PM	<p><b>Key speaker:</b>  <b>Hisham Shakhathreh</b>            Ph.D. (Law), Assistant Professor, Faculty of Law, Jadara University. Jordan  <i>On the issue of information security as the main condition for the formation of a new information society</i></p>
12:45 PM	<p><b>Key speaker:</b>  <b>Vitalii Oliukha</b>            Leading Researcher of the Department of economic and legal research of the problems of economic security of the State organization “V. Mamutov Institute of Economic and Legal Research of the National Academy of Sciences of Ukraine”  <i>Social partnership in martial law with stakeholders-employees of corporation</i></p>
01:15 PM	<p><b>Key speaker:</b>  <b>Iryna Mihus</b>            Doctor of Science (Economics), Professor, KROK University (Ukraine); Scientific Center of Innovative Researches (Tallinn, Estonia)  <i>Practical use of blockchane technologies by companies</i></p>
01:45 – 02:00 PM	<b>Coffee Break</b>
02:00 – 04:00 PM	<p><b>Workshop:</b>  <b>Prof. Iryna Burlakova</b>            Doctor of Sciences (Psychology), Professor, Professor of the Department of Psychology and Pedagogy, Dnipropetrovsk State University of Internal Affairs, Dnipro, Ukraine  <i>Corporate well-being as the energy of business</i></p>

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## INTRODUCTION

*The most companies are created as corporations, which have their own unique features of doing business, financial management and interaction with stakeholders.*

*The value of a corporation depends not only on its profitability, but also on other factors, which are the relationship between the state, shareholders, banks and employees.*

*For the second year in a row, we are holding the 2nd International Conference on Corporate Management in an online format. Every year, the circle of our participants expands and the number of countries and universities they represent grows.*

*This year, the conference became not only international, but also interdisciplinary, as it discussed issues of corporate governance in the context of not only finance and management, but also in the context of economic security, law and psychology.*

*I sincerely thank all the scientists for the submitted materials and I hope that everyone liked the seminar "Corporate well-being as the energy of business" by Irina Burlakova, Doctor of Science (Psychology), Professor, Professor of the Department of Psychology and Pedagogy, Dnipropetrovsk State University of Internal Affairs, Ukraine.*

*I hope that our International Conference on Corporate Management (ICCM) will be an annual place to discuss issues related to corporate management and stakeholder relations.*

*As Chairman of the 2<sup>nd</sup> International Conference on Corporate Management (ICCM), I have the great pleasure and honor to welcome you all to the first edition of our conference!*

*Iryna Mihus, 2<sup>nd</sup> ICCM'2022 Chair  
Banská Bystrica, Slovakia on May 19, 2022*



# **SECTION 1**

## **Corporate Governance: Stakeholder engagement**

## **PROBLEMS AND PROSPECTS OF FORMING A SYSTEM OF REPUTATION MANAGEMENT OF UKRAINIAN ENTERPRISES AS A KEY ELEMENT OF INTERACTION WITH STAKEHOLDERS IN THE CONTEXT OF EUROPEAN INTEGRATION**

**Andrij Zaverbnyj<sup>1</sup>**

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Forming a reputation management system is relevant in conditions of the high level of competition in the world market. This applies to both multinational corporations and small companies. Today, any information about market participants is publicly available, so it is essential to maintain a high reputation level for further development.

The purpose of the study is to study the processes of improvement and development of reputation management systems.

The object of research is the process of forming a reputation management system.

The methodological basis of the study is the dialectical method, a systematic approach. We also used methods of economic and statistical analysis in the research process.

Economic development is linked closely to the implementation of reputation management. Inextricably, reputation and management are linked to developing corporate brands, financial security, and business continuity.

The Internet is the most promising and attractive for active use in communication. All information published on the Internet is accumulated and is constantly available to the public. This is both an advantage and a disadvantage of this site. Information arrays issued at the request of stakeholders of the enterprise by its name, names of products (services), etc. Online reputation constantly has a significant impact on the company's relationship with its stakeholders. Ukrainian companies' development of an online reputation management system will allow them to create the desired image, form a stable, good reputation, and more.

Any economic development is impossible without the active implementation of innovative management standards.

One of these standards is implementing a new direction in the domestic management system - reputation management.

Active introduction of a systematic approach to reputation management in Ukrainian enterprises is an integral part of developing the product and corporate brands, knowledge management, economic security, business continuity in the European integration of the domestic economy, and accelerated information society [1].

Reforming Ukraine's economy should take place exclusively by reputable organizations and enterprises. Their activities must be transparent, understandable, and adequately evaluated. These are organizations with a high level of reputation.

This level must first be reached. However, this is not enough. It is also necessary to maintain this level, to raise it [2, 3].

One of the leading directions of development of methodology, the practice of management system should be a purposeful influence on effective formation, maintenance of positive reputation of the enterprises. Reputation management is called to do this.

An insufficient level of attention to the reputation of their stakeholders by the management of Ukrainian enterprises significantly narrows the institutional, status, economic and other types of opportunities to strengthen their authority, influence, development, and more.

The trend of the global reputation rating Global RepTrak 100 for the period 2015-2021

is positive. There was an increase from 71.0 to 74.9.

The exception is 2018 (falling from 72.7 to 71.3). But 2022 is characterized by the first decline (74.2). This is a warning [4]. This should be considered when forming a reputation management system of the enterprise.

Domestic companies need to use the following tools in reputation management actively: public relations, branding, benchmarking, advertising campaign, media reputation building, stakeholder management, etc.

Reputational management of Ukrainian enterprises should be continuous. It should include goodwill, evaluation, development, adjustment (if necessary due to new factors that are manifested or underestimated, etc.) and be based on functional principles [5, 6, 7].

Today, the most promising and attractive platform for development in communications is the Internet. The advantage of the Internet (the disadvantage at the same time) is published information. It accumulates, and is constantly in the public domain. The data is issued following the requests of stakeholders. The name can make inquiries of the company, the name of products, services, and works, the names of top managers, and more. Reputation

on the Internet seriously affects the relationship with stakeholders. It influences their decision-making [1, 8, 9].

Therefore, online management should become one of the critical areas of reputation management of domestic enterprises. This area of reputation management is rapidly and actively developing.

Dynamics imposes additional responsibilities on enterprises. Internet technologies are becoming more and more accessible tools to influence the opinions, and expectations of consumers, competitors, and other stakeholders.

This is due to the following events: the development of information technology, increasing market supply, intensifying competition, television, and the press have partially lost the trust of target audiences, and finding the necessary information on the Internet takes much less time than traditional sources, the rapid spread of Internet technologies web 2.0, new features for Internet users, etc.

Domestic companies' active use of the Internet will help to anticipate the spread of negative information on the network about them, level its impact, create the desired image, good reputation, and more.

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## **STRATEGIC PLANNING AND IMPLEMENTATION OF A PROGRAM APPROACH TO THE DEVELOPMENT OF MODERN ENTERPRISES**

**Oksana Kyrychenko<sup>1</sup>**

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In modern economic conditions, the effective functioning and development of domestic enterprises largely depends on the effectiveness of management and the use of modern current approaches and management technologies. That is why the issues of increasing the efficiency of management and timeliness, completeness and adequacy of management actions, strategic planning of activities and a high level of implementation of both strategic and tactical, operational management remain one of the most relevant scientists in research and are in great demand among enterprises for the purpose of further practical implementation and implementation.

Modern management technologies have been deeply researched in the works of scientists and practitioners. They devoted their works: Russell D. Archibald, Bushuev S. D. [1, 2, 3], Bushueva N.S. [4], Honorskaya A.V. [5] Anthony E. Guardman [6], Morozov V.V. [1] and other scientists. However, the current crisis state of enterprises, the increased influence of internal negative factors on the activities of enterprises and the inadequacy of internal management policy at enterprises require the adaptation of theoretical and conceptual principles and methods to the possibility of their practical use in the management of domestic enterprises.

Modern development of enterprises requires the transition to a new level of understanding and formation of new scientific approaches to ensuring economic stability through the scientific approach of programming the development of enterprises. The basis of the scientific approach of development programming is an understanding of the processes of functioning of enterprise development as an algorithm with a certain program of actions.

The application of the program approach is actively used in project and program management, project management, and also has its significant application as a project-target approach in macroeconomic planning and state regulation of the country's economic development processes. The application of a programmatic approach to the management and development of enterprises is a new approach to the management of modern organizational processes in enterprise management.

The essence of the program approach to the management and development of enterprises is to understand the enterprise as a system that should be programmed, that is, to have provided, defined and approved internal algorithms of actions at the strategic, tactical and operational level of management that will be within the competence of the relevant management personnel, but outside the subjective assessment in management decision-making.

To do this, all management processes at different levels of management must be logarithmized and defined, which will reduce the risk of unpredictability in decision-making at all levels of management processes, and therefore ensure a decrease in the level of errors in management decision-making and reduce the level of risk implementation in the activities of enterprises associated with making risky decisions at all levels of organization management. The next component of the program approach is its focus on future development with the definition of goals, objectives and specific actions aimed at developing the expansion of the enterprise. Accordingly, this will require the application of strategic planning, the formation and implementation of a development strategy, which is one of the

components in the application of the program approach. Thus, the upper level of implementation of this approach is strategic planning and implementation of the development strategy with the introduction of design elements and technologies, and at the lower level of implementation of this approach, logarithmization of processes and functions in all functional subsystems, with

the definition of functional parameters of all business processes and the logarithmization of possible solutions, actions of performers.

In general, the management model that exists now in Ukraine is at the stage of its formation, and therefore requires the introduction of a wide range of technologies, both innovative and revolutionary, software and evolutionary.

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## INNOVATION MANAGEMENT: FEATURES AND TRENDS

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In an environment where the country's economy is under stress and will need to rebuild all its industries, small and medium-sized businesses, innovative technologies and non-standard approaches to management will play an important role in the rapid recovery of the state and economic growth.

Business process automation is very important in the innovation field, so that employees can use their working time more efficiently to focus on unique human capabilities, such as creativity, complex decision-making, team leadership and empathy. Technology automates processes, reduces costs and increases speed, but finally we will need to innovate if we want to keep evolving. It is also time for us to rediscover the value of unique human capabilities so that profits, goals and people can thrive together.

In modern economic realities, with the help of management we can solve such pressing problems as increasing and deepening environmental problems, rational use of limited resources, optimization of production processes that need to be addressed through the introduction of new management methods, which in turn will affect further modernization and competitiveness of Ukraine's economy.

Experts such as O. Ostroverkh, O. Veklych, O. Kolenov, and T. Kovalevska devoted their publications to the current issues of innovation implementation through management, including on the basis of European integration. Difficulties in forming and increasing the degree of innovation infrastructure are highlighted in the works of scientists such as B. Paton, B. Burkinsky, V. Geets, Y. Bazhal, B. Danilishin, P. Bubenko,

Y. Pakhomov. However, the current crisis of enterprises, the increased impact of negative factors on their activities require the adaptation of theoretical and conceptual principles and methods to the possibility of their practical use in management.

Any society and any company that wants to be prosperous must promote a type of innovation that allows them to find new ways to solve environmental problems, reduce energy and resource consumption, and promote sustainable economic activity. Innovations focus on addressing natural resources, energy security and climate change, reducing energy and material costs, sales of products and services, markets, consumers and new business models.

Important tasks for management today are the introduction of innovative ideas and taking into account global issues in terms of business organization. Companies now and in the future must contribute to the goals of sustainable development. In essence, conscious companies must manage their businesses responsibly and help solve social and environmental problems through business innovation and collaboration, and adapt quickly to external influences. Today, the relevance of management decisions that determine the development of the enterprise and specific actions that help the company to respond quickly to changes in the environment, review goals and choose a new direction of development are important.

In general, the current management model in Ukraine needs to adapt to new operating conditions, so it lacks the introduction of a wide range of technologies, both innovative and revolutionary.

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## **BUSINESS STRATEGIES IMPLEMENTATION INTO THE ENTERPRISE MANAGEMENT OF THE INFORMATION TECHNOLOGY SECTOR**

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The Ukrainian IT market is relatively young and fast-growing (despite COVID-19, exports in the IT industry grew by 20.4% in 2020, exceeding \$5 billion for the first time). It is called the most promising sector of the Ukrainian economy (Office of the National Investment Council, 2020). Due to their novelty, Ukrainian IT companies are more flexible than American giants. This situation allows Ukrainian IT Companies to adapt more quickly to changing market conditions (faster implement advanced methodologies, faster switch to more modern tools).

The objectives of the study:

- Determine the effective area of responsibility of IT Product Design teams and Product Designers.
- Optimization of Design Processes in IT Companies.
- Develop high-level decision-making instructions for managers of design teams.
- Reduce development time and improve the quality of design artifacts.

It is required to explore the changes in the functions of the Design teams of successful Ukrainian and global IT Companies over the past five years. Analyze Case-Study of complex technological solutions of S&P 500 companies (example: redesign of Facebook

Timeline) and compare with more flexible design processes of Ukrainian companies.

Quantitative data will be processed by the method of cluster analysis to form groups of behavior of specialists in the field of product design. If there is enough historical data, form cohorts of skills in selected groups, identify trends and build a forecast.

In the obtained qualitative data, it is necessary to determine patterns and compare common recommendations on the market for building Design Processes with real-life processes within the Design Teams. Systematize recommendations that work, and identify those that require refinement and revision.

Based on the acquired information, develop flexible strategies for integrating advanced design processes into the business processes of product IT companies, generating recommendations for product design team managers, and decision-making methodology for design tasks in the product development process.

The results will be recommended for consideration and implementation to the managers of design teams and to the product designers, which will be interviewed during the study.

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## IMPROVING THE PROCESSES OF INTERACTION BETWEEN THE STATE AND STAKEHOLDERS IN THE FIELD OF TRANSPORT IN UKRAINE

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At this stage, the mechanisms of state regulation in the field of transport are characterized by low efficiency due to the fact that there is no single base or system focused on creating a partner network of authorities, transport market operators, research organizations, higher education institutions that train specialists for transport industry, NGOs, business associations and other stakeholders. Insufficient substantiation of the system of stakeholder interaction and state regulation in the field of transport in Ukraine determined the relevance of the study.

Issues of interaction between the state and business entities and public organizations in various fields, including transport, have been studied by many scientists, including such as: Bogomolova N. [2], Vorkut T. [3], Gurnak V. [7], Novikova A. [9], Levkovets P. [8], Pogrebytsky M. [10], Razvadovsky V. [11], Rudchenko O. [14], Tkachenko A. [15] and others.

The analysis of scientific works on this issue indicates differences in views on the basic principles and methods of interaction between stakeholders and government regulation in the field of transport. There are differences and inconsistencies in the interpretation and use of terms. Despite the scientific value of the works of these authors, some aspects of effective state regulation in the field of transport remain unresolved. In particular, comprehensive approaches to the creation of an effective mechanism of interaction between the state and the main stakeholders in the field of transport to provide expert support for effective management decisions in the mechanisms of state regulation are insufficiently substantiated.

State policy in the field of transport and mobility and specifically the mechanism of public administration is implemented by a system of laws, regulations, administrative acts, as well as by stimulating investment activities in

the field and implementation of development projects.

The mechanism of public administration in the field of transport is a complex set of means of impact on the stakeholders in this area with the relevant distribution of competence between authorities, it can be described by means of the following components and processes (tools).

*1 level: Legislature.*

Verkhovna Rada of Ukraine.

Adopts laws and issues regulations that determine the basic rules of operation of the transport sector. At the same time, the entities responsible for initiation of laws are usually the President of Ukraine, Deputies of Ukraine, the Cabinet of Ministers of Ukraine.

*2 level: Executive power at the central level.*

President of Ukraine.

As a rule, issues decrees of the President of Ukraine, which approve the basic rules of development of the transport sector

Cabinet of Ministers of Ukraine.

Endorses and approves normative and administrative acts (resolutions, orders), which establish directions of development and rules of functioning in the field of transport. These acts are usually developed and submitted to the Cabinet of Ministers of Ukraine by the Ministry of Infrastructure of Ukraine and other ministries. Moreover, the Prime Minister of Ukraine and his deputies issue instructions for their implementation by the authorities.

Ministry of Infrastructure of Ukraine (MIU).

The Ministry of Infrastructure is the central executive body, whose activities are directed and coordinated by the Cabinet of Ministers of Ukraine.

The Ministry of Infrastructure is the main body in the system of central executive bodies, which ensures the formation and implementation of state policy in the fields of road, rail, sea and river transport, postal services, and ensures the formation and implementation of state policy in air transport and use airspace of Ukraine, tourism

and resorts (except for state supervision (control) in the field of tourism and resorts), development, construction, reconstruction and modernization of air, sea and river transport infrastructure, roads, navigation and hydrographic support of shipping, merchant shipping, safety issues in public road transport, urban electric, railway, sea and river transport, as well as state supervision (control) over safety in public road transport, urban electric, railway, sea and river transport (except in the field of maritime safety of fishing vessels).

The Ministry of Infrastructure issues administrative acts in the form of orders and instructions, as well as develops draft resolutions and orders of the Cabinet of Ministers of Ukraine, draft laws of Ukraine for further consideration by the Cabinet of Ministers of Ukraine.

State Road Agency of Ukraine, State Agency of Infrastructure Projects of Ukraine, State Service of Ukraine for Transport Safety, State Service of Maritime and Inland Water Transport and Shipping of Ukraine, State Aviation Service of Ukraine are central executive bodies and coordinated by the Cabinet of Ministers of Ukraine through the Minister of Infrastructure of Ukraine.

State Road Agency of Ukraine (Ukravtodor).

Ukravtodor is the central executive body that implements the state policy in the field of road management and management of public roads of national importance.

State Agency of Infrastructure Projects of Ukraine (Ukrinfraproekt).

Ukrinfraproekt is the central executive body that implements state policy in the field of development, construction, reconstruction and modernization of air, sea and river transport infrastructure, as well as financial support of road safety measures in accordance with state programs.

State Service of Ukraine for Transport Safety (Ukrtransbezpeka).

Ukrtransbezpeka is the central executive body that implements the state policy on land transport safety.

State Service for Maritime and Inland Water Transport and Shipping of Ukraine (Shipping Administration).

The Shipping Administration is the central executive body that implements state policy in the areas of maritime and inland water transport and shipping.

State Aviation Administration of Ukraine (Derzhavisluzhba).

Derzhavisluzhba is the central executive body that implements the state policy in the field of civil aviation and the use of Ukrainian airspace and is the authorized body for civil aviation.

The aforementioned bodies issue administrative acts, typically orders.

*3 level: Executive power at the local level and local authorities.*

Local state administrations exercise executive power in regions, districts of Ukraine and cities Kyiv and Sevastopol. Administrative acts are issued (the head of the local state administration issues orders within the limits of his/her authority, and the heads of structural subdivisions issue orders).

Local state administrations, inter alia:

provide the arrangement of public services by enterprises, institutions and organizations, in particular, transport services regardless of ownership;

carry out the management of public roads of local importance within the administrative-territorial unit;

establish tariffs for socially important regular transportation of passengers on ships with simultaneous determination of sources of compensation to the carrier of the difference in case of setting the amount of tariffs below the economically justified cost of transportation;

develop and, in coordination with the central executive body implementing state policy in the field of maritime and inland water transport, approve local rules of navigation for small, sports vessels and jet skis and the use of water entertainment facilities, placement of floating structures.

Local authorities provide governance at the local level, issue and approve acts of an administrative nature at the local level.

The system of local authorities includes: territorial community; village, settlement, city council; village, settlement, city mayor; executive authorities of village, settlement, city council.

Local self-government is carried out by territorial communities of villages, settlements, cities both directly and through village, settlement, city councils and their executive bodies, as well as through district and regional councils representing common interests of territorial communities of villages, settlements and cities.

The executive authorities of village, settlement and city councils are responsible for:

own (self-governing) powers:

management of transport and communication facilities that are in communal ownership of the respective territorial communities, ensuring their proper maintenance and efficient operation, the required level and quality of services to the population;

decision-making on the arrangement of public toilets, parking and parking lots for motor transport, control over their activities in accordance with the law;

decision-making on the arrangement, equipping and operation of parking lots and taxi stands on the streets and roads of settlements, monitoring compliance with the rules of parking of vehicles requirements for the arrangement, equipping and operation of parking lots;

introduction within the relevant settlement of an automated system of control over the payment of the cost of parking services, approval of technical requirements and tasks for this system;

authorization of parking inspectors to consider cases of administrative offenses and to proceed with temporarily detaining of the vehicles in cases specified by law;

approval of routes and schedules of traffic, rules of use of city passenger transport irrespective of patterns of ownership, coordination of these questions concerning transit passenger transport in the cases provided by the legislation;

decision-making on the introduction of an automated fare accounting system in urban passenger transport, regardless of ownership and determination of the person authorized to charge for transport services in the case of the introduction of an automated fare accounting system;

establishing the procedure for operation and requirements for the automated fare accounting system in urban passenger transport, regardless

of ownership, as well as types, forms of media, the order of circulation and registration of travel documents;

involvement on a contractual basis of enterprises, institutions and organizations that do not belong to the communal property of the respective territorial communities, to participate in the service of the population by means of transport and communication;

delegated authorities:

implementation of measures for the development of transport;

implementation in accordance with the legislation of control over the relevant operation and organization of public services by transport enterprises;

It should also be noted that the functioning of the railway transport is provided by Ukrainian Railways Joint Stock Company (JSC "Ukrzaliznytsia"), the functioning of seaports, organization and safety of navigation - State Enterprise "Ukrainian Sea Ports Authority" (SE "USPA"), functioning of the system of air traffic organization / air navigation service – Ukrainian State Air Traffic Services Enterprise (SE "UkSATSE").

The implementation of regulatory influence in various areas of transport is ensured by bylaws and regulations of central executive bodies, which ensure the formation and implementation of policies in the field of transport. At this stage, one of the main tasks facing the Ministry of Infrastructure is the implementation of measures to deregulate economic activity.

At the same time, there is some inconsistency between the requests of the main stakeholders of the transport services market for deregulation of economic activity and the policy of the Ministry of Infrastructure. There is a lack of clear coordination and effective communication in the decision-making process on deregulation and liberalization in the field of transport.

Regarding the development of transport, it should be noted that the main principles, priorities and directions of development of the transport and road complex are defined in the National Transport Strategy of Ukraine until 2030, approved by the Cabinet of Ministers of Ukraine from May 30, 2018 № 430 [12].

In order to implement the tasks of the Strategy of the Ministry of Infrastructure, an

Action Plan for the implementation of the Strategy was developed, which was approved by the order of the Cabinet of Ministers of Ukraine dated April 7, 2021 № 321 [12]. The plan of measures defines a list of measures and tasks for the development and development of the transport sector of Ukraine. Implementation of these measures and tasks, the formation of state policy in the field of transport requires clear coordination and cooperation between central executive bodies, regional state administrations, NGOs and business associations, taking into account the need for integrated development of all spheres of transport and their synchronized work.

To ensure coordination and effective communication in the process of making managerial decisions on deregulation, liberalization, development and development of Ukraine's transport sector, it is proposed to consider establishing an Expert Information and Communication Center for Stakeholders in Transport Based on Public-Private Partnerships (hereinafter - the Center) [6].

After analyzing the situation in the transport sector, taking into account the European experience, we concluded that it would be appropriate to establish a Center that would provide expert support to the Ministry of Infrastructure in policy analysis and management decisions and provide representation of key stakeholders in transport policy making.

The mechanism of interaction between the Center and the Ministry of Infrastructure can be ensured by establishing an expert council under the Ministry of Infrastructure, chaired by the Minister of Infrastructure of Ukraine, which could include representatives of relevant structural units of the Ministry of Infrastructure. from the composition of the expert council), as well as the Council of the Center, which is an elected body formed of representatives of key stakeholders in the field of transport, who are members of the Center, and heads of expert analytical groups of the Center in the field of transport.

The purpose of the Center is to widely involve stakeholders in the management decision-making process in the field of transport to develop sound proposals for proper generalization of the position of stakeholders and

take into account the views of experts on transport policy in the field of transport, namely: rail, road, road and air water transport and road management.

The basis of the center is the Information and Communication Portal for the accumulation and exchange of information, which operates on the technology of cloud systems and blockchain networks.

It is expected that the Center could include representatives of key stakeholders in the field of transport: carriers, rolling stock manufacturers, investors, international financial organizations, NGOs, business associations, educational institutions, research institutions, consulting organizations providing services in the field of transport, rolling stock maintenance and repair companies and other stakeholders.

Also, to ensure the effective work of the Center, it is envisaged to involve experts and their work in expert-analytical groups to analyze proposals for improving transport policy and prepare proposals for improving policies for submission to the Center's Board.

The exchange of information, document flow for the analysis and development of proposals can be provided through the Information and Communication Portal of the accumulation and exchange of information, the creation of which is possible on the basis of the Center. That is, in fact, the work of the Center will be provided offline, virtually, which will significantly reduce the cost of maintaining the Center's office.

Representation of the Center Council in the Expert Council under the Ministry of Infrastructure may be provided during the meetings of the Expert Council in the Ministry of Infrastructure, with frequency (monthly, quarterly, etc.) and according to the regulations specified in the Regulation on the Expert Council under the Ministry of Infrastructure.

Funding for the Center's activities, including the establishment and operation of the Information and Communication Portal for the accumulation and exchange of information and the activities of expert and analytical groups in the field of transport can be provided through contributions from members of the Center, donor and grant support and other sources not prohibited by law.

Regarding the legal status of the Center, we believe that the best model will be its creation on the basis of an agreement on joint activities [1].

The platform for communication between the Ministry of Infrastructure, central executive bodies implementing transport policy and representatives of the Center's Council may be the Expert Council under the Ministry of Infrastructure of Ukraine (hereinafter - the Council), which is an advisory body.

The model of interaction between representatives of the public and private sectors of the created Center belongs to the class of information models and is a set of information that characterizes the properties and state of interaction between participants and their partners.

Interaction between the participants is realized mainly through private legal instruments, ie in a contractual manner (cooperation agreements), as well as through various forms of cooperation (formation of working groups, joint commissions, etc.).

The center can be a unifying link for all key stakeholders in all areas of transport with the main levers in the hands of the state. Due to the availability of complete and reliable information about all participants (stakeholders) of the Center and their effective interaction, the following results can be achieved:

the costs of consumers for transportation and maintenance of warehouse stocks, as well as for rent or maintenance of warehouse space will be reduced if logistics providers are involved in this center;

budget expenditures for the development and implementation of new transport infrastructure will be reduced by attracting investors and creditors;

a healthy competitive environment will be created with appropriate high standards, quality of service provision and the possibility of forming an optimal justified tariff policy in the transport markets;

various financial resources will be attracted through the mediation of interested business structures;

The database on fleets, freight and passenger transportation, availability and operation of warehouses, etc. will be systematized, so it will be easier to monitor and analyze in the field of

transport, it is planned to involve information and analytical centers to optimize the costs of all stakeholders. meet the needs of consumers and move closer to European standards in this area.

In our opinion, the establishment of the Center, which will be based on international standards of social reporting, will be the best option for creating such an organization. Undoubtedly, one of the main tasks in the long run of this organization will be to make a profit through the operation of the Information and Communication Portal for the accumulation and exchange of information and the provision of expert, research and consulting services.

In our opinion, special attention should be paid to the partnership between the state and stakeholders.

The variety of partnership models and their subspecies provides the necessary flexibility in accordance with the expectations of the state, wide coverage of the real conditions of transport infrastructure projects, and above all the relatively fair distribution between partners of many risks [4].

In addition, the information and communication portal of information accumulation and exchange created on the basis of the Center can become an integration core of information exchange in the fields of transport and logistics and a prerequisite for the creation of integrated structures.

Regarding the improvement of state regulation, taking into account the priorities of transport development in Ukraine, the creation of such a portal involves the creation of virtual information and communication centers for integration of transport and logistics system operators, which in the future could become the core of transport and logistics alliances. Initially, information will be exchanged and contracts for the supply of goods and transport and logistics services will be concluded, followed by the formation of integrated structures in which businesses will develop a partnership base and unite for long-term cooperation.

The formation of integrated structures should help reduce the costs of their participants; increase competitiveness; accumulation of the necessary financial resources for the renewal of fixed assets, their maintenance and repair;

investment attraction; introduction of modern technologies and innovations [5].

Thus, the establishment of the Center will have a positive impact on the transport sector, its

establishment does not require budget funding and will provide effective communication in the development and decision-making on regulation in the field of transport.

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## THE DEVELOPMENT OF CORPORATE SOCIAL RESPONSIBILITY IN CONDITIONS OF DIGITALIZATION

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The research of corporate social responsibility practice deserves particular attention in conditions of formation, establishment, and development of information society as it has been in a strong need for fundamental changes lately. Pervasive digital technologies have a significant impact on the development of social, economic, and environmental domains of economic entities' functioning. In these conditions, the transparency and openness of the companies' activity and promotion of their sustainable development become the necessary precondition for the improvement of business reputation, the establishment of consistent cooperation with business partners, and the reinforcement of competitive positions on international markets.

The following contemporary foreign and Ukrainian researchers are addressing the issues of corporate social responsibility in their studies: R. Barth, F. Wolf [1], I. Barkova, T. Kinyeva [2], N. Kosar, V. Pylypenko, N. Kuzyo [4], W. Visser, D. Matten, M. Pohl, and N. Tolhurst [5]. The lack of consensus in understanding corporate social responsibility (CSR) has led to the emergence of several controversial scientific approaches. Meanwhile, understanding the importance of this category generates the need to examine conceptual foundations of corporate social responsibility with the orientation on its sectoral features.

According to R. Barth and F. Wolf, corporate social responsibility should be considered as a voluntary contribution of a company to the development of society in social, economic, and environmental domains, which is directly related to the company's principal activity and is carried out mostly additionally in relation to legal requirements [1]. The researchers see CSR as a social and

political management resilience regime, i.e. public policy.

W. Visser and D. Matten take a slightly different position. They define the corporate social responsibility concept as the obligation of current companies toward society that goes beyond the boundaries of their commitments to shareholders and investors [5]. Businesses should certainly generate income for owners and secure the maximum period for the enrichment of stakeholders. However, the interested parties should be convinced that businesses also have some responsibility toward customers, government, the natural environment, and society in general.

The views of I. Barkova and T. Kinyeva are worth considering as they argue that corporate social responsibility stipulates that businesses voluntarily undertake additional commitments to society and contribute much to the improvement of the quality of life, in addition to compliance with economic and quality production laws [2, p. 29-30].

Conducting the critical analysis of many approaches to the interpretation of corporate social responsibility gives the grounds to define it as a social phenomenon generated as a result of compliance with certain rules and standards of behavior, which shows itself in the respective attitude of an economic entity to its product or service, customers, employees, partners, and other stakeholders [7, p. 185].

While corporate social responsibility was initially seen as the specifics of the organization and management of global corporations, nowadays, there are standard technologies to manage corporate social responsibility successfully implemented by entrepreneurial entities of different ownership forms and sizes and types of business activity existing on the global stage [4]. Therefore,

corporate social responsibility is an essential component of strategies of the companies that establish separate subdivisions directly involved in the implementation of corporate social responsibility, create the position of vice-president in CSR, use the corporate culture codes, and develop an integrated system of development and dissemination of social reports, etc.

ESG Transparency Index is a comprehensive indicator that estimates the transparency of Ukrainian companies' corporate management by ESG criteria (social, environmental, and governance). According to the Index, the Top 10 companies active in CSR implementation in 2020 were PrAT "VF Ukrayina"; AT "Persnyi Ukrayinskyi Mizhnarodnyi Bank"; DTEK Group; AB "Ukrhazbank"; IP "Koka-Kola Beveridzhyz Ukrayina Limited"; DP "NAEK" Enerhoatom"; PAT "Myronivskyi hliboprodukt"; PrAT "NEK "Ukrhydroenerho"; AT "Ukrayinska Zaliznytsya", and NAK "NAftohaz Ukrayiny" [3]. The companies operate in different economic industries and activity domains. Their main social activity directions include corporate governance, social partnership, labor protection, environmental protection, customer relations, social facilities maintenance, staff development, financial reporting, and website navigation and accessibility.

It is worth mentioning that the transparency level of Ukrainian companies has been characterized by growing dynamics lately. The average level of Ukrainian companies' information disclosure by ESG parameters is 26.4% in social aspects, 36.6% in environmental, and 27.7% in corporate governance [3].

The growing number of companies developing and implementing anti-corruption and compliance policies and programs for corporate responsibility incorporation in supply chains is a positive trend in the development of corporate social responsibility.

The second CSR research in Ukraine conducted by Pro Bono became the basis for the annual budget allocated by large

Ukrainian companies for corporate social responsibility measures in 2020-2021.

The average annual budget allocated for CSR projects of surveyed 44 companies was over UAH 3 billion in 2020-2021 [6]. The IT industry (37%) and manufacturing (11%) had the highest share among the representatives of large businesses actively implementing CSR projects. It is worth mentioning that most companies implement CSR initiatives in education, labor conditions improvement, staff development, and organization of charitable fundraising.

Quick processes of digital transformations objectively generate the need for further examination of problems related to the formation and development of corporate social responsibility in conjunction with the companies' competitiveness. The causes of this also include redefining the companies' models and entry into virtual business space through the development of digital branding, websites and social network profiles, and the creation of an image in virtual space.

Meanwhile, it is worth specifying a range of main issues constraining the development of corporate social responsibility in Ukraine. In the first place, it is about low macroeconomic stability and security indices, distrust of business representatives, employees, state, and consumers, lack of funds to implement and develop CSR, justified fear that socially responsible measures will be seen as the proof of profits concealment, and lack of tax preferences.

Moreover, there is a business dilemma in the domestic business environment regarding the reasonability of carrying out social activities that are perceived ambiguously by the companies' management. Mostly, social measures are seen as additionally spent financial and human resources that do not bring obvious results but rather affect the financial-economic results of the companies' activity, increase prices for goods and services, and deteriorate competitiveness. The absence of opportunities to determine the results of social activities is the main explanation for this opinion, although their effect is complex and long-lasting.



Taking into account the fact that economic efficiency is the major business priority and social activity cost doesn't have direct financial results, corporate social responsibility from the viewpoint of commercial efficiency is characterized by some negative features. So most businessmen lose their motivation to invest in objects that bring benefits in the very long run.

The absence of accountability in corporate social responsibility has a significant impact since the business doesn't bring direct responsibility toward society, and the mechanisms of the relationship between corporate social responsibility and civil society are lacking. The conceptual foundations of corporate social responsibility are being distorted and business is engaged in social activity due to exemption from taxation of income spent on social activities.

In this context, concessional lending and the reduced administrative burden should become the major incentives to introduce CSR for Ukrainian companies. Moreover, a legislative basis should be developed on a national level to promote this activity and increase the awareness of responsible business conduct (implementation of awareness-raising programs and holding trainings). It will contribute to the adoption of the National Corporate Social Responsibility Strategy that should provide the benchmarks

and perspectives for support and recognition by the state. It is also necessary to develop a single approach (educational standards) to teaching certain problems in the framework of organizational-managerial disciplines considering the digitalization processes.

Efficient public support and introduction of the system encouraging such behavior, financial capacities for social contributions, as well as the respective legal basis on social responsibility, are essential strategic priorities in the development of socially responsible business conduct.

Therefore, socially responsible business as one of the important components of a transparent and efficient system of corporate management is characterized by advantages that help improve many social life domains and impact the business environment in the country. Nowadays, many companies, in the course of improvement of their activities, secure the conditions for the development of society, improve the business environment, create favorable conditions for employees, and take measures to protect the environment. Meanwhile, the activity is acquiring systemic nature and is considered as a business strategic development vector that impacts the solution of social problems in the society in general, in addition to securing competitive advantages for a company.

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## MODERN CHALLENGES AND TRENDS OF PROFESSIONAL TOURIST EDUCATION

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In response to the exponential rise in COVID-19 infections, many countries across regions are implementing lockdowns, travel restrictions, social distancing policies, and workplace and school closures. These necessary measures aim to slow the spread of the virus, minimize lives lost and avoid catastrophic outcomes for national health systems, but they also have a sudden and drastic impact on workers and enterprises. Labour markets were disrupted on a historically unprecedented scale. In 2020, 8.8 per cent of global working hours were lost, equating to 255 million full-time jobs, four times the number lost during the 2009 financial crisis [1].

The tourism industry suffers significant losses. International tourist arrivals have fallen by 74% from nearly 1.5 billion in 2019 to around 380 million in 2020. Aviation has been in its gravest moment in history with a global collapse in air travel demand. COVID-19's assault on air travel continues, with 2020 passenger totals dropping by 60% [1]. The most popular museums lost 77.7%, and theme parks lost 67.2% of their visitors due to agency restrictions limiting operating days and capacities during the COVID-19 pandemic [2].

Many researchers, such as V. Fedorchenko, L. Knodel, A. Konokh, G. Shchuka, and others, dealt with the issue of professional training for the tourist sphere abroad. But the supply of educational programs to train tourism professionals needs to be updated in light of the crisis in the tourism and hospitality market, which has led to significant job cuts due to the pandemic and lockdown. To this end, there was a

content analysis of materials from educational portals, containing annotations of programs at the Bachelor's [3] and Master's [4] degrees from around the world. To show the dynamics in the articles, the results of a similar study conducted by the author three years ago are used.

The purpose of this research is to analyze the market for educational services in the field of tourism and hospitality due to a significant reduction in tourist flows, which has reduced the number of employees in the industry and given the long recovery time.

The search was carried out in the direction of Hospitality, Leisure and Sports, which corresponds to the maximum training for tourism: the list of future professions for graduates includes employees of hotels and resorts, travel companies (travel agents), guides, restaurant managers and transport companies. The analysis was conducted according to the following criteria: educational and qualification levels (bachelor and master), forms of education and the content of educational programs taking into account the geographical factor. At the Bachelor's Degree in Hospitality, Leisure, and Sports, 3,275 educational programs were presented, so the number of programs increased by 3% in three years. The regional distribution of educational institutions offering educational programs in this area is uneven. The best in the market are North America (51%) and Europe (38%), due to their historical background, a large number of educational institutions, and the level of tourism development; Oceania – 6%, Asia – 4%, Africa – 1%. These regions have significantly fewer educational programs in

Hospitality, Leisure and Sports, but offer more innovative forms. For example, schools in Australia and New Zealand (Oceania) offer the highest percentage of online and blended learning programs (30% of the total). The emergence of a small, but with a tendency to increase, the number of online programs and blended learning is one of the current trends in the educational environment due to the circumstances [3].

There is no universal list of specialities for the training of tourism professionals in the world because it all depends on local legislation in the field of education, decisions of educational institutions and the needs of the tourism market. Hospitality, Leisure and Sports is a larger category of disciplines that has given rise to a variety of Bachelor's degrees in Hospitality Management (14 %), Tourism & Leisure (15 %), Event Management (6 %), Culinary Arts (2 %), Sports Management (21 %) and Sport Sciences (42 %) [3]. Previous analysis was conducted by the author in 2018 and the figures are almost the same: the number of programs is stable, a slight increase shows Event Management and Sports Management, and the number of programs decreased in Sport Sciences [5]. The last two specialities in sports are not excluded from the analysis because they include programs for training specialists in physical recreation, instructors for sports tourism and active leisure, fitness, and wellness instructors/trainers required for tourism. The significant supply of educational programs in sports management and sciences is due to increased demand for a healthy lifestyle in society, the growing popularity of all types of fitness and wellness technology, and the development of physical recreation and sports not only in tourism but also in everyday life. The number of educational programs in Hotel Management and Tourism and Leisure is virtually the same (617 and 691). There is a lack of proposals for Event Management, but this is due to its novelty and the fact that this discipline is often a component of the other traditional educational programs, which allows them to update their content and increase their popularity in the market of educational services.

As previously defined, North America and Europe are the leaders in the number of offers of Bachelor's programs for tourism professionals. Quantitative indicators have been identified for certain specialities. Coincidentally, North America is dominated by physical recreation and sports education programs, while Europe has relatively more Event Management programs. The number of Event Management programs in Europe is 135, while it is only 75 in North America, even though the number of programs such as Parks and Recreation is significantly higher in North America. This is due to the popularity of theme parks and park recreation in North America, especially in the United States, which is a traditional world leader in the number of theme park visitors, income and investment, innovative and unique attractions, and a variety of topics and programs for tourists and visitors to parks [3].

A similar situation is observed in the Master's degrees, where the total number of proposals (1905) shows an increase of more than 20% over three years. The largest number of programs is represented in Europe (821) and North America (813). Hospitality, Leisure and Sports is a larger category of disciplines that has given rise to a variety of Master's degrees in Hospitality Management (13%), Tourism & Leisure (16%), Event Management (5%), Culinary Arts ( $\leq 1\%$ ), Sports Management (23%) and Sport Sciences (42%). On average, about 20% of programs are offered for online and blended learning [4]. In the joint program, tourism combines with MBA, culture, management of resources and destinations for sustainable development, and wine tourism, which combines the expertise in tourism and oenology of three universities and regions: Spain, France, and Portugal [6].

Modern trends in tourism education include international programs in tourism and hospitality, in which some courses are held in Europe, some in the United States or online, and the joint program, in which the study of tourism management or hospitality is combined with the study of foreign languages, management, marketing and business administration.

Thus, the impact of the pandemic on the labour market in the tourism and hospitality sector did not, as might be expected, lead to a significant reduction in relevant educational programs. This fact adds confidence that tourism will quickly cope with the challenges of reality. The market for educational services

has adapted to the changes, which has led to an increase in the number of online and blended learning programs. Universities are developing flexible international study programs in which individual modules can be studied online or continue in another country.

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## LEGAL NATURE OF NFT: INTELLECTUAL PROPERTY OR VIRTUAL ASSETS?

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Recently, NFTs underwent a rapid transition from the fringes of blockchain innovations to the forefront of emerging digital economies. Whether it is art, entertainment, fashion, or insurance, these digital collectibles positively impact the world's major industries. In 2021 alone, NFT sales topped \$17.7 billion, with digital artists and creators as significant beneficiaries [1].

An NFT is a nonfungible token - the type of assets derived from the blockchain, a unique digital certificate that states who owns a photo, video, or other form of online media. Each NFT is acts as a collector's item that can't be duplicated, making them rare by design. The concept of the uniqueness of a particular product follows from the phenomenon of non-interchangeability.

To determine the legal status of NFT it is necessary to define its place among objects of civil law. Article 177 of the Civil Code [2] contains a list of objects of civil rights, according to which these are: things, including money and securities (according to Article 179 of the Civil Code, a thing is the subject of the material world, regarding which civil rights and obligations may arise); other property (according to Article 190 of the Civil Code); results of works (chapters 61, 63 of the Civil Code); services (Chapter 63 of the Civil Code); the results of intellectual, creative activity (in accordance with Article 199 of the Civil Code, the results of intellectual, creative activity and other objects of intellectual property rights create civil rights and obligations in accordance with Book IV of the Civil Code (intellectual property rights)); information (according to Part 1 of Article 200 of the Civil Code, information is any information and / or data that can be stored on physical media or displayed electronically.

The legal status of information is determined by the Law of Ukraine "On Information" [3]; other tangible and intangible benefits (among the latter personal intangible assets protected by civil law can be identified. In particular, in accordance with Part 1 of Article 201 of the Civil Code, such are life and health, honor, dignity and business reputation, name (title), authorship, freedom of literary, artistic, scientific, and technical creativity, as well as other goods protected by civil law).

The legal nature of NFT is ambiguous, as this asset combines features of traditional art as a work (in the sense of copyright of Ukraine) and features related to the blockchain. As a result, legal systems around the world are unable to establish appropriate standards for this object [4].

Next issue regarding NFT is its fractionalization. Usually, NFT is an indivisible thing. But now some platforms (for example, <https://www.niftex.com/>, currently temporarily unavailable) provide the ability to split one NFT token created in the ERC-721 standard into several tokens in the ERC-20 standard [4].

According to the Law of Ukraine "On virtual assets" (has not entered into force yet) virtual asset is an intangible asset that is subject to civil rights, has value and is expressed in a set of data in electronic form. The existence and turnover of a virtual asset is ensured by the system of ensuring the turnover of virtual assets. A virtual asset can certify property rights, including claims against other civil rights objects [5].

Can we consider NFT as a digital asset or can it be valued as a commodity? If NFT is a commodity, we may use related provisions. For example, we may use ordinary terms of sale to enter into an agreement. But if NFT is

a digital asset (work) - we cannot use the above and must consider copyright.

The most important legal issue with NFT is intellectual property rights. When people buy NFT, they are sure that they get all the rights to the work of art. But this is not true - most NFTs do not consider transferring intellectual property rights to a client who has only a unique copy but may not license or reproduce this image.

By analogy of Law "Copyright and ownership of the material object in which the work is embodied do not depend on each

other. The alienation of the material object in which the work is embodied does not mean the alienation of copyright and vice versa" as it is envisaged in Article 12 of Law of Ukraine "On copyright and related rights" [6] such a rule may be proposed for NFT.

NFT is a huge challenge for the law, as there is no clear regulation and legal systems do not have the flexibility to change in the new circumstances. Therefore, we must be resourceful and flexible to maximize profits from these circumstances and protect the legitimate interests of the owners.

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## **CONTRIBUTION TO THE AUTHORIZED CAPITAL OF PROPERTY RIGHTS TO INTELLECTUAL PROPERTY ACCORDING TO THE LEGISLATION OF UKRAINE**

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The question of legal regulation of the possibility of contribution property rights to intellectual property to the authorized capital of a legal entity and reflecting it on the company's balance sheet remains unsolved.

The authorized capital is formed due to contributions in the form of property transferred to the ownership of the company from the participants (founders). Today, such contributions can be made not only as money, but also as securities, property rights and other objects which are not prohibited by law.

Intellectual property rights may, in accordance with the Civil Code of Ukraine (Part 3 of Article 424), be a contribution to the authorized capital of a legal entity, the subject of a pledge agreement and other obligations, as well as used in other civil relations [1].

While tangible personal property is anything that can be held and has definitive value, intangible personal property is anything that doesn't have any obvious value and can't be touched. The value in intangible personal property lies in the associated benefits and value recognition. Intellectual property is one of the most common forms of this type of property.

The intellectual property rights which may be a contribution to the authorized capital of the company but not exclusively include intellectual property rights to commercial (brand) names, trademarks (marks for goods and services), inventions, utility models, industrial designs; literary and artistic works; plant varieties, animal breeds; innovation proposals; computer programs; phonograms, videograms, programs of broadcasting organizations.

Contributions to authorized capital in the form of intellectual property rights according to part 1 of Article 424 of the Civil Code of Ukraine are

1) the right to use the intellectual property object.

2) the exclusive right to allow the use of the intellectual property object.

3) the exclusive right to interfere with the misuse of the intellectual property object, including to prohibit such use.

4) other intellectual property rights established by law [1].

The company may need to determine a realistic market price for intangible objects like property rights to IP. Founders can make a monetary valuation, which is approved by a unanimous decision of the General Meeting, in which all members of the company should participate.

To form or increase the authorized capital by introducing property rights to intellectual property, it is necessary to enter into a written agreement on the transfer of exclusive property rights of intellectual property between the owner of such rights and the company.

Therefore, to include intellectual property rights in the authorized capital of the company it is necessary:

expression of will of the subject who transfers property rights,

decisions of the general meeting of participants of the legal entity to the authorized capital of which the contribution is made, and monetary valuation of intellectual property rights,

a written agreement on the transfer of exclusive intellectual property rights between the owner of such rights and the company,

the act of acceptance-transfer of a share (part of a share) in the authorized capital of the company.

Given the intangible form of such a contribution, in the process of its legal registration there are many issues of a practical nature, which can later lead to disputes and even litigation between members of the company. For example, participants may artificially overestimate or underestimate the monetary value of property rights to IP when they are contributed to the authorized capital or when alienated to a third party [2].

Another problem may arise when a participant of the company wants to exit. A person who has contributed to the share capital in the form of property rights to intellectual property is likely to receive his share in cash upon withdrawal from the company, rather than in the form in which he contributed. The transfer of intellectual property rights to a participant upon leaving the company is possible only by agreement between them [3].

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## USE OF THE NEWEST WAYS OF ATTRACTION OF THE PERSONNEL BY THE ENTERPRISES IN THE CONDITIONS OF WAR IN UKRAINE

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The first aspect is the departure of modern enterprises from the use of only full-time employees in the process. More and more managers are preferring to hire freelancers to perform certain functions or develop individual projects.

The term "freelancer", derived from the English freelancer - "free swordsman", a soldier of fortune, ready to put his spear at the disposal of anyone whose pocket is ringing gold coins - has been known since the Middle Ages. Over time, the austere image has changed to the image of a free artist, ready to solve a variety of business problems. A freelancer is hired without relying on a long-term contract, social package and guaranteed salary. He does not delve into the company's affairs, his responsibilities are quite narrow - as a rule, this is a clearly defined list of tasks within his professional skills. Accordingly, he does not demand much for his work. The low level of earnings of a freelancer on one project creates the need and opportunity to participate in several projects, in a modern freelancer simultaneously executes orders for different clients. The Internet has opened wide horizons for some categories of workers, reducing the regularity of appearance in offices or even completely switch to remote work. We can say that now there is a community of freelancers, "living" on the Web, who find work through specialized web portals and do not feel the desire to change the home office to a desk in the office, and the life of a lone hunter for a living. plankton ». In this regard, the dynamics of the number of freelancers with each eye shows a significant positive growth. For example, in the United States for the period 2015-2019, the number of freelancers increased by almost 10 million people and as a result, freelancers account for almost 5% of US GDP.

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The number of freelancers in Ukraine is an order of magnitude lower, but the dynamics is positive, so for the period from 2009 to 2019 their number in Ukraine increased from 5,000 to almost 200,000 people. This means that global trends are affecting the domestic labor

market, which is becoming more and more assimilated into the international one.

During the war in Ukraine, the demand for freelance work has increased significantly, as companies need to adapt to new realities, which requires constant change and the use of modern methods of labor organization.

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## PERSONNEL ADMINISTRATION OF PUBLIC SECTOR ECONOMIC ENTITIES IN WARTIME

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Russia's full-scale military invasion of Ukraine has prompted the modernization of labour legislation, including the establishment of legislative characteristics of the executive bodies or heads of economic entities in all sectors of the economy (especially in the public sector). Thus, on March 15, 2022, the Law of Ukraine “On Organization of Labour Relations in Wartime” № 2136-IX was adopted.

The Law laid the foundations (and, in fact, enshrined all the global changes in the labour market that led to the COVID-19 pandemic) for the implementation of current legislation on all those developments on remote operation (using modern telecommunications technology), the efficiency of companies under martial law (relocation, relocation or resumption of economic entities in free or deoccupied territories), further adaptation of corporate relations (corporate governance relations) to new realities [1]. The Law of Ukraine “On De-Sovietization of the Legislation of Ukraine” of April 21, 2022 № 2215-IX [2] also played a role.

On April 26, 2022, a resolution of the Cabinet of Ministers of Ukraine (hereinafter referred to as the CMU) “Some issues of the organization of work of employees of economic entities of the public sector of the economy for the period of wartime” № 481 was adopted to develop novelties of the Labour Code of Ukraine and the Law of Ukraine “On Organization of Labour Relations in Wartime”. It is the state sector of the economy in wartime is the core of the state economy, which provides labour and stable wages, is the executor of defence tasks (orders), the centre around which thousands of business structures of the private sector of economy. Thus, the main provisions and

features of personnel administration and corporate governance are as follows.

1. Introduction of remote operation. For the period of martial law, remote work may be introduced for employees of economic entities of the public sector of the economy by the decision of the executive body or the head of the economic entity, if there are organizational and technical capabilities to perform their duties. For members of the executive body or the head of an economic entity located on the territory of Ukraine, by the decision of the subject of management of state property, the general meeting of shareholders (participants) of companies in the authorized capital of which 50 percent of shares (shares) belong to the state, as well as supervisory boards of business entities may be introduced remote work in the presence of the possibility of ensuring proper (continuous) work of the relevant business entity (paragraph 1 and 2, item 1 of the specified Resolution of the CMU).

2. Features of the executive bodies of economic entities. The topic of this conference is relevant not only employees, but also members of the executive body and heads of economic entities outside Ukraine, whose work is allowed only in the case of a business trip, executed in the prescribed manner (paragraph 1, item 2 of the specified Resolution of the CMU). For members of the executive body and the head of an economic entity whose management or corporate rights are exercised by the Cabinet of Ministers of Ukraine, such business trip is approved by the Cabinet of Ministers of Ukraine, for other members of executive bodies and heads of economic entities objects of state property or other governing bodies of the business entity in accordance with their constituent

documents (paragraph 2, item 2 of the specified Resolution of the CMU).

3. Issues of discipline of employees and members of the executive body or heads of economic entities of the public sector of the economy. In case of stay of employees of the business entity during working hours outside the workplace in Ukraine, without the decision specified in the paragraph 1 of item 1 of this Resolution, or stay during working hours abroad, except for a business trip, duly they may be subject to disciplinary action in accordance with the law (paragraph 1, item 3 of the specified Resolution of the CMU). In case of stay of members of the executive body or the head of the business entity during working hours outside the workplace in Ukraine, without the decision specified in the paragraph 2 of item 1 of this Resolution, or stay during working hours abroad, except for business trips in accordance with the established procedure, they may be subject to disciplinary action in accordance with the law or their powers may be terminated in accordance with the established procedure (paragraph 2, item 3 of the specified Resolution of the CMU).

Indeed, the state authorities have developed mechanisms to stabilize corporate governance, administration of personnel in wartime under the conditions that in Ukraine there are phenomena: 1) mass evacuation, 2) suspension of management decisions in the absence of personnel in the workplace in the current labour legislation, 3) relocation of enterprises from the zone of hostilities and occupation, 4) the need to make decisions on the activities of economic entities in the public sector in accordance with the statutes (implementation of significant agreements, other decisions), 5) prevention of emigration of responsible persons abroad despite current legislation suspend or negatively affect the activities of economic entities in the public sector of the economy. The expert community of Ukraine highly appreciates the quality of the Resolution of the Cabinet of Ministers of Ukraine “Some issues of the organization of work of employees of economic entities of the public sector of the economy for the period of wartime” № 481. There are already further developments on steps to stabilize corporate governance and administration of public sector personnel states that are currently undergoing expert evaluation, are undergoing modelling of their regulatory impact on relevant relationships.

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## IMPLEMENTATION OF RELOCATION PROGRAM OF ENTERPRISES IN UKRAINE UNDER MARTIAL LAW

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The Enterprise Relocation Program (Program) is implemented by the Government in order to restore Ukraine's economy by relocating enterprises from areas close to or in the war zone to safe regions of western Ukraine.

Currently, the companies can move to nine regions: Zakarpattia, Lviv, Ivano-Frankivsk, Ternopil, Khmelnytsky, Chernivtsi, Vinnytsia, southern Volyn and Rivne. Ukrzaliznytsia is the main carrier. "Ukrposhta" is responsible for transporting equipment to railway stations, and can also act as an operator, ensuring the passage of checkpoints, drawing up transport invoices and other documents that allow to compensate the company for transportation costs.

Implementation of the Program is regulated by the Resolution of the Cabinet of Ministers № 305 of 17.03.2022 "On the peculiarities of the joint-stock company" Ukrposhta "in martial law" [1], which provides free transportation of property of enterprises, institutions and organizations according to the list formed by the Ministry of Economy; Order of the Cabinet of Ministers №246-r of 25.03.2022 "On approval of the plan of urgent measures to move if necessary the production capacity of economic entities from areas where hostilities are taking place and / or there is a threat of hostilities to a safe area" [2], which approved the plan such measures.

The program provides state assistance in the selection of areas for production; relocation and resettlement of staff; selection of workers in the places of deployment after moving. In order for all participants in the relocation process to be in free contact with each other, a digital interaction platform has been created on the basis of the

Prozorro.Sales system and one of the E-Tender platforms accredited in the system.

Regions remote from active hostilities are directly involved in the Enterprise Relocation Program. There is competition for the involvement of relocated enterprises (in particular, between Lviv, Chernivtsi, Zakarpattia, Ternopil regions). Despite the fact that relocated companies pay taxes at the place of their registration, work on improving the conditions for the location of enterprises from areas of active hostilities, promotes employment of local residents and internally displaced persons, networking and sharing experiences with local entrepreneurs. In addition, such activities are an important image component of public policy at the regional level - it should result in improving the investment and business climate, strengthening cooperation, creating a comfortable environment for living and working, and so on.

Currently, the main work at the regional level is carried out in the areas of: creating opportunities for the provision of appropriate storage, production facilities for enterprises; establishing a mechanism for providing housing and office space for employees; creating safe working conditions.

As of May 12, 2022, 510 enterprises have relocated their facilities from the areas of hostilities as part of the Relocation Program, more than half of them (303) have resumed operations in safe areas, another 50 are installing equipment and connecting communications. Also, 192 companies are preparing to move in the near future and are at various stages of transportation.

Leaders in the location of relocated enterprises are Lviv, Chernivtsi, Zakarpattia regions; mainly enterprises of the processing

industry (food, light, chemical, metalworking, woodworking industry), IT spheres move.

In the Lviv region, non-repayable financial assistance is provided to relocated businesses to support the organization of financial and economic activities (except for salaries and capital expenditures). Within the framework of the "Business Support Program in Lviv Oblast for Martial Law", approved by the Order of the Head of Lviv Oblast, relocated industrial enterprises are provided with assistance in the amount of UAH 100,000 if the enterprise is re-registered in Lviv Oblast. The company will also receive an additional UAH 100,000 if it creates at least 20 new jobs during martial law at the time of application. In addition, the possibilities of using vacant premises of communal and state property are coordinated, preferential terms of property lease are developed, premises for storage of fixed assets for the time of finding the final location are offered.

In Zakarpattia region, when considering the application of enterprises for relocation, an approach is used in which the transferred production should not harm the ecology of the region. The creation of eco-industrial parks, on the basis of which, in particular, relocated enterprises will operate, is considered promising in the region. This should be an important step for the development of the region's economy, the emergence of new opportunities to attract foreign investment to create a strong business environment. Prospects for the creation of eco-industrial parks in Zakarpattia were discussed at the level of the Zakarpattia regional military administration with representatives of the United Nations Industrial Development Project (UNIDO) "Global Program of Eco-Industrial Parks in Ukraine: implementation at the local level."

Zakarpattia regional military administration actively promotes the creation of an IT cluster in the region - for IT companies provide office space and coworking, as well as security, quality Internet (fiber, satellite), assistance and support in the field of taxation.

An important component of the implementation of the Enterprise Relocation

Program is the establishment of communication between stakeholders in this process, as well as its consulting support, for which modern information resources are widely used. In particular, to support relocation in Zakarpattia region, a chatbot was created to communicate with entrepreneurs who want to move production to the region. Telegram channels have been set up (in Lviv region it was created for local companies to collect data on production areas and warehouses in Lviv region for entrepreneurs who are forced to move their business to safer territory; in Khmelnytsky region the telegram channel "Relocation Khmelnytsky region") coordinated by Khmelnytsky regional military administration). Entrepreneurship Support Center Diya.Biznes in Uzhhorod provides advice on relocating to safer regions, helps to find places for businesses, actively communicates with communities, helps in recruiting and starting a business.

Also at the regional level, separate units responsible for the implementation of the Enterprise Relocation Program are created within the regional military administration (in particular, in the Rivne region - the Center for Economic Development and Business Relocation); local Regional Development Agencies are involved (in Zakarpattia, the Zakarpattia Regional Development and Cross-Border Cooperation Agency helps companies establish partnerships with communities, relocate business to Zakarpattia and neighboring cross-border regions, supports the process of finding specialists and starting enterprises in the region); other initiatives are being implemented (such as «My Relocate» in Ivano-Frankivsk, which is widespread, including among IT clusters in Ukraine).

The following measures are also taken to support the relocation of enterprises:

- The Law of Ukraine "On Amendments to the Law of Ukraine" On Lease of State and Municipal Property "" № 2181-IX of 01.04.2022 [3] established a special procedure and conditions for the lease of state property during martial law and endowed the government with on the introduction of benefits for tenants;

- The State Employment Service provides assistance to enterprises on personnel issues, recruitment is carried out; The State Labor Service of Ukraine provides the necessary consulting support to enterprises that need it. We are talking about wages, dismissals, transfers, downtime, accounting for working hours, organization of work, creating safe and healthy working conditions, providing administrative services and more. Advising relocated enterprises is a useful service given the changes in labor legislation to adapt to martial law, and to this end the State Labor Service has created a telegram bot to provide entrepreneurs with answers to common questions on labor legislation, and launched a special information portal on labor relations in martial law;

- Grant programs to support business in wartime are being implemented. In particular, the EU4Business: Competitiveness and Internationalization of SMEs program is funded by the EU and the German government and implemented by the German federal company Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. This mechanism was developed jointly with the Ministry of Digital Transformation of Ukraine, the Ministry of Economy of

Ukraine, the Office for Entrepreneurship and Export Development of Ukraine and the national project for the development of entrepreneurship and export Diya.Biznes. Within the framework of this project, microgrants in the equivalent of UAH 125,000 (EUR 4,000) each are available from 13.05.2022 through the Action portal. Priority is given to companies engaged in the production of vital goods and services for citizens of Ukraine and the Armed Forces.

Thus, the implementation of the Enterprise Relocation Program is able to create preconditions for the resumption of their activities as soon as possible and to facilitate the postwar recovery of Ukraine's economy. Further actions should be focused on addressing the search for orders for enterprises (in particular, the organization of public procurement for socially important products and goods to meet the needs of the Armed Forces), improving logistics of finished products (including their export), information support enterprises (providing them with information on the current situation, market needs, etc.), stimulating the production of products with higher value added (will involve more employees, including Internally displaced persons).

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## CURRENT STATE AND PROSPECTS OF EVENT MANAGEMENT DEVELOPMENT IN UKRAINE

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The modern world is characterized by the extremely rapid development of technology and science. This trend has affected almost every sector of the economy in recent years. Automation and artificial intelligence in machines make life easier for employees every year and help them perform their duties much faster. Processes related to event management, such as organizing, conducting, and collecting feedback, are no exception. The latest event platforms and technologies have completely changed the views of specialists on conducting this particular type of activity.

In line with technology development, more and more new companies are following a strategy to develop and update all aspects of their activities. Special attention is paid to those areas that focus the eyes of customers on themselves, without which the existence of this company is simply impossible. Global standards for conducting, managing, and organizing events are updated.

At the same time, the event industry market is forming, consisting of structures specializing exclusively in holding events and having significant competitive advantages over the possibilities of organizing and conducting promotional events for themselves.

An essential condition for the development of the event industry is a complex

combination of all components in the organization of events, achieving a level of synergy that brings only commercial benefits but also emotional satisfaction to participants, which always strengthens the latter. Positioning the event industry as a commercially significant phenomenon stimulates entrepreneurial activity and activates target groups.

The very concept of event management can be interpreted as a way to manage an event. Today in Ukraine, this type of activity is focused on organizing the creation and holding of events, which includes the formation of the company's image in the long term.

As a result, research in event management development is very relevant.

So, after analyzing the event services market in Ukraine, we can conclude that it is now at the stage of upgrade and its active development.

For event management to continue developing, it is necessary to create conditions for the symbiosis of the areas of responsibility of event and public relations; increase the market volume by expanding the range of services offered by event agencies; take a more careful approach to the selection of professional personnel, as there is an increase in customer requirements for organizing events.

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## TOOLS FOR PUBLIC SERVICE MODELING: METHODOLOGY AND PRACTICE OF APPLICATION IN UKRAINE

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The relevance of this study is due to the high interest of scientific circles in the field of construction, organization and development of public service. Modeling processes remain relevant for this and require the development of a methodological framework. The complex management and public system of public service as a subject of research gives rise to many approaches and the use of various methods for its study. This study aims to analyze and summarize the main criteria, their selection for further use in the construction of public service models, which will understand the nature and functional content of the public service system. It should be noted that different models of public service are based on different methodological bases, which require systematization and generalization of existing methodological material. This is not only a scientific task, but also the further direct use of the acquired theoretical knowledge in the practice of public service and service in local government.

The works of modern domestic researchers - V. Averyanov, E. Afonin, S. Vyrovny, I. Gritsyak, V. Malinovsky, O. Obolensky, G. Sytnik, etc. are devoted to questions of formation and functioning of public service; as well as researchers of foreign science - W. Parsons, G. Kolbech, A. Smith, J. Mill, W. Dunn, L. Pala, P. Brown, L. Gunn, etc. However, the problems of the institute of public service require study of the methodological basis construction of the structure of public authority and public service, systematization of public functions,

substantiation and definition of the conceptual and categorical apparatus of public service.

The purpose of this article is to identify the main tools for modeling public service. The object of this study are public service models. The subject of the study are the main tools for building public service models.

To do this, the following tasks are set: to analyze the basic models of public service in the context of determining the main constituent components and to identify the main tools by which it is possible to build models of public service.

The method of generalization is used to analyze the main models of public service in the context of determining the main constituent components; method of analysis - to identify the main tools by which it is possible to build models of public service; comparison method - for analysis and comparison of different tools; method of modeling - as the main way to the subject of research.

Models are actively used to study the internal and external relationships of the object of study. With their help, you can study those processes that are not subject to direct analysis and study. Model: in a broad sense - an image (including conditional or imaginary - image, description, scheme, drawings, plan, etc.) or a prototype (sample) of an object or system of objects (the original of this model)) used under certain conditions as their substitute or representative [1, p.151].

For more complex systems, which include the public service system, the modeling method is considered as modeling, which

consists in building a system of model (second system), associated with certain relationships of similarity with the original system (first system), and in this case mapping one system through another are a means of detecting relationships between two systems, reflected in similarity relationships, rather than the result of direct study of incoming information.

Today there is a definition of the concept of public service, which is enshrined in law in the Code of Administrative Procedure of Ukraine. According to him, public service is "activity in state political positions, professional activity of judges, prosecutors, military service, alternative (non-military) service, diplomatic service, other civil service, service in the authorities of the Autonomous Republic of Crimea, local governments" [2].

When analyzing career, job and mixed models, first of all, such a criterion as the possibility of free movement of an employee is singled out. That is why the career system is often called closed, and the job system is open. Another sign can be considered the specificity of public administration in the context of the presence of such a part of the staff that pays great attention to the service, spending their professional life exclusively in public authorities [3, 4]. That is, an employee, having received appropriate training, having passed the stage of acceptance for service, in accordance with the existing mechanism for promotion, carries out promotion through the hierarchical structure of positions.

An important tool should be considered the statutory requirements for the organization of public service [5, 6]. That is, it is a set of norms of a constitutional, regulatory and legal order, of a general and special nature, enshrined in legal documents. The purpose of the statutory requirements is to guarantee against arbitrariness, determine the conditions of employment, implement the passage and termination of service [10]. An important distinguishing feature of the career model is the appointment of an employee to a lower position and his promotion in service based on seniority. Therefore, one of the criteria for building public service models can be defined as restricting access to career growth and

taking into account work experience for career growth.

In this context, the organizational and normative side of the issue is of great importance. A number of criteria can be distinguished during the period of service [11-15]. These criteria can be identified as intra-organizational, since they arise during the course of the public service and are formative or can form the components of the public service model at the stage of intra-organizational activities of public authorities.

Under the public service job model, recruitment is for a specific position and there is free movement of employees between the public and private sectors. Preference is given to short-term needs for professional staff. Therefore, the possibility of free movement of an employee between the public and private sectors in the context of the career of an employee, obviously, becomes a topical issue of public service.

The role of seniority of a public servant occupies a dominant position in some models. In this case, it is necessary to distinguish between the general work experience and the length of service in the public service [16-17]. For example, with a job model, the total length of service is often taken into account when setting the size of the salary. Different work experience can create a situation where employees in the same positions will have different official salaries. This factor creates an additional incentive for personal growth and free choice of career growth [7].

A variation of the job model can be considered a corporate model of the public service, which is based on a focus on the needs of the labor market, the rejection of the nomenclature structure of the staff and the application of the basic principles of corporate governance. This is a flexible management system operating on the principles of the market mechanism and corporate governance, which is characterized by a strict system of competitive selection and a contractual form of labor relations with civil servants. This creates certain conditions for exceeding the powers of the heads of public authorities, because they have the right to decide on personnel issues of the state, including the

establishment, change or deprivation of functional duties of specific staff units [8]. According to this project method of work, goals are formed and staff is selected to fulfill them. A high role for this is determined for personnel management. For the type of such a model of public service, the defining tools can be considered the project method of work, corporate governance, the possibility for the management of the authority to single-handedly determine and implement the personnel policy of the organization.

The generalization, carried out taking into account the analysis of the most common public service models, indicates that in order to determine the main criteria for building public service models, they should be distinguished according to the principle of external and internal factors of the existing management system [9].

So, the main tools for building public service models can be considered:

- organizational and legal structure of the public service system;
- administrative-legal and political-legal regulation (in accordance with the administrative-legal system, political-legal regime);
- the right of public service (service law) (establishment of the status of a public servant, service legal relationship, public law and private law relations of employees);
- balance between political appointments and professional non-partisan public administration appointments;
- the level of openness of the public service, aiming it at meeting the interests and needs of society;
- the presence of market mechanisms in the public service system;
- the presence of non-governmental structures for cooperation on competitive terms with the government for the performance of public functions or the provision of public services.

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## PROBLEMS OF PUBLIC LEGAL CONFLICTS IN THE SPHERE OF PUBLIC ADMINISTRATION OF UKRAINE

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At present, the laws of Ukraine do not define the rules by which cases should be considered in disputes that, due to the participation of a subject of authority in them, have certain signs of a public legal dispute, but are, of course, economic in terms of the content of disputed relations. Such vagueness is generated, among other things, by the lack of a normative definition of the concepts of "public legal dispute" and "power management functions" for the purposes of the Code of Administrative Procedure of Ukraine (hereinafter - CAPU). In this regard, the allocation of the functional aspect of public legal disputes has been updated through their functional legal support in general in the field of public administration in order to further use the public legal dispute as a means of forming and exercising the powers of public authorities of Ukraine.

The problems of the emergence of public legal disputes, their features, problems of correlation with other concepts of public administration are analyzed in scientific works in modern scientific legal literature by V. B. Averyanov, Yu.P. Bityak, I.L. Borodin, T.O. Kolomoets, V.K. Kolpakov, A.T. Komzyuk, O.V. Kuzmenko, T.O. Matselyko, O.I. Mikolenko, O.P. Ryabchenko and other scientists. The problem of the emergence of public legal disputes reaches the issues of private and public law presented in the works of O. A. Banchuk, O. V. Batanov, S. O. Borisevich, V. O. Kotyuk, T. O. Matselik, V. M. Selivanov, O. F. Skakun and other scientists. Karpa M.I. revealed a public legal dispute as a way of establishing and delimiting the powers of public authorities [1].

The purpose of the article is to reveal the functional aspect of public legal disputes, to substantiate proposals and recommendations for improving the functional and legal support for the consideration of public legal disputes based on a comprehensive analysis of domestic and foreign legislation, the results of scientific research and the practice of considering public legal disputes.

The method of analysis was used to reveal the essence of public legal conflicts in order to show institutions, tools, the essence of the very concept of a public legal dispute. We apply the comparison method to compare the nature of the emergence of public legal disputes in the field of public administration and local self-government. The method of analogies is used to study the nature of the emergence of public legal conflicts in various industries.

Public legal disputes result from public law conflicts arising between individuals and legal entities on the one hand, and public authorities on the other. The state as an institution guarantees the resolution of conflicts at the request of society, taking into account its public interest and its public rights. Therefore, the issue of the formation and implementation of public law, including in the field of management, the economy as a whole, is currently under active development.

The existing foundations of law certainly take into account the interests of all parties to the conflict, but the distribution of the right to private and public has laid the main differences in the methods and subjects of dispute resolution. This position allows us to compare the problems of public law disputes in different areas. [2-5].

Consideration of public legal disputes presupposes the existence of the exercise of managerial functions by the subject of power, the presence of the status of the subject of power and its competence, within which the conflict arose [6].

Methodological materials provided by the Ministry of Justice (Order No. 1395/5 dated April 24, 2017 “On Approval of the Methodology for Conducting Anti-Corruption Expertise”) became the basis for determining the subjects for consideration of public legal disputes [7]. It is advisable to cite such essential features of public law disputes, which are defined in Art. 4 CAPU:

- at least one party performs public administration functions, including in the exercise of delegated powers, and the dispute arose in connection with the performance or non-performance by such party of these functions; or

- at least one party provides administrative services on the basis of legislation authorizing or obliging to provide such services exclusively to the subject of authority, and the dispute arose in connection with the provision or non-provision of such services by such party; or

- at least one party is the subject of the electoral process or the referendum process and the dispute arose in connection with the violation of its rights in such a process by the subject of power or another person [8].

In practice, public legal disputes include an appeal against decisions of power, actions or inaction of public administrative institutions by individuals or legal entities, thus protecting their rights. After all, Article 17 of the CAPU determines that the jurisdiction of administrative courts extends to public legal disputes, in particular, disputes of individuals or legal entities with the subject of power to appeal against his decisions (regulatory legal acts or legal acts of individual action), actions or inaction.

The general task of administrative proceedings is to protect the rights and freedoms of citizens from violations by subjects of power. However, along with the implementation of administrative justice, the administrative courts are entrusted with a

number of additional tasks. In particular, paragraph 3 of part 1 of Art. 17 CAPU referred disputes between subjects of power over the exercise of their competence to judicial administrative jurisdiction. Unfortunately, neither the theory of substantive administrative law, nor the science of constitutional law have offered an integral doctrine of disputes between authorities.

Business entities in the event of a public legal dispute, that is, a dispute with a subject of authority, have the same rights as other participants in the dispute in accordance with CAPU, in particular, both legal entities and individuals [9]. According to Article 55 of the Constitution of Ukraine, everyone is guaranteed the right to appeal in court decisions, actions or omissions of state authorities, local self-government authorities, officials and officials who are obliged to act only on the basis, within the limits of authority and in the manner provided for by the Constitution. and laws of Ukraine.

It has been found that one of the features of public legal disputes in the field of economic relations is public legal relations between the participants in the dispute, namely, social relations defined by the rules of public law, manifested in the mutual rights and obligations of their participants in the field of economic relations [10, 11]. The prerequisites of an organizational and institutional nature for the application of public legal disputes are identified, the main of which are the stages of development of administrative justice in the context of functional and legal support for the use of public legal disputes as a way to establish and exercise the powers of public authorities, namely:

- reform of the court system in accordance with the Constitution of Ukraine, including the system of administrative courts;

- legal support of justice in the field of administrative and legal relations;

- organizational, logistical, personnel and other support for the activities of administrative courts.

The specific goal of modern reform of the judiciary, judiciary and related legal institutions is aimed at the formation,

establishment and implementation of the principles of the rule of law and ensuring everyone the right to a fair trial by an independent and impartial court. In Ukraine, specialized administrative courts were created

after the entry into force of the Code of Administrative Procedure of Ukraine dated 06.07.2005, which indicates a weighty empirical basis for the implementation of domestic administrative jurisdiction.

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## ECONOMIC INTERESTS ARE THE BASIS FOR THE CHOICE OF STAKEHOLDERS

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Economic interests are the conscious needs of various subjects, among which, according to the hierarchy traditional for economics, the state, region, enterprise, person belong. Any economic interest is a complex system of economic needs of economic entities. It is clear that these may be different from the other, but the system is not this, but something else. Reflective needs, economic interests have the biggest differences: if the needs are always focused on specific and fixed in time and space goals, the economic interests - aimed at economic relations and business conditions in general, because their formalization is often very complicated .

The specificity of economic interests is also due to the fact that, on the one hand, such interests are objective conditions of production, on the other - the degree of awareness of the business entity of its needs. The dialectical interaction of the two sides of economic interest - objective and subjective - is the main reason that economic reasons are both the cause and condition of interaction and self-development of enterprises.

The object of economic interests is a certain result of the operating activities of the enterprise, ie goods or services that serve the purpose of meeting the needs of which, own, and form a specific relationship between the enterprise and the environment that interact with them. The essence and content of economic interests are expressed through specific economic forms, which become incentives for its activities. The driving forces in the management of economic security are economic interests only in the relationship and interaction, any economic interests, they always develop in a single system, in which the vertical deserves special attention, represented by personal, collective, corporate, corporate, and government interests.

Each subject of economic relations is the bearer of a set of economic interests. With regard to the stakeholders of the enterprise, economic interests can be classified as follows:

- 1) by the nature of the interest - natural and artificial (forced);
- 2) by object - property and non-property (financial, investment, intellectual, information, etc.);
- 3) by subject - personal, group, collective; by personification - the interests of owners, managers, staff;
- 4) by nature - unique, innovative, adaptive, traditional, routine;
- 5) by purposefulness - multi-purpose and single-purpose;
- 6) by level of structuring - structured, poorly structured, unstructured; according to the management hierarchy - strategic, current, operational;
- 7) by importance - primary and secondary; by variability - constants and variables;
- 8) by localization in the structure of the external environment - megalevel, macrolevel, mesolevel, microlevel; by the form of existence in time - continuous, project (temporary), periodically repeated, unique (single);
- 9) by the form of existence in space - complex and point; over the time horizon - long-term and short-term; according to the degree of awareness - true and false; if possible - measurable, difficult to measure, non-measurable;
- 10) by method of measurement - definite, probabilistic, indeterminate; if possible, mutually agreed - agreed, difficult to agree, not agreed;
- 11) by way of mutual coordination - standards and non-standards (those that

require creative solutions);

12) by alternative in coordination - non-alternative (invariant) and alternative (variant).

Thus, the stakeholders of the enterprise are characterized by a set of various interconnected and interacting economic interests that form a single system. However, the system of economic interests of the company's stakeholders is always contradictory. The realization of economic interests is carried out through the achievement of their subjects of specific economic goals. In the real activities of enterprises, the mutual coordination of

economic interests of their stakeholders is carried out by at least partial satisfaction of each of the interests. The process of satisfying interests is quite complex for many reasons: a large number of domestic economic interests of stakeholders of the enterprise, which must be mutually consistent with each other; numerous economic interests of stakeholders of the external environment, which are subject to mutual coordination in the process of interaction both with the enterprise and with each other; complexity and contradictions of both groups of economic interests and opportunities and ways of their mutual coordination, etc.

## INTERNATIONAL EXPERIENCE OF IMPROVING THE PUBLIC GOVERNANCE SYSTEM

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Modern information society, questioning traditional management models, causes the emergence of new ways and concepts of management. Therefore, the concept of optimizing their strategic interaction, developed jointly by the state and civil society organizations, is needed. In the context of developing and implementing its own domestic concept of public administration reform, it is important to analyze modern scientific and practical concepts that define new approaches to modernizing the public administration system.

Among the analyzed concepts, the concept of «governance» deserves the first attention. To describe the new management model, the most successful Ukrainian analogue today is the term «governance».

The new form of government as «governance» was the result of interactive socio - political governance. The general meaning of the concept of "governance" is that public administration loses its former firmness, detail and regulation; it is based on horizontal rather than vertical links between government bodies, civil society institutions and private business associations. Such management differs both from simple administration, in which the source of political decisions is exclusively political leadership, and from the market model with its emphasis on the trade agreement, where each participant tries to maximize its benefits [1].

The concept of political networks is based on a fundamental position: ideas, beliefs, values, identity and trust are not only important for political networks; they are constructive for the logic of interaction between network members. In contrast to the concepts of system or structure, the emphasis here is on the active and conscious interaction

of actors who shape political development and who participated in its implementation.

Thus, the concept of socio - political networks changes the status of the state as the most important institution that develops, implements and implements policy:

1) in the network approach, the state and its institutions are, although important, but only one of the actors in the production of political ties in contrast to the idea of the dominant role of the state;

2) in the concept of political networks, state structures are seen as «linked» to other political agents and forced to exchange their resources with them, in contrast to the idea of relative independence of the state in politics,

3) network approach offers a new type of government – «leadership», «governance» (governance), the general characteristics of which are expressed in the formula «government without government», in contrast to the idea of public administration as a hierarchically organized system [2].

One of the characteristic features of modern public administration and an important area of its modernization is management through social projects and government programs.

In modern public administration science, as well as sociology, the social project is considered as a multifunctional mechanism aimed at solving three main tasks: the interaction of government agencies, commercial and non-commercial organizations; innovative solutions to social problems; attracting additional sources of funding for social services.

Based on the dynamism of changes in recent years in the public administration system of modern Ukraine, it is likely to expect intensification of challenges and demands from society, which, in turn, will put on the agenda the issue of full involvement in

governance processes, especially at the local level. representatives of the public, business and other social actors [3].

One of the effective innovative mechanisms of interaction between the authorities and public organizations is social partnership. It is a principle of social interaction of various institutions of government, business and the «third sector», which allows social actors to freely express their interests, find civilized ways to harmonize and implement them in a market economy.

Effective cooperation between civil servants and non-governmental sector organizations can be achieved through a well-organized system of expert advisory services provided by government officials to citizens, organizations and social groups external to the public administration system. Experts call the low number of members of organizations and the inability to mobilize the general public the main problems that prevent civil society organizations from conducting successful consultations with public authorities; legal mechanisms for the protection of citizens' rights and mechanisms for participation in decision-making are often ignored by the authorities; the state and local businesses are not yet ready to adequately fund civil society institutions; Ukraine's judicial system does not guarantee access to justice [4].

Thus, effective consulting (both internal and external) and expert evaluation are currently one of the main tools for the preparation, adoption and implementation of sound, verified, professional management decisions in the field of public administration.

Today, obstacles to strengthening the effectiveness of civil society organizations in

the public administration system include the reluctance of many government officials to cooperate with the public. There are practically no positions in the civil service provided for the implementation of the functions of organizing work with existing public organizations and encouraging the creation of new organizations that would, within the given competence, take responsibility for socially useful affairs [5].

Based on all the above, Ukraine in the context of the formation and development of civil society needs to modernize the domestic system of public administration, forming a new model based on European standards and elements of modern world trends in reforming public administration systems taking into account national specifics of social transformation.

Summarizing modern world approaches to modernization of public administration, we consider it appropriate, when developing a new model of public administration in Ukraine, to take into account the basic provisions of the concepts of «governance», «socio-political networks» and adapt them to domestic national specifics. In addition, in the process of modernization of public administration in Ukraine it is necessary to introduce global innovative mechanisms and management technologies, in particular:

- management through social projects and government programs;
- social partnership, the effectiveness of which depends on the organized system of expert advisory services;
- targeted educational programs for the training of a new type of civil servants capable of implementing these innovative mechanisms and management technologies.

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## **CORPORATE GOVERNANCE VS PUBLIC GOVERNANCE: DIRECTION OF CONVERGENCE**

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Comparative analysis of Corporate Governance and Public Governance has some scientific value. In our opinion, the idea and real practice of their convergence will contribute to the evolution of Corporate Governance theory and activity. This approach is especially important for the Ukrainian economy. After all, the activities of Ukrainian corporations in the model of oligarchic economy often began to contradict the interests of society. Therefore, such activities may contradict to the objectives of Public Governance.

They are important for our research, first of all, scientific works about the content and forms of Corporate Governance implementation. Such works, for example, include Renata Konadu, Gabriel sam AhinfulGabriel and Samuel Owusu-Agyei (2021) [1], Federica Doni, Antonio Corvino and Silvio Bianchi Martin (2020) [2]

Secondly, for the topic of our research, works about the transition from the theory and practice of Public government to the theory and practice of Public governance are important. One of the most fundamental works on this issue, in our opinion, is the Theerapat Ungsuchaval (2017) [3]

Third, we are particularly interested in comparing Corporate Governance and Governance. This our scientific interest is satisfied, for example, the work of Ronald Gilson (2022) [4]

The scientific hypothesis of this study can be formulated as follows: “The convergence of the processes of Corporate Governance and Public Governance means the development of both. The activity of Public corporations can become a transitional element of this convergence»

In the comparative analysis of Corporate Governance and Public Governance, we use the following definitions, which reflect many

years experience of many countries. These definitions emphasize those aspects that are not the subject of discussion among researchers and managers.

For example, we rely on the definition in which Corporate Governance is interpreted as the system of rules and processes by which corporate businesses are regulated and operated. It is also emphasized the creating of framework and agreeing the interests of shareholders, customers, government regulators and management. Importantly, the interests of communities and society are generally not represented in the definition of Corporate Governance.

We use the definition of Public Governance, which emphasizes the following features: a) effective interaction between Public, Private and Third sector, b) government activities aimed at enable and "steering", facilitation, coordination, and negotiation, c) provides partnerships, networks, cross-cutting agencies, d) horizontal policy work. These features make Public Governance different from Public Government. After all, the main focus of Public Government is the achievement of socio-economic development indicators, which are defined as a goal. Issues of coordination, interaction, convergence in the theory of Public Government system are not central.

An important emphasis in the definition of Public corporation is that the main purpose of their activities is to create public goods. As we know, this means products and services that have public value and are strategically important. Therefore, the central goal of the Public Corporation should be the public interest and the interests of communities. Public and community interests in the activities of the Public corporation cannot be subordinated to the interest of corporate

business. Such false subordination of interests, unfortunately, occurs in the model of oligarchic economy. The practice of public administration in Ukraine, for examples, shows false subordination. It happens when assets and revenues of Public Corporations use according to the interests of individual officials and shareholders which closed to the authorities

Conclusions:

- The appropriate tool of the convergence beetwin Corporate Governance and Public

Governance can be the consideration the interests of communities and society like importante for the Corporate Governance. Moreover, the interests of society do not need to be identified with the central authorities interests,

- The important direction to make Corporate Governance closer to Public Governance should be a consistent focus of Public corporations on the priority of public interests and the interests of communities.

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## **SOCIAL AND PSYCHOLOGICAL FACTORS OF MOTIVATION OF PROFESSIONAL ACTIVITY OF MEDICAL REPRESENTATIVES OF PHARMACEUTICAL COMPANIES**

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In modern society, people's attitude towards work is changing. People lose confidence in the stability of their social and financial situation, they have less believes in guaranteed and secured workplace in the foreseeable future. That is why, people must constantly be motivated. Motives are based on needs, interests, inclinations and beliefs. Motives not only stimulate individual's actions, but also determine how these actions will be carried out. Understanding of individual's motives makes it possible to understand driving causes of which an individual is guided. In motivated activities, employee personally determines the measure of his actions depending on internal beliefs and environmental conditions. Labour motivation - is the employee's desire to meet his needs and obtain certain benefits by the means of labor activity.

According to T. Livoshko, motivation of work has an economic and social essence simultaneously: the social component of this essence is expressed in the person's self-realization process, who in the absence of motives for work loses job satisfaction; economic factors of motivation, first of all, are ways of rewarding the work, the action which is aimed to meet the material needs of employees.

Motivation in the organizational context is a process by which the manager encourages other people to work in order to achieve organizational goals, thereby satisfying their personal desires and needs [1, p. 84].

Professionally-important qualities are closely connected with the individual qualities of the subject and influence on the success and efficiency of the employee [2]. The person's success in the chosen profession primarily depends on the dynamic personality

traits, mental and psychomotor properties, physical qualities, which are the main professionally important qualities [3].

Thus, the effectiveness of professional activity is largely determined by the organization of work, socio-psychological team climate, individual psychological and personal traits, as well as work motivation.

Psychological factors and conditions of professional activity of medical representatives form not only professional requirements, but also directly affect a person's identity.

A medical representative is an employee of a pharmaceutical company, a representative office of a foreign manufacturer in the country, or a marketing company that has an agreement with the manufacturer to promote certain positions in the territory of influence.

The work of medical representatives is quite complecated and intense profession. Since the work of a medical representative is associated with daily trips around the city and frequent stressful communication with doctors and pharmacists, let us consider psychological factors that have a direct influence on their mental state.

Psychological factors that have a direct influence on the mental state of the medical representative include emotional, socio-psychological, personal and environmental factors.

Scientists define socio-psychological factors that affect professional satisfaction. Satisfaction with professional activity is higher, the higher the employee's position; congruence of work. Satisfaction with professional activity depends on the extent to which work tasks meet the abilities of the employee; from the attitude to the employee within the organization - fair or unfair,

according to the employee's mind. Attitude affects satisfaction with professional activities in general; health status. Work experience – the pleasure of professional activity grows with the increase of work experience. Emotional stability and adaptability - the higher the adaptability and emotional stability, the higher the level of professional satisfaction. Organization of leisure activities - satisfaction with professional activities grows if corporate holidays take place in the organisation; family - respectful attitude of the family members to the professional responsibilities of the employee increases satisfaction with professional activities.

Thus, the study of socio-psychological aspects of motivation is necessary for predicting and managing the labor behavior of medical representatives. The problem of studying the psychological characteristics of the professional activities of medical representatives is of great practical importance in the context of applying the acquired scientific knowledge to maintain their mental and physical health. Prospects for further research lie in empirical study of psychological factors influencing the professional activities of medical representatives

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## **SOCIAL PARTNERSHIP IN MARTIAL LAW WITH STAKEHOLDERS- EMPLOYEES OF CORPORATION**

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Military aggression necessitated appropriate changes in the organization of social relations in our country. The necessary regulations were adopted to reorganize society under the conditions of war. On February 24, 2022 in Ukraine was imposed martial law by the Decree of the President of Ukraine No 64/2022. This Decree was approved by the Law of Ukraine of February 24, 2022 No 2102-IX. There have also been changes in the organization of labor relations under martial law. The law was passed «About the organization of labor relations in the conditions of martial law» No 2136-IX from 15.03. 2022 (hereinafter referred to as the Law).

The Law imposes certain restrictions on the rights of workers, narrows their social guarantees. Therefore, it is necessary to scientifically comprehend the changes that have taken place in the legal regulation of labor and directions of interaction with employees of the corporation. Given the above, the topic of the study is relevant. «The concept of «interest of the parties» was first used in 1963 by R. Stewart, N. Adlen and M. Docher in their report, where they began to use the old Scottish term «stakeholder» to mean «legitimate claimant to something of value». [1]. Subsequently E. Freeman in 1984 pointed out that stakeholders are physical and legal persons interested in the financial and other results of the enterprise and are able to influence it. [2].

Ukraine was implemented in 2010 the ISO 26000 standard. According to the international standard of social responsibility ISO 26000, a stakeholder is a person or group of persons who has an interest in any decisions or actions of the organization. In this case, the involvement of stakeholders is considered provided as an opportunity to

create opportunities for dialogue between and one or more of its stakeholders in order to provide information base for company decision [3].

Employees meet such criteria. Indeed, employees - stakeholders have their own interests in the activities of the corporation (salary). In exchange for meeting their financial needs, they perform the work assigned to them. The employees have a significant impact on the corporation. This ability is enhanced in crisis situations. A well-coordinated team of motivated employees in martial law is a resource that can reduce the negative consequences. This is why, effective human resource management are important sources of sustainability of the corporation in adverse conditions. Therefore, there are no obstacles to the recognition as stakeholders members of the workforce: employees are internal stakeholders of the corporation.

Before the war, the main efforts to reach a compromise between the employees of the corporation and its owners relied on the latter. For example, according to the ISO 26000 standard corporation must:

- identify stakeholders in decisions and activities, taking into account who is affected or may be affected by these decisions and activities;
- understand and respect the interests and needs of stakeholders of the enterprise, respond to their concerns;
- take into account the relative ability of stakeholders to apply to the company and assign responsibilities;
- take into account the relationship between the interests of stakeholders and the interests of society, enterprise and the principles of sustainable development;
- take into account the beliefs of stakeholders [3].

The importance of achieving mutual understanding between stakeholders and the corporation during the war is growing. In such circumstances, social compromise should be based on a balance of interests and mutual concessions between internal stakeholders and the corporation. To solve this problem, it is also necessary to apply the international standard of social responsibility ISO 26000.

An important area of social dialogue is to explain to employees the need to take unpopular steps and the prospects of reducing the negative consequences of this. For example, according to the Law, the amount of employee leave for martial law is 24 calendar days. But the unused part of the leave over this period can be obtained after the cessation of martial law and the employee must clearly understand this issue. Before the war, if the holiday fell on a weekend, then there was a transfer of the day off. The Law abolishes this procedure and does not provide opportunities to receive this weekend after martial law. It is important to make it clear to the employee that the corporation cannot violate mandatory rules on holidays and weekends.

The legal act that mediates social partnership is a collective agreement. It has a dual nature -it is both an agreement and a local legal act. Due to this dual nature, mutual obligations of employees and employers are established, which in turn allows to take into account their mutual interests. One of the difficult issues is the construction of the suspension of the employment contract introduced by the Law. Termination of the employment contract does not entail termination of employment. The Law established that reimbursement of wages, guarantee and compensation payments to employees for the period of suspension of labor in full is entrusted to the state, which carries out military aggression against Ukraine. That is, the compensation will be provided by the Russian government. To ensure this, working hours must be kept and all charges must be made, even if the employee does not go to work.

The Law complicated the issue of the collective agreement. The employer has the right to suspend certain provisions of this act. However, it does not determine the order of such actions. Also, the Law does not specify which provisions can be suspended for the period of martial law. Ukraine's labor legislation before the war established only the possibility of amending the collective agreement. Prior to the adoption of the Law, it was not possible to suspend certain provisions of the collective agreement.

The question arises - how should the issues of suspension of certain provisions of the collective agreement be resolved? The answer to it must, on the one hand, take into account the provisions of the law, and on the other hand to balance the interests of the employer and the workforce, as well as individual employees.

At the first stage it is necessary to hold a discussion among the employees of the enterprise. The purpose of this event is to find a balance between the state of the corporation and the wishes of employees. After that, the corporation may adopt a provision on the procedure for terminating the collective agreement. This local act may stipulate which provisions of the collective agreement are to be suspended and the procedure for such suspension. Suspension may be carried out either by signing an additional agreement to the collective agreement or by order of the director of the enterprise. One of these options should be specified in the provision on the procedure for suspending certain articles of the collective agreement.

The conducted research allows us to conclude that in the conditions of war the social dialogue with the internal stakeholders-workers should take place on the basis of finding a balance of interests. Restrictions on labor rights should be introduced only on this basis. Suspension of the employment contract and certain provisions of the collective agreement require particularly careful preparatory work on the part of management.

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## ON THE ISSUE OF INFORMATION SECURITY AS THE MAIN CONDITION FOR THE FORMATION OF A NEW INFORMATION SOCIETY

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In recent years information products and services have begun to play a key role in the economic sphere. In the political sphere, the availability of information related to state activities and political processes expands the possibilities for establishing effective feedback between the government and the population, which promotes the development of social initiatives and civil society. In the field of communications significant expansion of opportunities for communication and interaction in the range from interpersonal communication through chats, blogs, Internet forums, online conferences to interaction through so-called information networks within the global information space at the interstate and intercultural level.

The concept of "information society" appeared in the process of scientific study of changes in society at the turn of the twentieth and twenty-first centuries. The basis of changes that affected almost all spheres of public life was the dominance of information and knowledge in the functioning and development of various spheres of social life (material production, employment and social structure, professional activities and lifestyle, culture, communication, etc.).

The development of the global information society, wide use of information and communication technologies in all spheres of life has raised the problem of the information security. The main components of information security are a set of elements that include openness, confidentiality and integrity of information resources and supporting infrastructure. Studying the experience of foreign countries is necessary to create an optimal system of legal information security of Ukraine.

Information security is a set of methods, techniques and actions aimed at protecting against unauthorized actions with data. Information is considered safe if it is fully protected from any kind of threat. The most common are cases of leakage of information about payments and personal data. The right approach to security is to take precautionary measures that can reduce harmful effects inside and outside the system.

Information protection is a set of legal, technical, and organizational means of preventing unauthorized actions with data. It is installed in information systems and is characterized by a set of measures and actions aimed at protecting data from outside influences.

Information security becomes especially important in the context of Ukraine's accession to global cyberspace - the level of development of the information society, in which the efficiency of its components is determined by the achievements of scientific and technological progress: the development of computer information technology as a means of global telecommunications.

On the example of assessing the system in Germany and Poland, we can conclude that to achieve the goal of information security in any sphere of public life requires a clear and coordinated functioning of the subject of such security, which is endowed exclusively specialized powers. It is the specialized body that can most effectively ensure information security, as it accumulates special experience, improves educational, technical, material, practical base, as well as the baggage of interaction with other subjects of legal relations in the state and subjects of international law.

On the example of Germany, it is clear that the appropriate basis for the further effective functioning of the legal mechanism for information security in the country is, first of all, effective and high-quality regulatory regulation. [6, 7].

One of the most important trends to be borrowed in Poland in the context of information security is the active involvement of non-state actors in all processes, especially

members of civil society. After analyzing such implementation in other countries, it is necessary to note the positive impact on the whole sphere, as well as that information security is carried out primarily by adopting a key strategic document that directs the activities of all actors in information security, identifies key areas and tasks set before the mechanism of information security.

## IMPROVEMENT OF THE REPRODUCTION PROCESS IN THE AGRICULTURAL SECTOR OF THE ECONOMY IN THE CONDITIONS OF WAR

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The modern Ukrainian economy is going through one of the most difficult stages of its development, when the cross-influence of the war from the northern neighbour (the Russian Federation invaded the territory of Ukraine on February 24, 2022, denouncing the “special military operation” with questions of the mythical “denazification” and “demilitarization”, as fundamental and only understandable “Russian culture” of Russia's security factors), increased volatility of food prices and infrastructural opportunities for the export of agricultural raw materials, as well as the fight against the global COVID-19 pandemic, the global food problem, and the energy crisis, justified the stagnation of all sectors of the national economy, pushing certain industries back to the 1990s of the last century (at least in terms of decline in GDP, accompanied by a surge in inflation, a decrease in investment, an increase in social disproportions, inequality, a decrease in incomes of the population, and an immigration crisis that is only getting worse [1–3]). In such conditions, the priority of state policy requires the activation of actions on the part of state and local regulatory institutions to address not only current problems, but also the formation of real strategic plans for the development of the economy in general and the agricultural sector in particular in terms of multi-vector and multi-scenario, the passage of the war in Ukraine. At the same time, the main emphasis should be placed on the transition from the “needle” of world-donor money to the mobilization of internal sources of potential development of territories, and, first of all, to increasing the efficiency of reproduction processes in wartime conditions.

The agrarian sector of the economy is one of the main drivers of the development of the

Ukrainian economy, since the food security of the country, the standard of living of the population in rural areas, as well as the development of related industries, the financial autonomy of local budgets [4], which is basic for realization of reforms of decentralization and realization of the European “green” course [5]. That is why, in wartime conditions, the key areas for the development of the sector are [6–7]: increasing the physical volume of production (perhaps even with more loyal environmental requirements), increasing its efficiency and competitiveness, both in the domestic and global markets, which will allow using trade preferences provided by Western countries, as well as laying the groundwork for the development of the livestock industry, deepening the processing of agricultural raw materials (primarily of plant origin).

This requires significant, no, not development, but primarily the restoration of the material and technical base as a result of hostilities, which is possible only by attracting large-scale investments in the reproduction process. The Marshall Plan for Ukraine in the context of the reproduction strategy involves, first of all, the activation of the investment mechanism aimed at meeting the needs of agricultural producers and obtaining economic and social benefits from invested resources, both public and private origin.

Traditionally, the agrarian sector of the economy is characterized by a very low investment attractiveness, and wartime only deepened the disproportions between the food trade and the cultivation of agricultural raw materials, giving rise to a new look of “price scissors” which, we recall, became the root cause of a protracted crisis in the 1920s in Soviet Ukraine. At the same time, agriculture

is a strategic sector for the state, which determines the need to develop both the reproductive sphere and improving of state support for investment and innovation processes taking place in its midst, contributing to the development of production, logistics and social infrastructure by enhancing the interaction of all participants in the process, which is under examination. The depth, scale, efficiency and social orientation of this process can be easily traced through the agri-food value chain, adjusted for the institutional “memory” of the pre-war period of rural economic development. So we can see, that, in fact, the reproduction process in the agrarian sector of the economy is a systematic representation of the interaction of the participants in the reproduction process, taking into account the peculiarities of the functioning of the industry in wartime.

In turn, theoretically, the reproduction process in the agricultural sector of the economy is a constant renovation of production resources (including the final ones in terms of improving their quality characteristics) in the context of close interaction of economic, social and natural factors at all stages of the production process and various public-private tools to maintain favorable economic conditions for its expanded development, adjusted for the behavioral model of agricultural producers (including households) and consumers (both private and industrial) in wartime conditions.

The environment for the development of the reproduction process should be considered, systematizing them into constraining (price disparity, unprofitable agricultural producers, incompleteness of land reform, inadequate administrative-legal and financial-credit regulation of ongoing processes within the sector) and stimulating (state support, development of farms, level of organization of production, information environment and market conditions in agriculture).

The current level of economic efficiency of the reproduction of agricultural products and resources allows us to determine the application of the direction of improving the reproduction process, including the lack of financial resources and difficulties in replenishing working capital, the lack of organizational, production and financial planning at enterprises, high growth rates of costs, low level of labor reproduction resources, lack of labor motivation, high level of depreciation of fixed assets, low increase in capital productivity and profitability of fixed assets, and due to military operations, the mining of fields, the destruction of logistical ties, the loss of production capacity, the destruction of social infrastructure and the impossibility of relocation of the processes of growing agricultural raw materials. These directions should be dominant during the formation of methodological aspects of improving the reproduction process in wartime conditions.

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## **BIOECONOMICS IN CONDITIONS OF WAR: LOSSES, ADAPTATION, RECOVERING**

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Resource-efficient and viable bioeconomy is a provider and engine of sustainable and irreversible progress, particularly in the leading agriculture and food industries, which today intend to grow worldwide due to population growth (by 2050 will reach 9.7 billion people), and by the end of the century it will increase to about 11 billion people, and accordingly the demand for supplies food and feed) will increase to 70% and energy needs – to 100% [1].

The current events on the territory of Ukraine – the full-scale war with the Russian Federation, have clearly marked the beginning of catastrophic trends not only in economic, social, human indicators, but also in environmental in Ukraine and around the world. What leads to the rupture of cycles in bioeconomic processes, which before the war had a good dynamics in Ukraine. For example, the first in Ukraine, “Cluster of Bioeconomy” was created in Lviv region, the main objectives of which are to create an electronic regional biomass exchange; launch of a laboratory-type business incubator (accelerator) to intensify the development of the bioeconomy; invention and implementation of resource – efficiency systems in bioeconomy enterprises [2]. All this allowed to take the first constructive steps of smart specialization for the development of waste-free environmentally friendly production in the region.

However, it is too difficult to talk about significant progress in the formation of the bioeconomy in Ukraine. That’s, because from the beginning of May 2022, Ukraine’s direct losses from the war have already increased to more than 94 billion dollars, but basic – (direct and indirect) economic losses – 600 billion dollars, because of declining of GDP, lack of investment, outflow of labor,

additional spendings for defense and social support, etc [3].

Ukraine needs to pursue a bioeconomy – to create a more innovative and low-emission economy, combining the needs of competitive Ukrainian agriculture, food security and sustainable use of renewable resources, to achieve high rates of economic growth. The need for bioeconomy development in Ukraine is due not only to economic factors, but also social, environmental and even political aspects. And only the post-war reconstruction of Ukraine can become a “phoenix” for the development of the bioeconomy. The first steps have already been done by the Government and the team of the President’s Office. They developed a plan for economic recovery of Ukraine, which is based on 9 key economic, social, political, environmental principles [4]:

- full access to the markets of the European Union and the G7. The United Kingdom and EU member states have already announced the abolition of import duties for Ukrainian goods. Similar reflections are expected from the governments of the United States, Japan, and Canada;

- acquisition of candidate status, and then full membership in the European Union;

- building the economy on the principles of deregulation and liberalization. This process has already started and a declarative principle for business has already been approved for a significant number of documents (licenses and permits);

- organization of logistics routes in the western direction. The first steps have already been done: a memorandum about the expanding ability at the borders has been signed between Ukraine and Poland;

- the transition from the export of raw materials to processing in those industries, that provide the largest export revenue. A

corresponding positive effect can be achieved only in the agricultural sector and in metallurgy, because of extending value chains.

– development of the domestic military-industrial complex. The priority is not only the purchase of weapons here, but also their production, including with the help of the transfer of military technologies;

– a course for energy independence, which is planned to be achieved in 3–5 years by increasing the production of own gas and the development of nuclear energy.

– climate modernization. During the creation of new facilities and/or their reconstruction in various industries, our establishment should take into account the principles of bioeconomy and “green economy”;

– localization and creation of a closed cycle of Ukrainian production at the level of

not less, than 60%. It is planned to involve national enterprises in the restoration of Ukraine’s infrastructure and production, which will create new jobs and revive entrepreneurial activity.

The red line of bioeconomic color in the program of restoration of Ukraine percolates in all the principles above, but special attention needs 5, 7, 8 and 9, because the main slogan of the bioeconomy is to build an economy on the transformation of renewable biological resources with high added value. Ukraine is in a unique position and has great opportunities to succeed in the bioeconomy, while Europe has the know-how that Ukraine needs. It’s hard to find an appropriate, but tragic moment, than we have now. For Ukraine, the main principles of the bioeconomy in its reconstruction and restoration will be a catalyst for social, technological and economic transformation.

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## PSYCHOLOGICAL INTERVENTION AND CORPORATE WELL-BEING

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The 21st century brings many unprecedented challenges such as pandemic, war and related crisis that occurs on a personal or societal level. Most people are concerned about questions: how to stay on the wave of change, how to adapt to current and future changes, what necessary skills should be developed in order to remain in demand and move forward with confidence.

Psychological distress will soon enter the top causes of disability in the world, and the global economy will lose \$295 billion due to a decrease in staff productivity (3).

The greatest risk for the mental health of people is the events associated with various kinds of losses, the balance of the personality is disturbed, which leads to the inability to solve problems in the usual ways and leads to stress and psychological tension. Psycho-emotional stress at work drains the energy of employees, teams are overwhelmed, which leads to low involvement in the work process and low productivity.

Corporate well-being is taking care of the physical and mental health of employees. In this regard, it is necessary to practice the systematic integration of new psychological intervention strategies into existing corporate wellness programs (2).

We asked employees to do the My Victory exercise for 10 days (reflect this event in a game, study or work, something that happened to you and in which you were better

than others?) in order to feel this state to activate personal resources.

And in short breaks between work, it was proposed to perform a set of stretching exercises, with training in conscious breathing, which made it possible to shift the focus from work activities to raise and maintain energy levels.

After a period of psychological intervention strategies, employees experienced reduced levels of fatigue and emotional exhaustion. The results of our research show that such practices of optimistic thinking and inducing muscle relaxation help employees create positive emotions and feel better (1,4).

The goal of any psychological intervention is to take action that will lead to positive changes in the person's thinking and feeling, as well as to prevent self-destructive behavior.

There is a clear relationship: reducing the level of anxiety and stress, increasing the involvement of personnel in work processes and the life of the corporation.

Top managers need to remember that they benefit to a greater extent from such psychological intervention, especially for employees with high responsibility, emotionally costly tasks.

Corporate wellness programs are not a tribute to fashion, but a decisive factor in the successful development of a business today.

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## FOREIGN EXPERIENCE IN CREATING OF A FAVORABLE ENVIRONMENT FOR THE DEVELOPMENT OF GENDER LEADERSHIP

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The beginning of the XXI century is characterized by complex social relations, cardinal changes in the political and socio-economic spheres of public life, which affects the phenomenon of globalization in relation to interaction with the world of each country and the development of intellectual human resources.

The old management principles/methods are losing their effectiveness, so accordingly there is a need for significant improvement of human resources and the formation of capable leadership. Therefore, it is quite natural for modern society that senior positions in the field of Public Administration are occupied by representatives of the "fairer sex".

The problem of leadership in public administration is constantly in the field of view of foreign scientists (A. Adler, K. Levin, R. Bales, R. Tannenbaum, I. Weschler, F. Masaryk, P. Drucker, F. Fiedler, V. Vroom, F. Yetton, P. Hersey, V. Bass, Conger, R. Kanungo, A. Filley, R. Hausa, S. Kerr, F. Fiedler, etc.)

In the best foreign practices of Human Resource Management, the emphasis is placed on the development of personnel, comprehensive promotion of employee self-realization, motivation for conscientious and effective work, as well as on determining the optimal organizational structure and establishing a single corporate culture for all [1].

In fact, from the very beginning of the founding of the European Union, the principles of gender equality are embodied in it at the level of the state gender policy of the EU member states. Today, the EU states are leaders among all countries of the world in terms of the number of women involved in national parliaments. And at the level of

structures of the European Community, women make up more than 30% of members of the European Parliament [2, p.407].

Leadership development in European countries is considered in the context of recognizing and supporting the public service as a competitive, attractive place of work, capable of attracting and retaining the best personnel, qualified employees (workplace of choice & attraction-selection-attraction (ASA) cycle). Among the social trends in many countries, more attention and time is now being devoted to the development of leaders, ensuring openness, celebrating and promoting performance. Leadership development is viewed through the prism of better compliance with public interests, the ability to better represent them and act in the public (national) interests. Some countries have established special institutions for leadership development; others have increased the focus on leadership issues in existing programs and introduced new training for senior management. The authorities also use the programs of Network International Schools and private organizations [7, p.81].

In the developed countries of the world, there is a centre for Creative Leadership – a leading institution that studies needs and provides training for various stakeholders, it has been operating for more than 40 years in 120 countries around the world [1, 7, p 111].

In 2000, the European Institute of Public Administration (EIPA), operating under the auspices of the European Commission, developed a model for evaluating management in organizations funded from the state or municipal budget (CAF) based on the European model of excellence EFQM. The CAF model is used in programs for reforming the state and Municipal Administration of

European countries, for comparative analysis of the management systems of European states, as well as for identifying and disseminating the best experience (benchmarking). [5, p. 136]

**Swiss experience.** Attention is paid to the correct initial selection of specialists to work in the system of public authorities. Selection takes place through an open competition and an interview with the future direct manager. For recruitment, social networks (Facebook, LinkedIn) are often used, as well as a large number of specialized portals specifically designed to search for employees of public authorities (Federal jobs portal: [www.stelle.admin.ch/stelle/fr/home.html](http://www.stelle.admin.ch/stelle/fr/home.html) each administration has an HR office. The organization of PER manages federal HR policy. Potential employees can get education at 10 Swiss universities, 5 of which are included in the list of top 200 universities according to the Times rating. Also, the specialized Institute of Public Administration (IDHEAP) is popular [8, p. 122].

**Swedish experience.** Special seminars on gender equality are held for civil servants. The law on equality of women and men was adopted, the main tasks of which were to ensure employment, career growth, and the development of appropriate annual action plans by employers to ensure balanced representation of both men and women. There is a special government program that provides for reporting to Parliament on the status of women in state government bodies.

**Denmark.** The Danish School of Public Administration for the development of the leadership potential of civil servants has been established, providing expertise on the management development of the European Commission. Laws have been adopted on equal opportunities, the principle of gender equality in all spheres of society, on equal

treatment of men and women in employment, on equality of men and women in appointment as members of public committees, and on equal opportunities for men and women in executive positions.

There is a training program for state leaders "overcoming barriers" [10]. The target audience of which is the highest civil servants-women. [4, p. 187].

As the world moves from capitalism to an era when talent becomes the main value, and the success of the state is determined by its innovation, the winner will be the one who can successfully integrate women into these processes, the WEF notes [9]. As an example - the first lady, a talented political figure of the Philippines Imelda Marcos ("steel butterfly"). This woman managed to convince Libyan leader Muammar Gaddafi to mediate between the Philippine government and Islamic separatists.

As conclusions, we note that it is possible to adapt and apply the experience of European countries in Ukraine by:

- introduction of an innovative corporate culture in public administration (implementation of the following approaches: "family-friendly", "work-life policies" and "civil service club", "attraction-selection-attraction (ASA) cycle" [11]);

- development of a strategy and creation of a system for the formation of gender leadership in the field of Public Administration, Higher Educational Institutions, Advanced Training Centers for employees of public authorities;

- introduction of gender leadership development programs in public service bodies to training and advanced training programs for civil servants as one of the areas of modernization of the leadership training system in the public administration system.

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## **SOCIO-ECONOMIC IMBALANCES OF DEVELOPMENT OF RURAL TERRITORY UNDER MARTIAL LAW**

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Socio-economic development in martial law is extremely important. It is also clear that the gaps between regions are currently the most noticeable and significant. Of course, all this is due to direct military action or occupation of territories. It is especially important to make every effort to restore the work of domestic business in all possible forms. We should not count only on Ukraine's international support. There is no need to talk about economic growth or prosperity at the moment. The predictions of all reputable organizations about the future decline of Ukraine's economy suggest that it remains important to establish more and more business environment in Western Ukraine, which is not under occupation and has every opportunity to support regions where direct hostilities are taking place. The article examines the problems facing the regions in connection with the military invasion. Attention is also focused on the problems of refugees, internally displaced persons and the outflow of personnel, which in turn, of course, cannot help the economy.

A specific feature of Ukraine is the significant regional differentiation of the population by socio-economic characteristics [1]. As you know, the standard of living of the population in general is very much influenced by the level of economic and social development of its individual regions, as one of the basic aspects - material well-being - has a practical functional relationship with living standards, and the formation and development of other aspects. and social development.

Today, the Ukrainian state has faced an unprecedented shock - economic, social, humanitarian and so on. The full-scale military aggression of the northern neighbors has dealt a powerful blow to all parts of the

economic system of our state and its fiscal system, in particular. The production of the main types of products decreased, in particular those that constitute the export base of Ukraine. In addition, ports are blocked, logistics connections are broken, and much of foreign trade is inaccessible. Given that a significant part of the population has lost their jobs, there is a need to meet the domestic needs of Ukrainians for free food, water, medicine and other priority needs. At the same time, the destruction of transport and logistics, social, marketing, engineering and many components of the critical infrastructure of entire regions continues. We are talking about the destruction of oil depots, power distribution centers, power substations and water supply. There is an outflow of personnel abroad and their partial redeployment to the west of the country, which temporarily expels hundreds of thousands or even millions of people from active economic life.

Given the new opportunities of our state, it is worth noting the inability of the Ukrainian government to carry out the necessary reforms in recent years. Thus, there are still no significant improvements in the judiciary, and no police reform has actually taken place, so the Ukrainian economy has continued to be overly "budgetized" and thus bureaucratic, corrupt, inflexible, and inefficient. As before the military invasion, a few issues remain unresolved. In particular, the export potential continues to be determined by monopolies concentrated in a narrow segment of raw materials industries, primarily metallurgy and agriculture. However, a greater threat became apparent after a full-scale military invasion.

However, the difficulties associated with hostilities on the territory of Ukraine make it



impossible to receive pension and social benefits in large areas, including rural areas.

Due to the shutdown of part of the business in Ukraine, exports and imports in the budget may be difficult. It is possible to fulfill one's social obligations (pensions, subsidies, salaries) and military expenditures, among other things, with the help of international partners [2]. Thus, in March, they managed to fulfill their social obligations thanks to businesses that paid taxes in advance, but the longer the war in Ukraine, the more catastrophic will be the impact on the economy, the ability to perform social functions. A long war will lead to a decline in living standards, to a decline in the state's capacity. In April, the budget is under pressure from the military situation and military innovations. In fact, Ukraine has abolished the general system of taxation, instead introducing a tax of only 2%.

The Government has reduced the expenditures of the general fund of the State Budget of Ukraine for 2022, provided for the main managers of state budget funds [3]. Salaries of officials were reduced by about 10%. The lack of mass payments during the pandemic period, as well as the deepening economic crisis in Ukraine due to the military invasion, does not help to improve the financial situation of the most vulnerable categories of citizens. In particular, statistics on inflation and rising world prices, and as a result of prices in Ukraine, suggest that the growth rate of social benefits is unlikely to be close to inflation. Consequently, a significant reduction in the purchasing power of citizens, including retirees, can be predicted. We assume that the future rise in food prices in Ukraine and European countries may be due

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to the narrowing of the grain market, among which Ukraine is one of the main exporters. Therefore, it is necessary to analyze more carefully the real financial situation of Ukrainians and also to identify areas of activity most affected by hostilities.

Speaking of regional development, during the war the economy of Ukraine not only lost a significant share of the potential for value added, but also underwent significant structural changes. First, from the position of "labor", about 5.6 million Ukrainians have gone abroad [4]. The number of citizens who have moved to Western Ukraine is also in the millions and growing. At the same time, there are millions of people in the cities where hostilities are taking place (Mariupol, Kherson, Mykolaiv, Severodonetsk, Lysychansk, Kharkiv, Sumy, Chernihiv, Kyiv agglomeration). That is, the number of economically active population involved in value added decreases sharply.

Secondly, from the standpoint of logistics: there is a naval blockade; railway traffic was stopped on the territory of hostilities; stopped air traffic; highways congested with refugees to the west; the problem of "chaotic" checkpoints remains relevant.

Third, from the standpoint of business: reduced the ability to create products and services due to lack of human and material (physical) resources; reduction of demand in the regions of hostilities and adjacent territories due to the outflow of population; physical impossibility of doing business due to hostilities, for example, this is relevant for the metallurgical complex (Mariupol), the organization of sowing in some areas, etc .; inability to sell products for export due to logistical problems.

## **SOLIDARY ENTERPRISE AS A FORM OF PARTNERSHIP IN THE AGRICULTURE SECTOR FOR SOCIO-ECONOMIC DEVELOPMENT**

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The development of rural areas becomes extremely urgent in periods of economic recovery, since it is the basis of socio-economic development of the region and has a direct impact on the well-being of the population and its needs to live in the community. For this there is a need to develop economic mechanisms to ensure the solution of social problems that have approval in the society and are supported by the state. To solve a number of socio-economic problems in rural areas, we propose to focus on the development of solidarity entrepreneurship. This is the relevance of this publication.

In our opinion, solidarity entrepreneurship in rural areas allows to unite the efforts of the state, enterprises of the agro-food sphere, and consumers in the direction of mutual benefit and implementation of socio-economic development of the territory where the enterprise is located. It should be noted that the concept of "solidarity entrepreneurship" is rarely found in scientific publications. More often it is used in the context of "solidarity responsibility", "solidarity financing", "solidarity agriculture" and others.

In terms of importance, the closest and most extensive solidarity entrepreneurship is solidarity agriculture. Among the domestic and foreign scientists who have investigated the theoretical and practical questions of the organization of solidarity agriculture, it is necessary to name C. Cone, A. Myhre [1], C. Flora, C. Brengendahl [2], O.M. Borodin, I.V. Prokopy and others. [3]. It was O.M. Borodina and I.V. Prokopia who were the first among domestic scientists to analyze the variety of existing terms, which, in our

opinion, are the basis of solidarity entrepreneurship, namely: "solidary agriculture", "solidary farming" and the stages of evolutionary development of the CSA concept [3].

In the 70's of last century, such a concept was proposed in contrast to the organization of the corporate direction of agriculture in the United States, the concentration and intensification of production. The concept of CSA proves the feasibility of the development of organic production in small enterprises with limited funding and the possibility of simple ways to ensure healthy food for the population. Gradual development of the international movement in support of CSA contributed to the invention of different forms of implementation of the concept in different countries, which may differ significantly. The main reason for the differences are national traditions in labor relations; peculiarities of the development of the national economy and its sectoral structure; peculiarities of resource provision (primarily, provision of land and labor); their suitability for sectoral agricultural production.

We propose to use the term "solidarity entrepreneurship" because we believe that it most fully characterizes the features of the functioning of subjects of agro-food production (small and medium-sized entrepreneurial structures) as proactive, independent, for their own or combined funds, aimed at creating and introducing innovation, with a high degree of risk and for maximum consumer satisfaction and in order to obtain high profits. The fundamental principles of solidarity agriculture:

partnership, relocation of the economy, solidarity, direct connection between the producer and the consumer are relevant for solidarity entrepreneurship and allow the practical implementation of financing, production, marketing and storage of products. Thus, in a broad sense, consumers of products, as well as their producers-suppliers, become members of the solidarity agriculture CSA.

On a partnership basis they agree together on the organization of the production process, direct production, storage and delivery of products, assume production and non-production risks. Producers of agri-food products do not spend time searching for consumers, they focus their attention on technologies, expanding the range and maximum satisfaction of consumers' needs, encouraging them to new forms of interaction. Such forms of interaction can be the organization of rest after labor contribution to the processes of harvesting, weeding, etc. The availability of "co-produced" food allows consumers to be assured of its quality, because the production processes took place with their participation and under their control.

The implementation of the principle of partnership, characteristic of large societies, where contributions are pooled and shared responsibility for the organization and planning of production, transfer of finished products, financial results, deserves trust. The peculiarity of solidarity entrepreneurship are individual contacts with the consumer, adjustment of the production, sales and financial components on an individual schedule.

As noted at the beginning of the publication, solidarity entrepreneurship is a defined system that operates on the principles of partnership and brings together producers of agri-food products and consumers. Stimulation by the state benefits all participants, including the territorial communities where the enterprises are located. In [3], there is a figure detailing the benefits of solidarity agriculture for different actors, which is certainly correct. However, from the perspective of solidarity

entrepreneurship, it needs some improvement and emphasis on the broader meaning of the concept and going beyond organic production. This is because the procedure of transition to organic technology requires additional funds and time, and most often the farms advocating this form of partnership use technology with a minimum amount of chemicals, the application of which is mandatory [4]. In addition to diversifying and activating the local economy, stimulating the circulation of funds and filling the budget, the benefit of territorial communities is to stimulate the socio-economic development of rural areas [5].

The development of solidarity entrepreneurship in Ukraine, of course, requires information and analytical support, the definition of the market segment, which is ready not only to constantly buy agri-food products, but also to contribute to its functioning during the planning of production and marketing processes. The next stage should be advertising and information, which allows to provide detailed information to potential consumers and participants of partnership about financial, consumer benefits of produced products, and producers - about production and marketing and financial benefits. And, finally, to reduce production risks, the stage of training specialists in solidarity entrepreneurship by introducing courses, interactive classes, the publication of reference materials.

Thus, we proposed the introduction of the concept of "solidarity entrepreneurship", which has a broader meaning than "solidarity agriculture", since it concerns all agri-food products, not limited to organic ones. The formation of financial and production commitments between producers and consumers makes solidarity entrepreneurship extremely attractive to both parties, and obtaining economic and consumer benefits through guaranteed profits and fresh, quality products is mutually beneficial. It is also preferred by the state, because it stimulates the development of small and medium-sized enterprises in the agro-food sector, allows to solve the issues of food supply and improve the quality of life of the population. The

growth of revenues to the budget of territorial social and economic nature.  
communities will allow to solve problems of

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## COOPERATION OF PROFESSIONAL PRIMARY EDUCATION INSTITUTIONS WITH EMPLOYERS AS AN IMPORTANT COMPONENT OF THE ORGANIZATION OF QUALITATIVE EDUCATIONAL PROCESS

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Professional higher education is an extremely important link in the national education system, as it has a direct impact on the development of the country's economy, creating conditions for graduates to master key professional competencies necessary for future professional development in various sectors of the economy. In a market economy, institutions of professional higher education, organizing the educational process, should give priority to training new level professionals capable of effective employment, competitive. And most importantly - graduates must be in demand in the labor market. Guaranteed employment prospects are important for the learner himself and crucial for the country as a whole, as it becomes a guarantee of stable economic growth.

That is why Article 13 item 1.3 of the Law of Ukraine "On Professional Higher Education" states that the Central Executive Body in Education and Science should systematically monitor and analyze the needs of the domestic labor market, make proposals on the scope and areas of state support for training professionals. higher education. And one of the principles of state policy in the field of professional higher education, as stated in Article 5, paragraph 3.5, is "the introduction of incentives for enterprises, institutions, organizations of all forms of ownership to provide the first job to graduates of professional higher education" [1]. The implementation of these approaches is possible only with close cooperation at all levels: the Ministry of Education and Science of Ukraine - the Ministry of Economy of Ukraine, educational institutions - employers, employment centers. Today, establishing such a connection requires special attention.

It is advisable to analyze the experience of foreign countries in organizing partnerships in the field of training. Thus, in order to increase the participation of employers in the vocational training process, in some European countries there are mandatory contributions to be paid by enterprises to the vocational training fund, and companies that invest in human capital are given certain benefits or preferential tax credits [2]. . It is not about stimulating the first job, as prescribed in our law, but about attracting capital from the business environment to the process of training, which significantly improves the quality of such training, as it allows to attract highly qualified teachers and improve the material base of professional institutions. education.

In today's world, which is constantly transforming, it is very important to encourage professionals to improve their skills through the implementation of the program of "continuing education". Employers' interest in this is obvious and needs no justification. Institutions of professional higher education can become one of the best platforms in solving this issue. This is the case in the United States, where community colleges organize and implement certification programs based on signed agreements with businesses. At the same time, it is the enterprises that provide the colleges with the necessary material and technical support, finance the teaching support, and take a direct part in the design of the methodological support. If we talk about the European experience, in order to motivate staff to invest in their own training, employers have created a system of reimbursement of their employees (or opening additional career opportunities), provided that the knowledge acquired will correspond to the activities they

perform in the company [ 2]. The prospects for further development of Ukrainian institutions of professional higher education in this direction are obvious.

Signing agreements with employers can concern not only the organization of internships for students, the creation of certification programs for professional development, but also the training of specialists directly for a single company and even a company that is just planning to open. In this case, the involvement of employers in creating an educational and professional program is necessary, not just desirable. It is on the basis of the needs of the customer should be built curriculum, a list of necessary competencies that must be mastered by students. In this case, the financial costs of training will be distributed between the company and students. The FPO institution will act as an intermediary that ensures the organization of the educational process. Such curricula may include elements of dual education, which will not only improve the quality of educational services to be provided, but also reduce the financial component due to the practical work performed by students directly at the enterprise. Some European countries subsidize in-house training programs. The public authorities of Great Britain, Italy, Sweden, for example, in the case of hiring young people aged 16-18 who do not have a complete secondary education, reimburse 60% of the company's costs for these purposes [2].

In Article 1, Clause 1.12 of the Law "On Professional Higher Education", the definition of the term "quality of FPO" is given as "compliance with the conditions of educational activities and learning outcomes to legal requirements and standards of professional higher education, professional and / or international standards (if any) and the needs of stakeholders and society, which is provided through the implementation of procedures for internal and external quality assurance of education. In light of the above, it is important that employers are involved in the creation of new TFP standards. It should be noted that the requirements of professional standards need to be further developed, as to

date, according to the Scientific and Methodological Center for Higher and Professional Higher Education, citing sources from the Ministry of Economy, only 151 professional standards remain developed [3]. This means that a large number of educational and professional programs remain without the inclusion of requirements aimed at the formation of relevant competencies. This issue can be resolved only in the case of more active involvement of employers in the formation of the educational process in ZFPO. For example, in the UK, the mechanism for cooperation between employers and the state in the field of vocational education is the conclusion of sectoral agreements on professional knowledge, skills and competencies, according to which business representatives are actively involved in determining the list of general skills, knowledge and skills. in the formation of variable learning plans. This form of social responsibility of business to society is called "hidden" (as opposed to American - "open") [2].

The Ministry of Education and Science of Ukraine, reforming the national education system, pays considerable attention to the development of cooperation between ZFPO and employers. It provides for the establishment of Supervisory Boards at educational institutions, which in Europe are particularly fruitful in the presence of strong employers' organizations (Economic Chamber in Germany, Country Enterprise Boards (CEBs) in Ireland). In the UK, there are Sectoral Councils for the Development of Professional Skills (SSC). Their activities are regulated by the Association for the formation of professional skills for industries [2]. Therefore, we need to initiate further creation of such organizations and branch councils in our country.

It should also be noted that the approved by the Ministry of Education and Science "Regulations on accreditation of educational and professional programs of professional higher education" signed, including the head of the Secretariat of the Joint Representative Body of Employers at the national level [4]. employers. The Regulation provides for the

submission of feedback from employers, the involvement of business representatives in the expert commission, their inclusion in the focus group. A representative of the Joint Representative Body of the Employers' Party at the national level may, by agreement, be a member of the Accreditation Commission. It is noted that the educational institution can involve employers, practitioners, industry experts in the organization and implementation of the educational process,

review of educational and professional programs.

Quality education in Ukraine today is one of the most important factors in ensuring the further development of our country in the difficult times that our country is experiencing. We must analyze the past, think about the present, plan for the future and make every effort to continue the movement through European integration. The formed professional elite is the key to our independence and prosperity.

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## **FORMATION OF POSITIVE IMAGE OF CORPORATE GOVERNANCE BODIES IN THE CONTEXT OF USING INFORMATION AND COMMUNICATION TECHNOLOGIES**

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The multifunctionality of the tasks and responsibilities facing corporate governance bodies requires them to maintain their daily professional development and continuing education, in accordance with the needs of economic and social development of the country and European principles of corporate governance in general. At the same time, modern information and communication technologies should play a crucial role in training managers to form their positive image.

In today's world, information and communication technologies have become a valuable infrastructure technology for public use, not just individual. Today, the use of e-learning technologies is becoming a priority in education. E-learning introduces a number of innovations in the application of modern information and communication technologies based on multimedia.

It should be remembered that with the constant updating of information and communication technologies, it is difficult for every citizen to recognize and master a large flow of information without special skills in collecting, searching, summarizing, transmitting and storing information. Therefore, in the process of formation of modern information society much attention should be paid to the practical application of information and communication technologies and the competence of managers to use them, because only a specialist involved in social change can increase the effectiveness of their management aspects.

Modern managers must be competent and effectively implement information and

communication technologies and information systems to systematically restructure and improve the efficiency of corporate governance. Training courses for managers should be held regularly, taking into account the development of computer, office, organizational and communication equipment.

Thus, in our opinion, an important aspect of forming a positive image of corporate governance is to optimize the work of the personnel mechanism through the phased implementation of six main areas:

1. regular organization of training courses on information and communication technology management, which takes into account the constant development of computer, office, organizational and communication equipment, as well as innovations in the use of technical innovations in practice;

2. support for the formation of a positive image of managers, including training, retraining and advanced training in the field of information and communication technologies;

3. management on the basis of interactive software using modern hardware and software;

4. formation of a high level of professionalism and responsibility in management as a result of diversification of forms of information presentation, providing feedback and greater opportunities for dialogue;

5. performance of official duties through extensive use of visual and observation tools in the work of managers;

6. development of transparent and clear criteria for evaluating the effectiveness of employees based on the use of specially designed software that saves time.

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## **PECULIARITIES OF IMPLEMENTATION OF THE STATE POLICY OF DETINIZATION OF ECONOMIC RELATIONS IN UKRAINE**

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The strategy of counteracting the shadow economy in Ukraine should become the basic document of strategic planning in the direction of socio-economic development of the country and defines a set of interrelated priorities, goals, objectives and measures. The basic goal of the strategy is to determine the model of actions and means of the system of counteracting the shadow economy and to develop the main directions, forms, methods and tools for achieving strategic goals. To achieve this goal it is necessary to perform a set of tasks: to determine the basic parameters of the level of the shadow economy in Ukraine; identify the priorities of state policy on the goals of counteracting the development of the shadow economy; substantiate the ways and means of achieving the objectives of state policy to neutralize the destructive effects of the shadow economy; to form a set of measures to ensure the achievement of certain goals and objectives; identify the necessary resources for the implementation of certain tasks, as well as conditions and factors that ensure the greatest efficiency of their use; to ensure effective organization of monitoring the implementation of strategic planning documents in ensuring the mechanism of implementation of state policy to combat the shadow economy [1].

In view of the above, strategic planning in the field of combating the shadow economy is, first of all, planning the tasks of the state policy to combat the shadow economy in accordance with current legislation. In turn, the results and consequences of such planning have a significant impact on the implementation of public policy. Strategic planning in the field of combating the shadow economy is carried out to ensure purposeful, coordinated and effective activities of public authorities that ensure the management of the

process of combating the development of the shadow economy in Ukraine. According to the current legislation, public authorities must modernize the tools of the mechanism for implementing the policy of combating the shadow economy in specific measures to implement certain strategic priorities.

In our opinion, important measures of strategic planning of the mechanism of implementation of the state policy of counteraction to the shadow economy in Ukraine include: 1) determination of the principles of the state policy of counteraction to the shadow economy in Ukraine; 2) identification of ways to avoid destructive manifestations of the shadow economy; 3) development and implementation of levers of state policy to combat the shadow economy; 4) identification of public authorities, the functioning of which should ensure the implementation of state policy to combat the shadow economy; 5) development and implementation of state mechanisms to counter the shadow economy; 6) planning the necessary amounts and sources of funding for the mechanism of implementation of state policy to combat the shadow economy.

The implementation of the proposed set of strategic measures should ensure an adequate response to real and potential threats that arise in the development of the shadow economy and the readiness of the mechanism for implementing public policy to perform its assigned tasks and functions. It should be noted that strategic planning must include calculations of financial support for the mechanism of implementation of state policy to combat the shadow economy, taking into account the functional features assigned to the subjects of such a mechanism under current legislation [2-3].

Thus, the proposed measures to implement the goals and objectives of the Strategy for Combating the Shadow Economy will have a stabilizing and countercyclical effect on the national economy, which will contribute to the sustainable development of the country with a multiplier effect in the future. Based on a reasonable goal and objectives, the Strategy for Combating the Shadow Economy should include the following comprehensive stages. At the first stage, the conceptual principles of the Strategy are formed, the rules, procedures and principles of forming the Strategy as one of the tools to achieve the goal, as well as approaches to organizing the mechanism of state policy to combat the shadow economy. The second stage evaluates the alternatives for implementing the Strategy. The third stage manages changes in the implementation of the

Strategy in the context of risk management (related to various factors in the implementation of strategic changes) and activation of all components of public policy for its implementation. At the fourth stage it is planned to provide resources for the implementation of the Strategy for its satisfactory implementation and to evaluate the results of the measures taken. In the fifth stage, the implementation of the Strategy is evaluated in order to determine the level of effectiveness of the achieved result and control over the implementation of certain tasks. It should be noted that all five stages of the development and implementation of the Strategy for Combating the Shadow Economy must be accompanied by a function of control by the responsible public authority.

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## LOBBYING AS ONE OF THE TOOLS OF CORPORATE GOVERNANCE

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The article is devoted to the study of modern corporate governance and the use of lobbying as its tool. The relevance of the research topic is due to the tendencies to the active use by managers and shareholders of corporations of means of influencing the market and government institutions.

The issue of using lobbying as a tool to realize the interests of individuals, their groups or organizations has already been reflected in the publications of domestic and foreign scholars. In particular, such researchers as V. Bezkorovainy, O. Grosfeld, O. Diaghilev, D. Kislov, A. Bentley, L. Zetter, W. Paterson, C. Walker and others paid attention to it. The author, who owns several dozen thematic publications, including a monographic format, did not stay away from considering this topic [2].

The basis for this study were also some ideas, developments of researchers on the development of corporate governance, such as: I. Ansoff, S. Pishpek, O. Povazhny, V. Yevtushevsky, R. Kapelyushnikov, D. Zadykhailo, G. Kozachenko, N. Karachina, F. Lopez, V. Ya. Nusinov, T. Peters, D. Kay, A. Silberston, A. Schleifer, A. Cadbury, C. Mallin, G. Shailer.

However, the existing tendencies to intensify the use of lobbying in various spheres of public relations and the fragmentary nature of existing research on its role as a management tool, determine the relevance of new research in this area.

The aim of the article is to study the features of the use of lobbying as a tool of corporate governance in modern conditions.

In the course of the research the author generalized the views of numerous domestic and foreign researchers on the nature of corporate governance and the peculiarities of its regulation. The author takes into account the research of consulting and analytical companies, which show that shareholders and investors tend to attach high importance to effective management of the company, and at the same time - put pressure on management to achieve high financial and economic performance in the short term, even at strategic loss. It is noted that the psychology of investing is a special category of knowledge. The role of subjectivity of perception is emphasized, which causes inadequate response of shareholders to internal and external factors, if the information about them was distorted by the executive directors.

Based on a number of examples of state and interstate on corporate relations after the lobbying, the author notes the dynamics of increasing the tendency of corporate and shareholder management to use lobbying and other questionable tools for redistribution of corporate property. The regularities of the use of lobbying and other instruments of influence by managers and majority shareholders are highlighted.

Particular attention is paid to the importance of further research on the regulation of lobbying, in order to limit its abuse in the context of corporate governance. The author emphasizes the need to develop appropriate tools.

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## THE ROLE OF NON-GOVERNMENTAL ORGANIZATIONS IN THE DEVELOPMENT OF GENDER POLICY

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A developed civil society is one of the conditions for democracy. The functioning of civil society requires the presence of its subjects, autonomous actors, ie structures, institutions through which a person without the participation of the state begins socially significant actions. Public associations that are involved in political activities are important actors in public life. The successful development of the gender movement in Ukraine requires the support of the general public. High-quality educational gender policy, a correct understanding of gender issues by society can strengthen the influence of public organizations and lead to positive changes. Currently, there is a problem of increasing the influence of public organizations, but not increasing the number of their members. However, it should be noted that the influence of these institutions in general is not great. Positive perception of associations is extremely important for the authority of associations. Only in the case of a positive attitude of the general public will the organization be successful.

To date, a number of decrees and resolutions have been adopted that regulate public participation in the formation and implementation of public policy and offer a mechanism for ongoing public consultations. In particular, it is mandatory to hold public consultations on draft state and regional programs of economic, social and cultural development, decisions on their implementation, hear reports of budget managers, information on the work of local executive bodies, etc. Public consultation with the public before public decision-making should be clearly regulated by a mandatory procedure [1].

The most important mechanism for improving public policy on gender equality is to establish close cooperation between state,

self-governing authorities and public associations. This allows us to expect significant changes in gender transformation. CSOs can influence politics only through solidarity. The mechanism of influence of public organizations can be considered through various forms of public participation in government decision-making: public consultations, public hearings and public councils.

Without public associations, gender transformation in a democracy is impossible. They serve as both the main driver and the controller of the implementation of public policy on gender equality. And an effective policy can be implemented only as a result of constant monitoring. Problems of existence and development of civil society are characterized in terms of the role and importance of civil society institutions in public administration, the degree of their influence on decision-making processes.

A society of gender equality is a society in which men and women are given equal opportunities and opportunities to voluntarily participate in all activities as equal partners. In such a society, men and women enjoy equal political, economic, social and cultural rights and freedoms, as well as performing their duties and responsibilities. NGOs, among others, pay attention to the development of gender equality in the family, as it is the basis for the development of freedom and political equality in Ukraine [2].

In today's world, education should provide a person with new life strategies, life skills, promote the mobility of his social behavior. Gender education is the acquisition by students of a certain amount of knowledge on gender issues, their acquisition of skills and abilities, taking into account gender characteristics in the process of their formation and implementation. The introduction of gender education in

educational institutions should take place with the help of interesting interactive teaching methods, in particular, with educational games, clarity, discussions. In the dissemination of information and knowledge is important not only the content but also the form of its presentation.

Thus, the development of gender education is going through a process of development. The notions of traditional male and female gender roles evoke a gender division of labor, ie production and domestic activities are divided according to gender: as a rule, men hold more prestigious and highly paid positions; as a rule, women do housework; as a rule, there is an unspoken ban on certain professions for women and men. That is, some professions are considered "male", others - "female". Society has a negative attitude towards a woman who has chosen a "male" profession, and, accordingly, to a man who is engaged in "female" activities. The role of women's NGOs, which are the bearers of theoretical and practical initiatives in the field of gender policy in Ukraine, is growing significantly. They make a great contribution to the formation of public opinion [3-4] and set citizens up to overcome gender stereotypes and gender imbalances in society.

Public organizations dealing with women's rights and interests began to be established at the beginning of the last century on the basis of women's charities, [5] which were active before the 1917 revolution. Today in Ukraine there are more than 30 women's NGOs at the national level. Hundreds of such organizations work at the local level. Empowerment in civil society involves

empowering citizens [4-5]. The most effective structures for realizing opportunities are civil society organizations, through which citizens can participate in the process of good governance. To empower civil society organizations in Ukraine, it is necessary to determine the legal status of such organizations, organize training for public hearings and other meetings, promote coalitions and build partnerships with other key components of society [2].

Developed programs for women's participation in state-building are an integral part of modern processes of democratic, legal, social state, development of civil society, Ukraine's integration into the European Community, administrative reform, including civil service reform aimed at improving public administration. However, the lack of a gender perspective in these documents or their declarative nature regarding women's participation is holding back changes for the better.

Therefore, the study of the problems of civil society, in our opinion, it is important to consider as a comprehensive system of institutions and structures that function in the concept: person - society - state. The problem of the relationship "woman, man, state", "woman, man, society" is complex and multifaceted. On the one hand, women and men are members of social groups and institutions in the structure of the state and participants in socio-political processes. On the other hand, the relationship is focused on women and men as a special social category with a specific role in society and the function of reproduction by the population [4].

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## PROSPECTS AND FEATURES OF POLITICAL COMMUNICATION

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The problem of effective and productive development of political communication of public administration mechanisms is very relevant because it depends on the stable and democratic development of all spheres of life in Ukraine. Under modern conditions of active democratization of the country and the development of political and communication space in Ukraine, political communication takes place at two levels: macro and micro levels [1, p. 171].

Changing the communicative and social processes of citizenship, the impact of Internet technologies stimulates the transformational course of political behavior, participation and activities of the politician himself as an actor in a particular socio-political theater [1, p. 172].

Unfortunately, in the development of political and communication processes Ukraine lags far behind the advanced countries of the world. Evidence of this is the unsatisfactory results of such interaction (crisis phenomena in the domestic economy, politics, shortcomings in the implementation of reforms that are not supported by the population). Therefore, there is a need to improve political communication, especially vertically: between the ruling elite and the population. The problem of democratization of political communication is especially acute, as often the political elite makes decisions behind the scenes, not reacting to public opinion on various socio-political issues. [1, p. 173-174].

Unfortunately, first of all, Ukrainian politics lacks political technologists, political scientists, and image-makers who are able to use methodological techniques developed by leading experts from developed countries to optimize interaction in the political space.

Secondly, the modern technological basis for the democratization of political communication is quite sufficient (the population has access to television, radio, Internet, etc.). Modern Ukrainian politicians, as a rule, have a weak strategy, and the focus in communication is on political technologies,

with which they try to practically outplay their opponent, manipulate voters and so on. [44, p. 301]. [1, p. 175].

Claude Shannon and William Weaver, both engineers at the famous American laboratory Bell Telephone Labs, proposed a graphical model of a common communication system. This model has gained popularity among the humanities, now no textbook on communication can do without it. [2, p. 125; 3, p. 180-181].

The Shannon-Weaver communication system consists of five elements:

1) the source of information that produces the message or the order of messages to be transmitted to the terminal of the receiver;

2) the transmitter in some way affects the message in order to make the signal capable of being transmitted through the channel;

3) the channel is a means used to transmit a signal from the transmitter to the receiver;

4) the receiver usually performs the operation opposite to that which occurs in the transmitter, recovering messages from the signal;

5) the addressee is the person (or object) for which the message is intended [2, p. 125; 3, p. 182].

Another important contribution of Shannon and Weaver to communicative studies, in addition to introducing the effect of interference, is the description of the communication system as a discrete, continuous and mixed system. "A discrete system is a system in which both the message and the signal are of the order of discrete symbols. To correct distortion in a discrete system, the theoretical principle of discreteness against discreteness is used: discreteness of a message (conversion of a message into a signal) corrects the discreteness of the channel (does not eliminate interference), an additional signal appears in the channel, and the general

communication system is supplemented by a correction system.

As for political communication, it is hampered by many signals transmitted simultaneously. The imposition of interference leads to the fact that the transmitted and received signal will differ to some extent from each other [3, p. 184-185].

At the same time, political communication is a set of communicative practices of all types of political organizations, even those that do not have a political basis. Political communication is a very complex process of information transfer by the political system to the social system, which is influenced by globalization and transformation in the world,

as well as in the media space, which is an integral part of political communication [1, p. 184].

Considering the main approaches to defining the essence of political communication, we can conclude that political communication, like any field of interdisciplinary research, uses a broad system of concepts and concepts, mostly borrowed from other disciplines - psychology, sociology of communication. A number of theoretical constructs of political communication are related to the explanation of phenomena at the micro level, ie at the level of individuals, especially when it comes to the effects of persuasion. [1, p. 184].

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## EXPERIMENT AS ONE OF THE BIOSAFETY MANAGEMENT MECHANISMS

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The biological sciences and the implications of their application are evolving and changing rapidly, and their management must be the same in order to keep up with the security challenges that arise. But due to rapid changes in biological research, the current political situation, and a growing awareness of natural biological threats such as COVID-19, existing biosafety mechanisms are almost exhausted.

In response, new ways of managing life sciences are emerging that challenge traditional notions of safety and the risks associated with biological research and technology. However, these management approaches are often a situational response to identified risks and are applied without systematic evaluation or criticism.

There is currently no opportunity for a structured study of the effectiveness and limitations of current biosafety management. But it is possible to do so using a more experimental approach to biosafety and health management, periodically reviewing and re-evaluating the key assumptions we make about science, security and society.

We must recognize that it is more or less impossible to fully know with what intent the results of any biological research can be used, or how best to prevent their misuse, and instead focus on assessing the strengths and weaknesses of existing systems before catastrophic events occur.

The dual nature of biological research has long been recognized. Advances in life sciences and the spread of powerful biotechnologies around the world have brought invaluable benefits to human health and society. However, the same knowledge and technology that underlies the treatment of some of humanity's most incurable diseases also makes it possible to create new

pathogens or biological toxins that can cause significant harm if used with malicious intent.

Biosafety describes measures taken to protect humans, animals and the environment from these potential biological threats, whether rooted in human malicious intent or in natural pandemic diseases.

However, biosafety management is more difficult to define. Without an internationally agreed definition, the term can be defined as policies and processes designed to prevent or stop the misuse of life sciences and technology.

Traditional approaches to biosafety management focus on risk management and malicious use of research results. However, such a rather rigid approach assumes that threats are well known and can be controlled.

Since the advent of molecular biology, biosafety management structures have not changed significantly. For example, most export control and other biosafety management measures are based on lists of known hazardous organisms.

However, in an age when it is possible to synthesize new life and change existing organisms, adding new properties - the shortcomings and limitations that underlie traditional biosafety management are becoming increasingly apparent. Our ability to manipulate biological material with gene editing tools such as CRISPR, synthetic genomics, and genetic drives, a genetically engineered technology that causes certain genetic traits to spread in a population, has identified previously unknown and still poorly understood risks.

In view of this, a new challenge in the field of biosafety management is the speed of responding to risks that arise as quickly as we learn to manipulate life, but to assess how well the system copes can only be done *ex post facto*.



Definitions of biosafety and ways to manage and ensure biosafety are evolving practices. A more systematic and experimental approach to management evaluation needs to be used in order to be able to improve it later.

One of the most insidious threats to biosafety management is the creation of unintentional security gaps due to incompletely thought-out approaches. Experimentation promotes the ability to

quickly detect unforeseen events and adapt management processes to take them into account.

Modern management systems have emerged as a result of responding to past events and have shown us the shortcomings of our ability to anticipate and respond to biosafety threats. Experimentation can further improve biosafety management systems. This process must be continuous.

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## **CORPORATE GOVERNANCE: GOALS, FEATURES AND PRINCIPLES IN INTERNATIONAL MARKET**

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Corporate governance in general is a system of relations that determines the rules and procedures for decision-making on the activities of the company and control, as well as the distribution of rights and responsibilities between the bodies of the company and its members in relation to the management of the company. In accordance to the World Bank, Corporate Governance combines the rules of law, regulations and business practices in the private sector, which allows companies to attract financial and human resources, to effectively carry out economic activities [1, 2].

Due to the variability of definitions, there are few approaches to defining the essence of corporate governance: personal, public, normative, economic and administrative.

Personal approach (interior architecture) assumes selection of the best mechanisms of management and distribution of power between different groups of participants in corporate relations.

Public approach (external relations) assumes the relationship between corporation and society.

Normative approach assumes Code of principles and norms governing the rights, duties and responsibilities of persons participating in the management of a corporation

Economic approach assumes the system of relations between the governing bodies, officials of the corporation and shareholders.

Administrative approach assumes the system of elected and appointed bodies of the joint-stock company that manages it.

The main Principles of Corporate Governance include:

- Systemic Principle (which in turn consists of Hierarchy, Integrity, Dynamics, Inertia etc.);

- Organizational and structural Principles (which in turn consists of unity of synthesis and analysis, proportionality and decomposition, information saturation etc.);

- Principle of International Standards;

- Principle of National Standards;

- Codes of corporate conduct of developed countries;

- Principle of Corporate standards (General Motors Codes).

All these principles of corporate governance have a particular purpose - to assist the governments of all countries concerned in improving corporate governance at the national level. In its turn, the developed principles are of a recommendatory nature and are the basis necessary for the development of good corporate governance practices.

Certainly, taking into account the above factors, there are particular reasons for the development of corporate forms of business:

First of all, strengthening trends towards the internationalization of economies (globalization of investment processes in the world). Secondly, the need to attract foreign and domestic investment as a condition for the development of companies. Thirdly, the need of companies to increase the level of competitiveness in domestic and global markets. Fourthly, the growing role of the private sector.

All above reasons nowadays create new conditions of competition for any corporation in the market.

Thus, in order to remain competitive and develop key capabilities and strengths, corporations in today's environment need to take into account current market trends and develop goal-setting. A necessary factor for success will be the inclusion of three types of goals: social, economic and political.

In Ukraine today, social goals include: solving the problem of employment; protection of the rights of the majority of Ukrainian citizens who became shareholders in the privatization process. Economic goals include: accessing access to international financial markets; improving the investment

climate; effective use of corporate rights owned by the state; filling the state budget; ensuring the proper stability of companies in strategically important sectors of the economy. Political goals include: joining the international economic community; increasing the international prestige.

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## FUNDAMENTALS OF MANAGEMENT OF CONSTRUCTION PARAMETERS UNDER THE INFLUENCE OF SEASONALITY

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Modern methods of organization and technology of construction production allow to perform construction work during the year without the need for significant downtime, which is due to adverse climatic and weather conditions. However, the construction process under such conditions is characterized by an increase in labor intensity, and hence the cost of work. At the same time, the same type of processes at different times of the year can differ significantly in their organizational and technological parameters. That is, when developing various design documents it is necessary to take into account seasonal fluctuations to optimize the construction cycle.

As a result of a survey of employees of construction companies in Kyiv and Chernivtsi, it was found that most construction companies can successfully neutralize the negative impact of climatic factors, having the technological ability to perform construction during the year. However, the cost and complexity of work in some seasons increase, as many construction works are performed in open, unprotected space, and for their successful implementation requires additional organizational and technological measures.

The implementation of any investment and construction project involves the stages of design, construction, operation of the object. Measures to organize construction work must be implemented during the design (POB, PVR), as well as directly during the construction of the facility. The main

provisions on the organization of construction are developed as part of the design and technological documentation at the stage of feasibility study (TER), at stages P or in the approved part of the RP.

The influence of seasonality factors on the parameters of construction at the stage of development and approval of POB are taken into account in general, regardless of specific processes, types of work, conditions of their implementation. Detailed measures are developed in the PVR on the basis of POB direct contractors. Therefore, at the time of the tender, the customer has only the total amount of funds and labor costs intended to compensate for the funds and time to perform the work, regardless of the specific types of work. Therefore, the customer needs an additional tool that with sufficient accuracy, quickly, without additional labor costs of management staff, will allow to assess the parameters of individual works or processes (cost, complexity, time of work) under the influence of seasonal fluctuations.

There are many well-known methods and models for determining seasonality, in particular: additive and multiplicative models, seasonality indices, etc. Given the hypothesis of the influence of seasonality on construction parameters (seasonal fluctuations in cost, complexity and concreting time), these tools can be used to detect such fluctuations, calculate future deviations of parameters under the influence of complicating factors and create tools to predict seasonality on construction parameters.

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## MAIN PROBLEMS ON THE WAY OF RECOVERY OF DAMAGED PROPERTY AS A RESULT OF FULL-SCALE AGGRESSION OF THE RUSSIAN FEDERATION

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From February 24, 2022, as a result of full-scale aggression by the Russian Federation, Ukraine suffered significant destruction. Residential individual and apartment buildings, public buildings and structures, engineering structures and industrial buildings were damaged and sometimes destroyed. Thus, the affected local communities are currently faced with the need to determine the emergency condition of a number of buildings and structures and further finance the process of their restoration.

Thus, for the analysis of operational suitability of buildings and structures, the Cabinet of Ministers of Ukraine with the participation of the Ministry of Development of Communities and Territories of Ukraine developed and implemented Procedure [1] and Methodology [2] of inspection of buildings and structures. The use of these regulations allows you to perform expert inspections of construction sites. Such an inspection is necessary to determine the nature of the destruction, the degree of damage to buildings, to determine their serviceability. It should be noted that the results of such a study can be used in the cost-effective analysis of the damage caused, the collection of evidence on the basis of artificial external influences, and so on.

Conducting a survey of the damaged fund is one of the first steps towards rebuilding and rebuilding the country. According to V. Zalizniuk the whole process of reconstruction of the country can be divided into 10 conditional stages and they will look like this [2]:

1. fixation of losses. This stage should include the creation of special registers with relevant sections, which will further claim

restitution or compensation for damaged property;

2. develop a classification of losses based on the types of objects, their property rights, purpose, etc. Such a classification should form the basis of specific plans and approaches to state reconstruction;

3. determine the main directions of reconstruction and compensation of losses: depending on the form of ownership and purpose of objects, indirect losses;

4. determine the priority and priority of compensation. It should be based on the principle of parallelism, not exclusivity. That is, all areas begin to be financed and rebuilt simultaneously and proportionally;

5. draw up a comprehensive plan for the reconstruction of the country, taking into account the above stages;

6. at the same time as the implementation of the first 5 stages, there should be a search for sources of financing the losses incurred both in Ukraine and abroad. In particular, it may be the property of the aggressor state or its residents who support and sponsor such activities; development of the state, diplomatic and interstate mechanism of confiscation of property, which was determined at the previous stage;

7. minimization of bureaucratic and eradication of corruption components in the existing regulatory framework;

8. introduction of energy-efficient technologies, materials and equipment, development of modern standards for housing and communal facilities during the restoration of damaged or destroyed buildings and structures;

9. coordination of the process of reconstruction of the country with social needs of the population and improvement of living standards, which was declared in the

plan of development and reconstruction, developed by the Ministry of Economy of Ukraine and published by First Deputy Prime Minister-Minister of Economy Yuri Svyridenko.

Similar views were expressed by Deputy Minister of Community and Territorial Development N. Kozlovska during her meeting with the Confederation of Builders of Ukraine and the Federation of European Construction Industry [4]. She noted that the country's comprehensive reconstruction program will be based on data on damage and destruction, the current and future demographic situation, the general state of the local economy. To this end, the main socio-economic priorities are taken into account, as well as measures to ensure the restoration of settlements affected by the fighting. That is, the principle of complexity and parallelism in

the restoration of normal life in the affected areas must be preserved. These principles will allow to solve at the same time issues of resumption of economic activity, repair and construction and restoration works, design of facilities and planning of territories taking into account existing world practices, as well as financial support from international partners and donors.

In summary, Ukraine is taking the first steps towards restoring damaged construction and engineering facilities, as well as the economy as a whole. This path can take years and will depend on the Ukrainian government and its ability to respond quickly to the demands of society and the economy, as well as on foreign donors who are ready to help restore and develop mechanisms to compensate for the damage.

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## THEORETICAL ASPECTS OF PARTICIPATION OF CIVIL SOCIETY INSTITUTIONS IN PUBLIC ADMINISTRATION

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Rapid development of civil society, qualitative changes in the structure of which determine changes in the system of public administration. Awareness of the relationship between civil society and the state is important to deepen the understanding of current trends in the development of public administration mechanisms and justify the need to modernize the public administration system in Ukraine. In this regard, there is an objective need to optimize the mechanism of interaction between state power and civil society by broadly involving the latter in public administration processes, which will make it possible for Ukraine to become a strong legal, social democratic state.

Guarantees of respect for the rights and freedoms of certain segments of the population began to be enshrined in law in the 13th century. In particular, on June 15, 1215, the Great Charter of Liberties (Latin Magna Carta Libertatum, English The Great Charter) was signed in England, which in the future became one of the constitutional acts of the country. With the flourishing of the guild system in a number of Western European countries in the XIII - XIV centuries. the townspeople became a force with which the state power gradually began to reckon. Unions and organizations were formed in the cities, uniting craftsmen on a professional basis. Guilds (German: *Zunft*, also *Zech*) - closed corporate unions, consisting of members belonging to one or more related crafts, distributed in the cities of Western Europe. Various professional associations thus protected the interests of their members and consumers by influencing local authorities, in particular through "guild" revolutions in cities [1].

In Ukraine, the origins of the formation of civic institutions in Ukraine date back to the times of Kievan Rus. The prince as the ruler of the state was the bearer of state power. The prince had a council - the Boyar Duma, a unicameral body. It consisted of vassals of the prince - land and wife nobility, high clergy, as well as representatives of city magistrates. The members of the council were called "wives", "thinkers". Its competence included important issues of internal and external life of the country, land [2].

The prince's main military force was his wife, personally associated with the prince, who supported her. Thus the functioning of the entire socio-political organism was ensured by the prince together with his wife. An integral part of the wife were the boyars, who formed her upper stratum.

It is worth mentioning the People's Assembly - the Chamber, which became increasingly important at the time of the decline of the princes. The Chamber can be considered a democratic form of people's influence on state power. In Kyiv, the first allusion to the chamber is given by the chronicle of 1024: Yaroslav's winner, Mstislav, did not ascend the throne of Kyiv because the people of Kyiv did not want him. In 1068, the people of Kyiv elected Vseslav of Polotsk, from another dynasty, against all rights [3].

The status, competence, composition, procedure of convening the chamber have not been determined and fixed. Various sections of society took part in the chamber. In this regard, we consider it wrong to understand it as a public authority. Thus, we consider the National Assembly (Chamber) as a body of



democracy that decided socially important issues and had a real impact on state power.

In turn, peasant families, together with their land holdings, were united into rural territorial communities called "believers", "peace", "people". The community also distributed state duties, taxes, equipped soldiers at the request of the prince, built fortresses, bridges and more. However, communities often opposed the arbitrariness of the feudal lords. There is an opinion that the Ukrainian "citizen" comes from "community" and reflects not bourgeois (bourgeois) and not political (citizenship) content, but the continuity of forms of social interaction, people's life and mentality - from the community of pre-princely times to public organizations and public self-government of our period [4].

The community in Ukraine has been a self-sufficient subject of public life since the Middle Ages. Membership in communities was determined by place of residence and affiliation with a particular church. At the same time, the pre-serf and pre-farm village was also a community and was part of a civil society organization.

At the beginning of the XVI century, conditions for the transition to a bourgeois (capitalist) system were formed in Europe. The number of people who sought to satisfy their interests, gain rights and freedoms on their own has increased. "Different nations have different public associations, which to some extent influence the socio-political development. These include the philosophical schools of ancient Greece, medieval knights, literary and artistic associations of the Renaissance, various secret organizations (such as Masonic lodges or Decembrist societies) and political clubs of the New Age. At the same time, the essence of public associations, their place and role in society were comprehended".

At that time, a military organization was created in Ukraine - the Zaporozhian Cossacks, which can be considered as a prototype of public association, as a community that defended its interests through wars, raids, agreements with neighboring countries and more. Church organizations,

church fraternities, became widespread. They gradually included burghers, gentry, and clergy. During the war of liberation from the Commonwealth (1648 - 1654) a significant role was played by church fraternities, which were centers of political and cultural influence on the population [5].

At the beginning of the 19th century, secret public organizations, movements, and revolutionary societies appeared on the territory of Ukraine. Notable in the 20-30s of the XIX century. was a general democratic Masonic movement that came from Europe. Freemasonry is called an order if it is spoken of as an organized community of people, or a fraternity, meaning or emphasizing the fraternal nature of relations between members of the lodges (Masons).

On the ideology of the Enlightenment, the union of Freemasons intensified the process of national revival of the Ukrainian people, which has now received a philosophical and religious justification. After the Napoleonic Wars, the Masonic movement became much more active. For example, on the basis of one of the lodges formed a secret "Little Russia Society", which defended the idea of state independence of Ukraine as the main prerequisite for the free development of national culture, the abolition of serfdom and the introduction of European forms of government. The Little Russia Society had a significant influence on the awakening of the national consciousness of the Ukrainian intelligentsia [6].

It is worth noting that in the nineteenth century, public organizations, movements, and currents that fought against tsarism in the face of oppression by the authorities on philosophical and revolutionary ideas became widespread. In view of this, it is easy to understand that the state in the activities of citizens' associations, regardless of what they were called and what goals they pursued, saw a significant threat, the content of which was that citizens, on the one hand, thus could unite around revolutionary ideas, and on the other - tried to invade the sphere of state activity, transforming, as a consequence, from the object of government to a full participant in management [7].

Thus, the 1920s played an ambiguous role in the history of public organizations. During this time, a number of normative legal acts were adopted, which established the procedure for legalization and activity of numerous public associations, societies, and unions. Simultaneously with the beginning of the formation of the totalitarian regime, the state strictly controls the activities of public associations, reduces their number due to the appropriate competence of administrative bodies. The Bolshevik Communists who came to power supported the existence of only those organizations that acted in the spirit of the "key line" of the Communist Party.

The further development of the legal framework on public associations continued to create wide limits for the administrative discretion of public administration bodies regarding the establishment, operation and liquidation of citizens' associations. The formation of public organizations whose goals

were contrary to the interests of the working class and its allies was not allowed.

At the same time, the concept of "public administration" is being introduced, which is broader than the concept of "public administration", as it includes not only state, local, but also public administration, for example in public organizations, non-profit organizations of the public sector. It is open and transparent (public). Thus, public administration today is represented as a process of interaction between government and society, the result of which is the adoption of important decisions for the state (region, community). This necessitates the abandonment of the traditional term "public administration" and the transition to the use of the term "public administration". It should be noted that today the institutions of civil society are one of the important subjects of the state policy-making process. Thus, modern public administration is the management of society together with society.

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## **FACTORS INFLUENCING THE STATE OF BUSINESS ETHICS: A REVIEW OF THE GLOBAL BUSINESS ETHICS SURVEY**

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Since 1994, the Ethics & Compliance Initiative (ECI) has conducted a longitudinal, cross-sectional study of workplace conduct from the employee's perspective. The findings discussed in this report illustrate that employee conduct around the world has been drastically impacted against the backdrop of the COVID-19 pandemic. After more than a quarter of a century studying employee perspectives of ethics in the workplace, ECI research has illustrated that organizations that take steps to improve and strengthen their workplace cultures create a context in which employee misconduct declines. Yet, in light of the worsening of three key indicators in 2020 (pressure, observed misconduct and retaliation) and the status quo of organizational culture strength since 2017, trouble may be ahead.

Furthermore, a significant percentage of employees are not working in organizations with effective E&C programs. Without an effective E&C program, senior leaders and organizations as a whole will find it very difficult, if not impossible, to improve their workplace cultures.

Furthermore, a significant percentage of employees are not working in organizations with effective E&C programs. Without an effective E&C program, senior leaders and organizations as a whole will find it very difficult, if not impossible, to improve their workplace cultures.

These four areas will be critical to abate as organizations struggle with the impact of COVID-19 on workplaces and the economy.

Rates of misconduct have increased slightly while pressure has skyrocketed. In addition, if retaliation for reporting stays high, it may be a matter of time before reporting levels decrease as well.

Reinforcing and protecting employees who report misconduct through anti-retaliation programs and monitoring is paramount.

Lastly, the data also show that there is a clear association between management level and each of the key areas discussed in this report. Overall, higher management levels are associated with increased rates of pressure, observed misconduct and retaliation.

**STRENGTHS.** Employees around the world are reporting misconduct at historic highs. Since ECI began collecting global data in 2015, the global median for rates of reporting has increased by 23 percentage points.

**OPPORTUNITIES.** The global data shows that fewer than one in seven employees are working in strong ethical cultures. Furthermore, the rate of observed misconduct is increasing again following a decrease in 2019. Lastly, the global median for pressure to compromise standards and the rate of retaliation are both at their highest levels ever.

The strength of an organization's culture is pertinent in mitigating wrongdoing. This includes holding employees accountable for misconduct, taking the time for management to share information on what is going on in the organization, ensuring employees trust that leadership will keep their promises and commitments, and making sure that all employees set a good example of ethical workplace behavior.

The strength of the E&C program is extremely important in decreasing the likelihood of misconduct in an organization. Below are tools offered by ECI to develop a strong E&C program that tempers wrongdoing.

For Business Leaders in Organizations with No or a Limited E&C Program: The time is now to make E&C a priority. The following first steps will make a difference for businesses regardless of size and industry. Implement an E&C program using a standard such as ECI's resources for an HQP (see below), the U.S. Department of Justice's

Guidance of Effective E&C Programs and ISO standards. These resources provide guidance on essential steps to establishing a robust ethical culture. Develop or revisit your organization's core values and ensure that they are woven into your E&C activities and/or program. Define the standards and behaviors that should guide employees' actions. Regularly promote values and expectations about employee behaviors in organizational communication. Set performance goals for senior leaders and managers to visibly support the organization's values and reinforce the importance of speaking up and listening. ECI offers a free "tool kit" at [www.ethics.org](http://www.ethics.org) to help you begin to formalize your E&C program. For Business Leaders in Organizations with an E&C Program in Place: Do not take your established efforts for granted. When organizations undergo transition or circumstances around the organization changes, culture may erode, leading to a rise in misconduct and retaliation for reporting of misconduct.

*For Business Leaders in Organizations with No or a Limited E&C Program:*

- The time is now to make E&C a priority. The following first steps will make a difference for businesses regardless of size and industry.

- Implement an E&C program using a standard such as ECI's resources for an HQP (see below), the U.S. Department of Justice's Guidance of Effective E&C Programs and ISO standards. These resources provide guidance on essential steps to establishing a robust ethical culture.

- Develop or revisit your organization's core values and ensure that they are woven into your E&C activities and/or program. Define the standards and behaviors that should guide employees' actions. Regularly promote values and expectations about employee behaviors in organizational communication.

- Set performance goals for senior leaders and managers to visibly support the organization's values and reinforce the importance of speaking up and listening.

- ECI offers a free "tool kit" at [www.ethics.org](http://www.ethics.org) to help you begin to formalize your E&C program.

*For Business Leaders in Organizations with an E&C Program in Place:*

Do not take your established efforts for granted. When organizations undergo transition or circumstances around the organization changes, culture may erode, leading to a rise in misconduct and retaliation for reporting of misconduct.

E&C programs are often slow to adjust to new realities.

- Regularly ask your employees about the pressure they feel and reinforce to them that performance without integrity is unacceptable.

- Raise the bar for your E&C program. Truly successful programs integrate E&C across all aspects of the business. Evaluate the effectiveness and quality of your E&C program relative to the HQP standard and industry peers.

- Reinforce the importance of culture among managers. Assess your culture and provide additional support to your business areas where employees perceive it to be weak.

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## CURRENT CHALLENGES OF INFORMATION SECURITY IN WAR

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Information security is an important element of national security, which affects the entire life of society. Information security plays a special role in wartime, as the lack of truthful information, distortion of information, providing incomplete information, manipulation of certain indicators - all this affects the course of hostilities, public attitudes towards state power, international image, reputational capital of public authorities. as well as the success of hostilities and joint victory.

The state of information security is characterized by an increase in the use of information by both individual states and international organizations for military and political purposes, in particular for actions contrary to international law aimed at undermining sovereignty, political and social stability, territorial integrity and threatening peace. global and regional security [1].

Efficiency in presenting information is an important element in the formation of information security in times of hostilities and conflicts. Efficiency means timely response and satisfaction of audience requests and therefore, the main task of the state in this case is to maintain the media, preserve their protective potential, develop highly effective technologies to neutralize negative information flows and eliminate the possibility of manipulation of mass consciousness mainly by informing and educating its citizens [2].

The Internet exacerbates the situation, as it facilitates the instant dissemination of reports of events. This increases the efficiency of informing the population, however, due to the increase in the rate of transmission, reduces the time of its verification, and as a result, some messages negatively affect the mental state of people affected by hostilities and sympathizers. In addition, such information may be distorted and create panic or

dissatisfaction with the situation. When there is a lack of official information, there are speculations and rumors. General considerations, empty debates, unfulfilled promises, lies, deception, spreading fakes cause great irritation to the public.

The next aspect of information security is the timeliness of information. Concealment of information about reality, the desire not to touch the events that concern citizens and arouse public interest, significantly reduce the effectiveness of the media, increase people's need for additional information that they try to get from other sources. Lack of timely provision of information leads to the fact that public opinion is formed on the basis of unreliable data, such as rumors and fakes.

The third aspect of information security is to prevent the spread of fakes. The problem of spreading fake information is extremely important, because fakes are information weapons and at great speed, according to the laws of viral marketing, cover different target groups at the same time.

The fourth aspect of information security is the formation of professionals in public authorities and local self-government, who will inform the public, other public authorities about the real situation in the regions or countries in a particular area, and will carry out explanatory work on public policy in a particular area. industry. These specialists should study according to the new educational program [2] in the specialty, for example, "Public Communications" or "Public Communications", "Communicator in Public Administration", and not within the common humanitarian specialties.

The main mechanisms for counteracting false, distorted, unverified information in the context of military conflicts and hostilities are as follows.

The first is the formation of media literacy of the population. Media literacy acts as a

complex phenomenon that allows the population to protect themselves, including from manipulative influences and participate in the implementation of information security. Media literacy has four important components - critical thinking, media orientation, media consumption and media design [3]. Media manipulation of public consciousness or opinion is achieved through influences on our perception through vision (this is media design); due to the ability to navigate in information flows, often the average consumer has a lot of them, and little time for actual orientation; due to the large amounts of content that are poured on each person, as well as due to the inability to critically perceive information through trust, for example, specific media [3].

The second is the constant coverage of objective information through state online publications, the media, and communication with citizens. Yes, the constant provision of information about important events, especially during hostilities will provide an opportunity to refute rumors and fake news. In particular, at the beginning of Russia's military invasion of Ukraine (February 24, 2022) an interactive program "Information Marathon" was launched on all Ukrainian channels, which not only covered objective events of the military invasion, military events, movement of enemy equipment, defeat and victory of the Armed Forces. Forces of Ukraine, as well as highlighted the views and comments of officials who are in the war zone, constantly addressed the

citizens of the President of Ukraine, Prime Minister of Ukraine, ministers explaining what is happening. Thus, these actions allowed the government to avoid fakes, fake news and manipulation of military victories and defeats, as well as changed the attitude of the population to the government, reduced panic, improve the psychological well-being of the population in combat.

The third is the establishment of responsibility for fakes and their distribution among the population. Of course, an important element in ensuring the information security of both society and individuals is the establishment of responsibility for providing knowingly inaccurate, unverified, distorted information. In particular, this should be a criminal liability, especially when such inaccurate information is disseminated during hostilities and conflicts and harms not only the individual citizen but also society as a whole.

Fourth is the control of fake accounts that send knowingly false, distorted information. For example, control over the spread of fake information is now being implemented by large messengers. WhatsApp special symbol indicates messages that have gone too "far" from its author, which have been sent many times, which is a distinctive feature of the fake.

Fifth is the formation of special units in the cyber police, which will deal with the detection of fakes, dip-fakes and their neutralization.

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# **SECTION 2**

## **Financial aspects of corporate governance**

## ECONOMIC SECURITY OF ENTERPRISES IN UKRAINE: POWER, STRATEGY AND WAYS OF SECURITY

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Security is a prerequisite for human life and development, society and the state. Economic security is an important component national security, on which depends the state of state protection power, sovereignty, territorial integrity, defense, peace of mind, social harmony, environment, national and religious equality. Therefore, it is important that effective mechanisms for ensuring the security of both the individual enterprise and the state as a whole are developed and function effectively.

The economic system of any society as the material basis of national security consists of hundreds of thousands and even millions of businesses. Therefore, the successful, full and effective solution of the challenges facing the economy of the state, largely depend on the effectiveness of their activities. In the case when the economy is based on a strong production base, on strong, highly developed production units that are able to successfully achieve the goals, the whole set of economic needs of society will be met in a timely and complete manner.

In a market economy, production units, which have taken the form of various organizational and legal forms, organize their activities in conditions of uncertainty, unpredictability. The long and very deep economic crisis in our country has created all sorts of unforeseen dangers and threats to the still weakened business and its integral component - the activities of enterprises. A comprehensive analysis of the state of enterprises in Ukraine has shown that, regardless of the departmental affiliation of the subjects of these activities, they are faced with the acute problem of solving a common problem related to the safety of their activities. Therefore, in the process of formation and

development of market relations, the primary attention should be paid to the security of the primary links of the national economy - enterprises [2].

This problem of security of enterprises and other economic entities, the creation of an effective system to ensure it in accordance with today's realities of a market economy is not new to modern economic, legal and philosophical scientific thought. At the same time, the analysis of the content of these works gives grounds to conclude that even now among scientists it is primarily related to domestic science) there is no single point of view on determining the essence (nature) of the category "enterprise security". Issues related to the definition of objects, structure, main dangers and threats to the security of enterprises, with quantitative and qualitative indicators of its level, as well as, as a result, with the main areas of support, are not reflected in the generally accepted scientific concept. Thus, there are serious obstacles in the way of the legislative process in this direction.

The development of the concept of enterprise security and the creation of a system to ensure it involves identifying, accounting for major dangers and threats and finding ways to prevent or mitigate them.

In general, danger is understood as an objectively existing possibility of a negative impact on the social organism, as a result of which it may cause some damage, damage, deteriorating its condition, which gives its development undesirable dynamics or parameters. As sources of danger in turn understand the conditions and factors that hide in themselves and under certain conditions by themselves or in different aggregates reveal hostile intentions, harmful



properties, destructive nature. According to their genesis, they have natural, man-made and social origins [1].

In this case, the danger is a fully conscious, but not fatal probability of harm to someone or something, due to the presence of objective and subjective factors that have the properties that generate them. Based on this, the threat should be understood as the most specific and immediate form of danger, which in its purpose or result violates the structure, functions, sources of existence of the object.

In addition to the concepts of danger and threat, the vast majority of economists and lawyers in the category of security attach such concepts as risk [1; 2; 3], the negative impact [2] and the crisis [1]. In our opinion, this is not fully true, ie the nature of the concept of "security".

Thus, the concepts of business, commercial, economic risk used in theory and practice, in essence, are exclusively economic in nature. Risk, in our case, should be understood as a preliminary assessment of possible success, which is formed at the stage of organizing or planning a commercial operation. Entrepreneurial risk is quantitatively characterized by a subjective assessment of the expected value of the maximum and minimum income (loss) from a particular investment [3].

Regarding the concept of "negative impact", it should be noted that it is also not directly related to the concept of security. Negative impact is the result of a threat that can be logically linked to the economic development (state) of the entity itself, integral components of which are the already mentioned economic stability and sustainability, as well as economic security. In our opinion, it has no direct connection with the characteristics of the concept of security. Economic security may theoretically be absent from the business entity at all, it may be at a low level that does not correspond to the real existing threats, but there can simply be no security crisis. Manifestations of the crisis should be seen as a consequence of inadequate response to existing threats to the system of economic security, its level; reduction of economic stability and stability of the

business entity, which individually or in combination contributes to the crisis of the business entity.

The term "security" began to be used in the 17th century. It meant a calm state of mind, which considered itself protected from any security. The concept of "national security" was introduced into the political lexicon by Theodore Roosevelt in 1904.

The concept of "security" is widely interpreted in almost all vital areas. Traditionally, there are three types of security:

- personal security;
- security of society;
- security of the state.

Security is a synthetic category of economic theory and political science and at the same time a universal category, for which it is manifested at all levels, starting with the national economy and ending with a single enterprise [3].

Enterprise security is a set of legal, economic and industrial relations, as well as material, intellectual and information resources that characterize the ability of the enterprise to function stably and increase profits [1].

The main security problems of domestic enterprises:

1 A competitive market economy is a very dynamic system and therefore very risky.

2 The Ukrainian market is in its infancy, and therefore many mechanisms have not yet been worked out.

3 There are still very few (and some absent) stable norms of the right to protect the interests of entrepreneurs in Ukraine.

From the point of view of A. Sosnin [2] there are only three of them, but in our opinion this list will be incomplete without the fourth problem:

4 The deteriorating political situation in Ukraine will exacerbate the financial crisis.

It is proposed to consider the security of the enterprise as a measure of harmonization in time and space of economic interests of the enterprise with the interests of related subjects of the external environment, operating outside the enterprise. This understanding of economic security of the enterprise does not contradict the already started attempts to

define this concept, because, like all these attempts, it is based on the recognition of significant, if not more decisive - the impact of the external environment on the enterprise.

Security issues have recently begun to be studied in our country, but there is already a significant amount of scientific work on security issues at various levels of the economy.

The security of any organization, enterprise (firm) is achieved through a common security policy.

It is necessary to develop a comprehensive security system of the enterprise.

At the heart of the development of a comprehensive system of security the security of the enterprise must be based on a certain concept, vision of its structure, etc.

The most effective functions of achieving and maintaining economic security can be implemented by separating in the organizational structure of enterprise management organizational unit (unit or employee) - Security Service (SSS), the creation of which should take into account some requirements.

So, the SSB should:

- be able to obtain the necessary information from the accounting, planning and economic department, marketing department;

- be empowered to implement new information collection procedures;

- be able to promptly provide information to the management of the enterprise.

In the course of introduction at the enterprise of the organizational - economic mechanism of formation of its safety it is expedient to use systems:

1. Stimulating the management of the enterprise;

2. Psychological implementation in the collective consciousness of the general provisions of the concept of safe operation;

3. Psychological adaptation of enterprise personnel to the crisis.

The importance of studying the theoretical foundations and development applied recommendations for strengthening economic security entrepreneurship in new market economies like rule due to the suspension of the pace of development of small and medium business, reducing the level of business activity population, which does not allow to improve key indicators development of entrepreneurship, to reach the level of developed

States, to ensure proper and equal access for all citizen to entrepreneurial activity. In accordance system-structural analysis is required and implementation of positive world experience of providing economic security of business.

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## TOOLS FOR ENSURING FINANCIAL STABILITY IN THE CORPORATE MODEL OF UNIVERSITY GOVERNANCE

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The corporate model of university management requires a change in approaches to management decisions by university management. These decisions should ensure the strategic development of the university, form a corporate culture and principles of all members of the academic community. The university management should not only organize the quality of the educational process, but also ensure the formation and diversification of revenues, reduce dependence on budget funding, and thus ensure financial stability in the short and long term. All this determines the relevance of the research topic.

The purpose of the study is to identify tools to ensure the financial stability of universities according to the model of corporate governance.

The object of research is the process of identifying tools to ensure the financial stability of universities.

The research used the method of synthesis to determine the tools for financial stability, a systematic method of logical integration of tools into a single whole. The theoretical basis of the study is formed based on the results of doctoral research. According to the results of the study, the following tools for ensuring financial stability are identified: ranking positions, internationalization, economic model, value proposition, professionalism of university management, strategy and leadership. The effectiveness of the instruments is determined by the complex interaction of each of them to ensure the financial stability of the university.

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## INSTRUMENTS FOR STRENGTHENING DEBT STABILITY IN UKRAINE UNDER MARTIAL LAW

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With the beginning of aggression by the Russian Federation on 24.02.2022, the Government and the National Bank of Ukraine implemented a number of important measures in the financial sphere in order to preserve the availability of foreign exchange reserves and reduce the uncertainty of the exchange rate; to maintain financial stability, support taxpayers and implement priority budget payments. Access to services and cash for the people of the country was ensured. At the height of the invasion, these actions helped avoid deploying the most critical threats to the state's financial security, such as hyperinflation and currency devaluation, which often accompany wars.

*The purpose of the study* is to systematize the most important measures taken in the field of public debt of Ukraine and to determine priorities for strengthening debt stability in the future.

Since the beginning of martial law, Ukraine has been faithfully fulfilling its debt obligations and has established a Public Debt Servicing and Repayment Fund to avoid default or restructuring. In the context of a sharp reduction in economic activity and, accordingly, budget revenues, the Ministry of Finance of Ukraine is working to expand the range of preferential financing. The IMF played a positive role in this - through a \$1.4 billion rapid financing tool. U.S., which was agreed less than two weeks after the invasion. In addition, the IMF has opened a managed account of Ukraine's stability, which will provide donor countries with a reliable mechanism for directing financial assistance to Ukraine. Such financing, together with

careful control over cross-border transactions from February 24, 2022, allowed to keep the NBU's foreign exchange reserves stable compared to the pre-war level. On the fiscal side, this allowed to replenish domestic revenues, without resorting to excessive use of financing.

In March-May 2022, Ukraine actively worked to attract preferential funding and grants from the EU, from the USA, with other countries and international organizations, with a corporate sector that wants to support Ukraine in war conditions. At the same time, Ukraine successfully places military bonds at market auctions and attracts commercial financing to the state budget. According to the results of four auctions held in March 2022 for the sale of military bonds, UAH 26 billion was attracted; and at three auctions in April 2022 - UAH 15 billion (at the NBU rate). Rates on hryvnia bonds at the last auctions were respectively 10% and 11% per annum, on dollar bonds - 3.7%, and on bonds in euros - 2.5% per annum. The total volume of military bonds issued will be up to UAH 400 billion. They can be bought by the NBU, which has already purchased these securities under a separate procedure for 70 billion. UAH The Government of Ukraine is also negotiating with the United States to obtain guarantees for issuing government bonds at interest rates below those currently demanded by the market and which are much higher than the optimal ones for us now.

Ukraine's ability to fully service its debt obligations in the next few years will depend on access to official preferential financing from international financial organizations and

other partner - countries. Signals of readiness to provide Ukraine with financial support in the long term were announced by all major IFIs.

At the same time, the reduction of GDP with an increase in debt in Ukraine can lead to an unsustainable level of public debt. Based on this, the most objectively correct solution is to attract quick preferential funding and grants (the form of grants is now much more important, since it allows you to get quick access to liquidity without increasing the amount of debt). In addition, given that after the war it will be necessary to finance the restoration of the country, it is better for Ukraine to receive more grants, not loans, so that we can allocate most of the budget not for debt servicing, but for the restoration of Ukraine. Additional 8 tools for financial support to Ukraine may be: - creation of a separate multi-year fund for the EU to support Ukraine both in the form of loans and grants, or to grant Ukraine the right to receive funds from the EU Fund "The Next Generation EU"; - the possibility of Ukraine joining the mechanism of the Multi-Donor Trust Fund, which was created to direct grant contributions from partner countries in support of the World Bank DPL. This can be a quick way to financially support Ukraine in the short term; - the mechanism of redistribution of special drawing rights (SDR) of the IMF member states in favor of Ukraine. Ukraine has proposed to create an initiative in the form of a fund – an account administered by the IMF, to which IMF member countries will be able to direct part of their financial resources, including in the form of special forces for Ukraine, in order to provide additional funding to the IMF funding.

It is necessary to strengthen diplomatic work by Ukrainian agencies on political support from our international partners (USA, UK, EU, IFI, etc.) application of mechanisms for post-war restructuring of Ukraine's external public debt, including writing off most of the debt to international organizations, in particular, by:

ensure the inclusion of Ukraine in the list of countries that can take advantage of special programs of the IMF and the World Bank on

debt relief and reforms in the borrowing countries: "Initiatives on poor countries overburdened with debt" (HIPC-Initiative, since 1999 - EHIPC-Initiative - in-depth initiative) and multilateral initiative on debt relief (MDR-Initiative) to ease the debt burden / partial write-off of external debt the Ukrainian state before ifis, including the IMF and the World Bank;

with the support of IMF and partner countries, determine the possibility of guaranteeing to creditors of the Ukrainian state on bond loans the application of discounts (haircuts) to the nominal amount of debt or the current discounted value of debt payments (exchange of foreign loan bonds of Ukraine for new securities with a discount of 40-50% to the nominal value of existing bonds);

In the medium term, it is necessary to implement a policy of fiscal consolidation and develop a Program to reduce the budget deficit in accordance with the state of the economy and the scenario of the situation. It should be borne in mind that according to world experience, stimulating the revenue side of the budget during fiscal consolidation has a more positive impact on overcoming the debt crisis than reducing costs. At the same time, combined fiscal rules have a significant effect (that is, the establishment and combination of goals for revenue and expenditure parts of the budget).

It is necessary to adopt a new debt strategy, where it is necessary to provide tools for optimizing public debt management in terms of the ratio of the cost of servicing and risks while maintaining an acceptable level of debt burden;

- reducing the risk of the country as a securities issuer and reducing currency risks by increasing the share of nationally denominated government debt, as well as increasing the share of domestic government borrowings in the national currency and state domestic debt;

- ensuring stimulation of the development of the stock market of Ukraine as a source of available resources for financing current activities and investments by: creating liquid markets of financial instruments and

mechanisms for reducing their risk, as well as ensuring the modernization, consolidation and development of the exchange and depository infrastructure of capital markets;

- ensuring the full functioning of the Public Debt Management Agency in accordance with international best practices and in accordance with Decree of the President of Ukraine No. 837/2019 of 08.11.2019 for the use of anti-crisis debt policy instruments and the introduction of a portfolio approach to the

management of external public debt, the implementation of operations on the active management of the national debt to reduce peak loads on the budget, stimulate demand for government securities, conduct Dutch auctions (auctions with a decrease in price) and syndicate government bonds with different maturities, interaction with investors, as well as establishing relations with primary dealers, etc.

## THE PRINCIPLE OF ACCEPTABLE RISK IN CORPORATE MANAGEMENT

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In recent decades, risk management is actively developing and in our time is theoretically considered as an independent scientific discipline, and in the practice of management is implemented as a separate direction of management activity integrated into the management system of the organization. Unfortunately, in Ukraine, as before, the concept of traditional risk management is largely outdated, focused on fragmented and episodic risk management. However, in the practice of management of foreign corporations began to be widely used the concept of acceptable risk, which has a higher efficiency.

The emergence of the concept of acceptable risk occurs in the last decades of the XX century. The essence of the principle of acceptable risk is that risk factors due to the actions of managers are reduced to an economically appropriate level. At the same time, the risk management process is integrated into the general management process of the organization in order to ensure maximum stability of all activities, maintenance of aggregate risk in the specified development strategy of the organization.

The main purpose of realization of the principle of acceptable risk is to find the optimal relationship between risk and profitability on the scale of the whole company. This approach in the organization of risk management requires comprehensive and simultaneous management of all risks. It must be accepted and approved by the highest management, and then communicated to each employee of the corporation as a mandatory element of performing labor, financial, economic and management activities [2; 5].

A necessary condition for adopting the concept of acceptable risk in a corporation is

the so-called "revolution in minds," during which there is a revision of the traditional among managers the idea that the purpose of risk management is to avoid or minimize acceptable risk. The realization that "evil is not a risk in itself, but only the risk that is incorrectly assessed, mismanaged or undesirable" [4] has become a major subjective preconditional revision of the doctrine of traditional risk management and the emergence of an alternative conceptual approach to risk management.

The objective reasons for the formation of the concept of acceptable corporate risk include:

- a sharp increase in the scale and speed at which crises, bankruptcies, emergencies and other risky events appear and spread;
- active development of the market of derivative financial instruments associated with the receipt of speculative profit and repeatedly exceed the total volume of goods and services produced at its cost;
- widespread development of telecommunications tools that allow investors to conclude transactions in real time and contribute to the emergence of a complex of risks associated with the conduct of electronic trade [7];
- expansion of the globalization of the world economy, in which national economies are affected by socio-economic crises occurring on the territory of other countries;
- weakening of state regulation in the main sectors of public reproduction, which makes enterprises independently find a way out of difficult economic situations;
- growing competition in the markets of goods and services, improvement of legislation in the field of consumer protection;

- a significant change in the organizational structure of corporations as a result of reengineering, mergers, acquisitions and other forms of reorganization;

- change of natural - climatic conditions of human life;

- expanding the sphere of private entrepreneurship, increasing the freedom of trade and investment, generating new varieties of corporate risk;

- growth of social tension of business, exacerbation of contradictions between the interests of different participants in the activities of corporate enterprises, increase in the number of conflict situations in the management process.

Implementation of the principle of acceptable risk in the corporation involves the concentration of efforts in the following areas:

1. Identification of risks in the context of the main directions of the corporation's activities, most of all regarding the implementation of production programs and investment projects. At the same time, there are those adverse events that can cause economic and (or) social damage to businesses. The answers to the questions that, when and why may come risky events in the activities of the corporation [9].

2. Analysis and assessment of corporate risks. This procedure involves determining the probability of occurrence of risks and assessing their consequences for the corporation. It is necessary to identify what risks can be attributed to acceptable, and which - to unacceptable, as well as to assess the degree of impact of risks on the results of the production and economic activity of the corporation.

3. Development of measures to reduce the value of corporate risks to an acceptable level. Managerial actions at this stage should be complex and long-term in nature, ensure a decrease in the likelihood of risky events, help reduce the magnitude of negative consequences of risk, and provide for the practical application of various procedures and methods for reducing risk.

4. Ensuring the control of selected procedures and methods of risk management

in the corporation. It is necessary to document the planned risk indicators and measures to ensure them, as well as the appointment of managers responsible for the implementation of certain risk-reducing measures [12].

What procedures of exposure to risk are used in the process of implementing the concept of acceptable risk?

The first procedure is risk evasion, aimed at avoiding risky activities, associated with the refusal to develop risky management decisions.

The second procedure of risk management is its transfer, translation. This procedure is implemented by transferring liability for risk to other legal entities or individuals.

The third procedure is to reduce the adverse impact of risk on the results of the enterprise. It involves the development of a variety of measures to reduce the frequency of risky events and the amount of losses from them.

The fourth risk management procedure includes risk prevention, which is associated with the forecasting of possible risks in the future activities of the enterprise and the development of preventive measures to compensate for the consequences of risk.

Experts of the Federation of European Risk Managers Associations (FERMA) justify the feasibility of implementing the principle of acceptable risk in the organization by creating favorable opportunities to increase the degree of adaptability of the organization to change environmental factors and increase the capitalization of its value.

The positive effect of reducing the amount of risk to an acceptable level is formed by [2]:

- a strategic approach that allows you to plan and carry out long-term activities of the organization;

- improving the decision-making process by understanding and studying the structure of business processes occurring in the environment of changes, potential opportunities and threats to the organization;

- contribution to the process of the most effective use of resources and placement of the organization's capital;

- reduction of the degree of unknown critical aspects of the organization;



- protection of property interests and improvement of the company's image;
- training of employees and raising their awareness of risks in the organization;
- optimization of business processes operating in the organization.

The principle of acceptable risk has a certain specificity associated with the peculiarities of the goals, subject, object and risk management mechanism. Therefore, the practical implementation of the concept of acceptable risk entails a number of significant changes in the management process of the corporation. This is reflected in the basic principles on which the process of implementing the concept of acceptable risk in a corporation is based.

Principles of implementation of the concept of acceptable risk in the corporation:

1. Use of risk management tools at the stage of development of the company's development strategy. It is important to understand that as the company develops, the level of appropriate risk should be revised if necessary. At the same time, the growing threat to the vital activities of the organization as a result of changes in the external and internal environment can cause a revision of the development strategy up to the closure of some business areas or redeployment of the organization's activities [11].

2. Application of the "portfolio approach" to determine the optimal ratio between the amount of capital raised and the risk taken. This approach allows us to consider the company as a set of interconnected business types characterized by different ratios of expected profitability and risk, and also makes it possible to apply the tested models of diversification of the investment portfolio in order to maintain the total corporate risk in economically feasible limits.

3. Comprehensive risk accounting when making decisions in three main areas of corporate governance: strategic planning, pricing for products and services, evaluation of the results of the heads of structural departments and top management of the company [6].

4. Bringing corporate values and priorities in the field of risk management to the

attention of employees involved in the decision-making process at all levels of the management hierarchy.

5. Formation and systematic maintenance of sufficient level of competence of core staff, managers, top management of the company in matters of identification, assessment and risk management.

6. Quantitative assessment of the company's aggregate risk with further decomposition by certain risk types, business portfolios and activities.

7. Creating a corporate risk management service to control and coordinate activities in the field of risk management.

8. Development of criteria appropriate for the company risk. The introduction of risk management should not provide an exception or reduction of risk to any size, but correspondence to its acceptable, appropriate level depending on the peculiarities of the financial economic activity of the company in a certain period of time [3].

9. Creation of infrastructure of risk management system. It is necessary to develop methods of risk analysis, technologies and regulations of risk management, technical and information systems, data warehouses about risky events and other elements of infrastructure that ensure the implementation of the risk management system in the organization.

10. Obligatory participation of the company's top management in the process of development, implementation, monitoring of the results of the functioning of the risk management system. The practice of management shows that in all cases of successful implementation of integrated risk management systems, the initiators and active participants of this process were top managers of the organization.

In the applied aspect, the concept of acceptable risk has a number of practical areas of application. Below is their approximate list:

- justification of changes in business activity;
- analysis of consumer requirements to assess the possibility of their implementation;
- design and development of new products;

- asset management and allocation of resources in the organization;
- strategic, operational and budgetary planning;
- quality management of performed business processes and products;
- ecology and environmental protection;
- information and innovative security of the organization;
- social aspects of interaction with the public, the population, public authorities and management;
- human resources and human capital management;

- management of investment and innovation projects;
- ensuring the life of the organization in case of force majeure and emergency [8].

Thus, the application in the practice of corporate governance of the concept of acceptable risk will allow to consider the possibility of reducing the level of "start" risk to its economically appropriate "final" value, improve coordination of procedures for taking risky management decisions, provide a current and promising assessment of the impact of aggregate risk on the final financial results of the corporation.

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## **STRATEGIC MANAGEMENT IN THE AREAS OF FINANCIAL AND ECONOMIC SECURITY OF THE ENTERPRISE: THEORETICAL PROVISIONS REGARDING SECURITY**

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The sphere of financial and economic security of the enterprise is the most complex area that should be strategically oriented, because combines elements of all business processes of the enterprise. Therefore, today scientists and business leaders need to focus on the formation of adapted to the new conditions of strategic management of financial and economic security of the enterprise, which in turn will respond to changes in internal and external environment and provide the high potential of enterprise development, as in the current period and in the long run.

The following Ukrainian scientists have paid attention to the issues of financial and economic security management and, in particular, strategic management in their research: Vasiliev O.V., Grishko N.E., Zaitseva I.Y., Kozhukhivska R.B., Maslak O.I., Meita V.I., Prihodko V.P., Sak T.V. etc. However, giving honor to scientific developments, we consider that in today's changing environment, strategic management in the area of financial and economic security of enterprises need constant analysis, monitoring and addition.

It should be emphasized that the activities of enterprises in today's changing and dynamic conditions require an urgent need to develop new approaches to ensuring and managing their financial and economic security, especially at the strategic level. The level of economic security of the enterprise and its systems is one of the most sensitive to changes in the external nature, so the strategic management of financial and economic security must be adaptable to today's conditions of economic activity.

Effective management of financial and economic security, which meets modern

requirements and challenges, allows the company to provides effectiveness not only in the current period, but also in the long run, which takes into account all possible factors not only today but also in future periods, that is determines their strategic nature.

In his study, Maslak O.I. and Grishko N.E. note that "management of financial and economic security at the operational, tactical and strategic levels can prevent the destructive effects of changes in the internal and external environment of the enterprise" [1, p. 206]. That is, the authors focus on the fact that the management of financial and economic security of the enterprise is strategic, as the system of financial and economic security operates at several levels, including strategic.

Strategic management of financial and economic security is a process of managing strategic planning and developed strategy economic security, taking into account the interrelation of the internal environment enterprises with external and adaptation to their changes to achieve the purpose of the enterprise and protect it from the effects of threats and achieve safe operation [2].

The defining purpose of strategic management of financial and economic security of the enterprise should be considered protection from the negative effects of destabilizing factors of internal and external nature and ensuring stable and most efficient operation of the enterprise now and providing high development potential in the future [3].

In the area of financial and economic security of the enterprise strategic management is characterized by a number of advantages:

✓ minimizing the negative consequences of changes that occur, as well as factors of uncertainty in the future;

✓ the ability to take into account objective (external and internal) factors that shape change, focus on studying these factors and determining the level of their impact on economic security;

✓ the opportunity to obtain the necessary basis for making strategic and tactical decisions to ensure financial and economic security;

✓ improving the controllability of the financial and economic security system, because in the presence of a system of strategic plans it is possible to compare the achieved results with the purpose, to exercise effective motivation and strategic control;

✓ ensuring the dynamism of change through the implementation of strategic plans based on an appropriate system of regulation, control and analysis;

✓ uniting the efforts of heads of all levels of management and activity of divisions of the enterprise connected with realization of strategies of providing of financial and economic safety.

As a result, effective strategic management of financial and economic security is possible only with a strategically oriented enterprise, when a system of strategic planning is used, which allows to develop and implement a system of strategic plans, carry out current activities aimed at achieving strategic purpose.

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## PECULIARITIES OF MANAGEMENT OF FINANCIAL RESOURCES OF FOOD ENTERPRISES IN UKRAINE UNDER MARTIAL LAW

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Russia's military aggression against Ukraine, which began on 24 February 2022 and now continues, has resulted in significant destruction. This destruction has also affected food industry enterprises. When assessing losses, the damage to the agro-industrial complex as a result of military action should be taken into account. B. Danilyshyn [1] has calculated the possible losses of the economy and notes that as a result of the «territorial removal» of Ukrainian regions from the normal process of economic reproduction, these losses of Ukraine in annual terms can be significant. For example, a drop in GDP production - 46%; export revenues - 48%; capital investment - 45%.

The experts of the Finance Club [2] have calculated two scenarios and concluded that the worst case scenario assumes a 52 per cent fall in industry, a 45 per cent fall in agriculture, and a 52 per cent fall in exports. Under this scenario, Ukraine's GDP may drop by 31 per cent.

According to Ukrinform, citing a monetary survey by the National Bank [3], at the beginning of May 2022, 60% of enterprises were working below their prewar level of utilisation, almost 23% more than doubled. At the end of April, the largest number of enterprises was operating in the agricultural sector. The machine-building sector has also suffered numerous losses, as some factories in the south and east have been destroyed. Food processing companies in the western regions are already operating at full capacity. The liberated regions of Kyiv, Sumy and Chernihiv are actively resuming production. The decline in consumer demand in the industry is partially offset by government orders. In the first six weeks of the war the total loss of the Ukrainian economy exceeded 500 billion dollars, and in the long run this

figure may rise to 1 trillion dollars.

It has been revealed that in the eastern and southern regions most affected by the military invasion, dozens of food processing enterprises have been almost completely destroyed, and in parts of Kherson, Zaporozhye regions, which are under temporary Russian occupation as of mid-May 2022, these enterprises have virtually ceased operations. Now some of the enterprises that are located in the frontline zone have moved or are being relocated to central and western regions that are relatively safe and where it is possible to continue operations. Given the significant adverse conditions and the problematic operation of the food processing companies, the topic of finding financial resources to ensure rhythmic operation is relevant.

The aim of the study is to find sufficient financial resources for food enterprises and the effective management of these resources, and the object is the volume of these financial resources in enterprises. The theoretical basis includes the choice of the main method of research, the analysis of the pragmatics of these enterprises under martial law, the generalisation of internal and external sources of funding the functioning of enterprises, the definition of the features of the financial content and the formation of recommendations for the effective use of financial resources.

Let us define the systematic method of research as the main one, as it allows us to study complex open systems in an unbalanced state. Such system is a set of food processing enterprises forming food processing industry, and having signs of system.

Let us assess the pragmatics of those enterprises that are still in operation and identify the following features along the lines.

Technical - partially damaged production capacity, rising energy prices, disruption of component materials. Logistical - blocked ports, damaged roads and railways, insufficient transport to bring in raw materials and ship finished goods. Raw materials - loss of part of the agricultural land, reduced crop yields, the threat of losing part of the harvest, which is a raw material for processing plants. Marketing - disruption of traditional trade relations with internal external partners, problems in forming the final price at the destination of finished product delivery, difficulty in selecting a safe logistics route. Administrative - curfew, outflow of relevant specialists for various reasons. Note that Russian military aggression will make certain adjustments to the above features.

These peculiarities form other conditions for the functioning of food industry enterprises and consequently the sources of financial resources. In this context, we will present a list of these resources, which were formed during the martial law period.

#### *I. Internal.*

1. Own monetary resources of food enterprises.
2. Bank loans.
3. Loans from other monetary institutions.
4. Budgetary support.
5. Grants, sponsorship.
6. Confiscated funds of residents of the aggressor country on the territory of Ukraine.
7. Other financial resources, depending on the location of the enterprise and the specifics of its functioning.

#### *II. External.*

1. Traditional grants, support programmes, etc., which have been and continue to be provided by national governments, national financial agencies, etc.
2. Targeted financial support from national governments in relation to Russian military aggression.
3. Selected support programmes from international organisations, including financial ones, including FAO, the World Bank.
4. Targeted financial support to economic partners.

5. Part of the funds expected to be received as appropriate compensation from the aggressor country according to the decisions of the authorised bodies.

The characterisation of these sources under the state of war currently ongoing in Ukraine is presented without specifying parameters and only on the basis of the information that is publicly available. After clarifying the list of these resources, let us present their relevance and the reality of their use in the current context. Among the most significant domestic sources, the most reliable are its own sources, but they decline significantly in times of warfare.

Thus, according to the State Statistics Service of Ukraine [4], the profitability of food enterprises in 2020 was 20-30% depending on the industry, but according to a number of negative factors of external and internal environment in 2022 it will decrease at least by half. In assessing this situation, it can be assumed that the amount of these funds will only be enough to maintain the capacity of enterprises. There is almost no money left for the expansion of production.

Budgetary resources should be an important source. Let us note that in war conditions they have a peculiarity of their own. In this context we will present the view of B. Danilishin [5] who has revealed the situation with economic resources of Ukraine. He emphasized the need to rethink how our country will develop in the future. Which sectors can become the basis for growth after the war? What solutions and resources are needed to increase the level of processing in Ukraine and not to trade in raw materials as it used to be? In a war economy, the government's ability to finance the state budget from tax revenue is objectively limited. This is a consequence of the physical destruction of the productive capacity of the economy and the destruction of its human resources. Therefore, the structure of sources is shifting in favour of loans and international aid from partner countries and international organisations, and the share of grants is increasing. Part of the needs have to be financed through the monetisation of public debt. Ukraine's confiscated assets and

reparations from Russia should be a potentially significant new source of state budget resources in the future.

The Ukrainian government has amended legislation to support food enterprises [6]. Legislation provides for partial reimbursement of the cost of construction or reconstruction of livestock farms and complexes, fish farms, milking halls, and agricultural product processing enterprises. The amount of reimbursement is up to 50 per cent of the cost excluding value added tax. For agricultural cooperatives, up to 70 per cent of the cost, excluding value-added tax, of equipment built or reconstructed and commissioned in November-December of last year and January-October of this year. Also supported are the completed construction of facilities, installations or start-up complexes and partial reimbursement of the cost of construction or reconstruction of livestock farms and complexes, milking parlors, agro-processing facilities in terms of costs financed without value added tax through bank loans.

Financing from external sources is now occasional in insignificant amounts, but this direction will increase in the future.

Based on the results of the analysis of the situation of Ukrainian food enterprises, we will identify the following features of financial content management.

1. Significant decrease in the volume of own financial resources, which does not contribute to the expansion of production.

2. Violation of logistical links on the import of raw materials, components, consumables and packaging materials leads to a decrease in the profitability of production.

3. Staffing problems don't contribute to renewal of production lines and development of new products, which, combined with other reasons, cause insufficient competitiveness of the products on domestic and foreign markets.

4. Insignificant and narrowly tailored budget support programmes do not provide

opportunities for expanded reproduction of the functioning of food enterprises.

At the same time, it should be noted that under the conditions of a military state, the main financial resources in Ukraine are allocated for the needs of our military formations, as well as for humanitarian needs, therefore it is necessary to intensify the efforts of the management of these enterprises on the effective use of real financial sources. To solve this important task, the following directions are proposed.

1. Formation of new partnerships with suppliers of raw materials, all additional materials, logistic structures and trade networks, which will allow to stabilize the production and sale of products.

2. Search for new production schemes oriented to new volumes of consumption, taking into account the balance of corresponding types of production, which will provide the guaranteed sale of products.

3. Active monitoring of internal and external sources of financial resources, contributing to the rhythm of production.

4. Increased cooperation mechanisms with local and foreign partners for production programmes, which leads to an optimisation of production.

5. The development of new technologies and types of products, determining the additional financial resources to support the functioning of enterprises.

From the executed research conclusions are drawn that functioning of food enterprises of Ukraine in the conditions of martial law depends on many factors, but effective management of financial resources is determinative. These resources are considerably less compared to the pre-war period, but the management of these enterprises under extremely difficult conditions must find ways to replenish them and use them effectively. The proposals made should contribute to solving this problem.

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## **CORPORATE CONTROL AS A CONDITION FOR EFFECTIVE ENSURING CORPORATE GOVERNANCE**

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The system of corporate control is defined as a component of the system of corporate governance, designed to balance the interests of participants in corporate relationships in the process of their participation in corporate activities.

Corporate control - a specific form of control in corporations, which covers not only internal management relationships, but also external. According to A Cherpak, corporate control is a management function of the owners and stakeholders in the corporation, who have the right to obtain insider information about joint stock companies and exercise corrective influence on management decisions [1]. I. Lukach considers corporate control as an opportunity of one business entity to provide a decisive influence on the decision-making of the controlled entity, which is carried out in cases provided by law [2, c. 120].

Corporate control is a holistic category that combines management and financial elements. The managerial component of the control center involves the desire to establish the policy of joint stock companies and select the executors of their will, and financial is to control operations, assets, financial flows and distribution according to their interests income of the company.

In addition to management aspects, you can highlight the financial reasons for control. To control the financial redistribution of corporate income makes it possible to influence the structure and volume of cash flows of the company.

Therefore, corporate control is a management function that will be aimed at achieving the goals of owners and

stakeholders in the corporation, it can track deviations and corrections of management decisions that always affect some of the interests of participants in corporate relationships.

The specificity of corporate control is that it is irreversible and unalterable for top managers of joint stock companies. Any decision made by the management of the joint-stock company that is contrary to the interests of the controlling group may be blocked or revoked by it. The management of the joint-stock company may not appeal, change or cancel the decisions made by the control center. If a decision previously made by the management of the company is contrary to the interests of the controlling group, it may be revoked.

Consider the legal essence of corporate control. In simple business structures, where the legal owner can be precisely determined, control is the right of the owner of this enterprise independently or with the help of persons appointed by him to use capital at its discretion and with the greatest benefit. Thus, control by the legal owner involves the lawful exercise of his powers. At the same time, non-capital controls are an interference with the exclusive competence of the owner. In essence, a non-proprietary control group disposes of other people's capital without any legal responsibility. The controlling group forms the executive directorate, exerts influence on it in order to realize its interests.

In the case where the shareholders are not owners, ie their rights in relation to the joint-stock company are not absolute, but relative, the exclusive rights to control the joint-stock

company have neither shareholders, nor top managers, nor any other group.

The possibility of the existence of formal (legal) and informal (factual) control is noted by many experts, but each of them understands this phenomenon in his own way.

According to the author Pedko A [3]: de jure control belongs to the owner of a controlling stake, and de facto control may be in the hands of the owner or another person who established control not only by purchasing shares, but also using indirect methods - lending, voting by power of attorney, seizure, illegal court decision, personal agreement, etc.

The purpose of corporate control, as noted A Cherpak [1] is to increase the efficiency of market-oriented joint stock companies due to the timely impact on the process of balancing the interests of stakeholders, which is provided through a consciously built system of corporate control

Corporate control can be based both on material principles (ownership - ownership of a certain block of shares, financial resources) and on intangible principles (power, intelligence and labor).

In-depth study of corporate control is not possible without establishing sources of control. For example, control, which is concentrated in one hand, is based on three fundamental economic and social institutions: property, power and disposal of income. The basis of control is the private property of the person, his administrative power and the ability to manage the profits of the enterprise.

In this context, property acts as a relationship of capital goods to certain persons with relevant property rights, the basis of which is such possession. The latter are fixed in the titles of ownership, confirming the fact of participation in the registered share capital of joint-stock companies (shares) and the validity of monetary claims of creditors (bonds, promissory notes and other debt obligations). Due to the fact that in the course of its life the corporation uses not only equity but also borrowed funds, there are relations of financial dependence on creditors. The control over the monetary obligations of the joint-

stock company by creditors is a full-fledged source of control.

The authority of the government can be based on: possession of large blocks of securities of the company; administrative status in the organization; legal norms; confidential information about the joint-stock company, etc.

A reliable basis for corporate control is the management of operations, assets and income of joint stock companies. The shareholder legislation of the vast majority of countries around the world allows its supervisory board to distribute the income of the joint-stock company with subsequent authorization by the general meeting of shareholders.

The primary control of majority shareholders is their rights related to ownership of shares, including the right to: elect the board of directors and take part in resolving major issues of the joint-stock company; receiving part of the profits of joint stock companies in the form of dividends; compensation for losses in the liquidation of the company; preferential purchase of shares of subsequent issues; control and receipt of information directly or through audit bodies; free alienation of shares and "splitting" of ownership.

The legal basis for the predominance of large shareholders is the principle of shareholder law, according to which at the meeting of shareholders vote not shareholders but their capital. To maintain their dominance, large shareholders use a wide arsenal of methods, including: overstatement of the value of property and property rights contributed as non-monetary assets to the registered share capital of the company; procedural restrictions on the rights of small shareholders; splitting (split) of shares.

As a result of the study it was found that in the current conditions of economic development one of the most effective measures for the emergence, availability and termination of corporate rights is the proper organization of corporate control system, which will detect and prevent violations, improve efficiency and quality of management decisions. Corporate control is

considered as a holistic category that combines power and financial components.

The power interests of the control center are to dictate the policy of joint stock companies and select executors of their own free will, and financial - to control assets, operations, financial flows and distribute

according to their interests the income of the company.

Thus, corporate control is a complex economic, financial, power, legal and social category that requires its theoretical understanding and clear legislation.

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## CHARACTERISTICS OF METHODS OF MANAGING THE FINANCIAL STABILITY OF A COMMERCIAL BANK

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The state of the modern economy, which is based on a variety of economic entities, from small and medium-sized businesses to corporations, largely depends on the reliability and stability of the banking system. An important role is played by banking institutions as financial intermediaries that ensure the functioning of such an economic process as "savings - investments".

The problem of financial stability of commercial banks is one of the most important problems of the domestic economy at the present stage of its development.

The financial stability of the bank is the main condition for the normal functioning of the bank. It is formed under the influence of internal and external factors and is assessed using both individual indicators and bank ratings [1].

The financial stability of a commercial bank is a qualitative characteristic of the bank's financial condition, which reflects the optimal balance of financial resources, as well as the bank's assets with high support for liquidity and solvency, risk minimization and profit growth.

There is some concern that the bank's sustainability depends on the balance of its liabilities and assets, the number of customers and the quality of the loan and investment portfolio. It should be noted that this does not take into account such components of financial stability as solvency, liquidity and profitability of the bank. Maintaining the financial stability of the bank is the main criterion for ensuring the continuity of the bank. However, despite the fact that the term "financial stability" is often used in scientific activities and official documents governing

the activities of banks, there is still no clear definition of this term.

The financial stability of a commercial bank needs to be viewed from several perspectives, using a subjective approach, and from the perspective of the bank, customers, bank owners and the Central Bank.

Applying a subjective approach to the concept of financial stability, we can say that the financial stability of a commercial bank - is the ability of the bank at any time to provide a full range of financial services, maintain and increase share capital and act as a financial intermediary in the banking system. in order not to violate the trust of customers, owners, bank managers and regulators in the continuous and efficient operation of the bank.

To give a more accurate comprehensive assessment of the commercial bank, it is necessary not only to analyze the balance sheet and other reports, but also to characterize the economic condition of the bank's customer base, assess all competitors and lead the market. research, etc.

Sustainability management of a commercial bank in financial management involves the use of a set of four methods - analysis, evaluation, control and forecasting.

Analysis is a special kind of mental, cognitive activity of managers and analysts, systematic and constantly updated knowledge about the content, structure, interaction between individual elements of the managed object (in this case - the stability of a commercial bank) and its dynamics.

In turn, the analysis of the stability of a commercial bank can be presented in the form of a system of specialized knowledge aimed at:

- study of quantitative and qualitative characteristics of the stability of a commercial bank, the factors influencing it;

- development of ways to adequately assess them and possible ways to eliminate their negative impact;

- analytical substantiation of management decisions and forecasts (including the degree of probability of financial insolvency - bankruptcy of a commercial bank), assessment of their implementation, as well as predicting how the competitiveness of the credit institution will affect the decision [1].

It should be noted that the analysis as a method of managing the stability of a commercial bank is closely interrelated with other methods of managing it: - is a fundamental basis for forecasting; - assessment is unthinkable without analysis and always complements it; - control, regulation and supervision are also carried out on the basis of preliminary analysis.

It can be argued that the valuation procedure is a sequence of actions established by regulations of the Bank of Russia and the internal documentation of a commercial bank to determine the degree of compliance of the commercial bank's stability with their requirements by appraisers. Currently, the assessment of the stability of a commercial bank involves the use of a number of domestic and foreign methodologies Fim (USA), CAMEL (USA), BAKIS (Germany), ORAP (France), PATROL (Italy).

For example, Fim (USA) allows to identify financial problems of banks that arise between inspections based on current reporting, good qualities of the model are the ability to predict bank bankruptcy, a wide range of indicators, flexibility of the model, and the disadvantage is the forecast for only 2 years.

The CAMEL model (USA) is a standardized rating system that evaluates the bank's performance on six components: capital, asset quality, liquidity, sensitivity to market risks, its strengths include standardization, wide coverage of analyzed indicators, slow adaptation to shortcomings. Changing the external market situation,

depending on the objectivity of supervisors, does not imply the likelihood of bankruptcy.

The BAKIS model (Germany) calculates almost 50 indicators that characterize the risks borne by banks, based on regulated reporting of banks. The assessment of indicator levels is based on a comparative analysis of data from one bank with indicators from other banks belonging to the same group. It is positively characterized by standardization, evaluation efficiency, identification of general trends in the financial sector, a wide range of analyzed indicators, the negatives include high complexity, which does not take into account systemic changes.

ORAP (France) is used as a multi-factor software package to evaluate a specific financial institution. Identifies existing problems in the bank on the basis of all components of risks associated with its activities, using quantitative and qualitative information. The positive qualities of the model include the use of a wide range of diverse information, speed of analysis, availability of data for analysis, and the disadvantages - the fact that it does not provide for the possibility of bankruptcy.

PATROL (Italy) - the system consists of 5 components: capital adequacy, profitability, credit quality, management, liquidity, where the speed of analysis is used as a basis for on-site inspections, but the model does not predict the probability of bankruptcy.

Thus, their strengths are standardization and practical effectiveness over a fairly long period of time. The weakness of foreign methodologies is that they cannot predict the probability of bank bankruptcy.

It should be noted that the stability of banks can be assessed by leading international rating agencies such as Standard \ Poor's, Moody's, Fitch and others [39]. The advantage of their activities is the publicity of the ratings of emerging banks, negative - the fact that often for their calculations, even such well-known agencies do not have all the information available to central banks and supervisors. It should be noted that even the world practice with its vast experience has not developed a single standardized methodology for assessing the stability not only of an

individual bank but also of the banking system as a whole. There are several explanations for this situation:

- a huge array of confidential information about the activities of commercial banks, which must be analyzed by the subjects of evaluation;
- the specifics of national economies, which should be taken into account in the development of a single methodology for assessing the stability of a commercial bank.

The next method of managing the stability of a commercial bank, without which it is impossible to imagine any management process, is control. In commercial banks, it has its own specifics, as it is presented in the form of internal control, the need for which is determined by domestic law.

Thus, according to the Ukrainian legislation, which is updated on this issue, internal control is a process integrated into all processes and corporate governance of the bank, aimed at achieving operational, informational, compliance goals of the bank [2].

The update of the Regulations on the internal control system is aimed at:

- improvement of approaches to the organization and functioning of the Bank's JCC, ie the application of elements of the COSO methodology and criteria for their implementation to assess the complexity, efficiency and adequacy of the internal control system;
- strengthening the role of the Bank's Board in the management of the internal control system, where the Bank's Board is fully responsible for its establishment as comprehensive, adequate and effective;
- introduction of the model of 3 lines of protection. Use of a single model for the distribution of responsibilities between the bank's divisions;
- raising the culture of control, introducing an atmosphere of "tone at the top": corporate

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values - culture of control - awareness of employees about their role in the internal control system;

- Improving the requirements for the formation of the bank's internal bank documents when the bank develops internal bank documents covering all components of the internal control system.

The forecast of the stability of a commercial bank can be presented as a scientifically sound probabilistic forecast of changes in its level in the future under the influence of various factors. Forecasting theory traditionally distinguishes between two types of methods - quantitative and qualitative, which can also be applied to procedures for forecasting the stability of commercial banks. At quantitative forecasting by means of mathematical methods the analysis of indicators of stability of the credit organization for the last periods then on the basis of the received conclusions the forecast of future results is made is carried out. Such methods should be used in cases where the manager has sufficient accurate data. Qualitative forecasting (as opposed to quantitative) is based on the assessments and opinions of well-informed and qualified professionals and is usually used in cases where accurate data for previous periods are insufficient.

Thus, financial stability is an important characteristic of the financial performance of a commercial bank in a market economy. Its provision is one of the most acute problems in the activities of banks. In market conditions, a financially stable commercial bank has a competitive advantage over other banks, which is expressed in attracting additional resources, dominance in a particular market segment, increase deposits as a major source of banking resources and, consequently, expand investment, new opportunities for non-traditional services.

## FINANCIAL AND ECONOMIC SECURITY AND PUBLIC FINANCE IN CONDITIONS OF HYBRID THREATS

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State budget security is a state of ensuring the solvency and financial stability of public finances, which enables public authorities to perform their functions as effectively as possible. Russia's hybrid aggression against Ukraine and the military conflict in the east of the country, which began in 2014 and has now continued in the form of a full-scale Russian war against Ukraine, have led to a negative chain reaction of aggravated imbalances in the budget system. Due to the simultaneous indirect influence of the aggressor on the destabilization of budget-forming factors and levers of budget regulation in Ukraine, threats to the stability of its public finances are also becoming hybrid. Production in specific climatic conditions is carried out in conditions of low level of investment activity in rural areas and related sectors of the economy, physical and moral aging of infrastructure, loss of material and human resources. Increased social tensions leave the potential sector unrealized. Diversification of the economy can promote the return of citizens to rural areas and, at the same time, stimulate the need for social infrastructure and services, create opportunities for additional income for farmers, reduce migration from rural areas, including abroad.

The ongoing economic downturn in the agricultural sector [1] is accompanied by declining share of bank lending in GDP, public investment, tax revenues, accumulation of domestic and foreign debt, increasing defaults, the shadow economy, hidden unemployment, the state's inability to meet its social obligations, the lack of effective procedures to protect the rights of the owner, the weak discipline of legislation aimed at

overcoming the situation, the issue of providing services in the field of health, education and leisure remain unresolved. Insufficient level of funding creates traditionally difficult conditions for the construction of social infrastructure and cultural and recreational complex.

Despite these challenges, the priorities of rural development are organic production, development of "green economy", restoration of traditional agriculture for sustainable development and as an important source of income for local people [2]. The main factors of development should be accompanied by the introduction of certification and expansion of markets, including through the promotion of regional and own brands, providing access to family businesses to financial services and local resources. Ensuring the benefits of small (up to 10 hectares) land ownership will create conditions for the preservation of biological diversity, to achieve higher quality and purity of the product. Factors in the restructuring of the economy should be the activation of equity of the majority of the population by providing the local community and strengthening control over its assets in rural areas.

Rural development should be strengthened by measures to increase opportunities and unlock the potential of individual territories and people living in them, based on environmental protection, environmental culture with the active participation of the state in the context of developing the principles of environmental management [3]. A multifunctional approach in terms of managing the socio-ecological and economic components of rural development is a prerequisite for ensuring domestic demand,

increasing productivity, employment of the rural population, guaranteeing national food and economic security, expanding international exchanges.

Factors related to the possibility of depreciation of the company's assets and funds are risks, causes and possible negative consequences that arise and can be assessed at three levels - operational, innovative investment and finance. Risk (commercial or business) is formed as the sum of total risks for all activities, which are affected by many factors. Operational risks are the result of miscalculations in the manufacturing sector, supplier policy and advertising policy and can be neutralized by optimizing cash and material flows of the enterprise using methods of economic and mathematical modeling and logistics analysis. Investment risk arises during financial or innovation investment and / or related project activities of the enterprise. It can be assessed by expert analysis of the main activities of the enterprise, potential areas of diversification, production, sales, costs and profits. Shows trends in these indicators over time for different levels of production and management, the company's reputation and others.

Optimization of the investor's work is usually achieved by providing him with the appropriate level of dividends, guaranteeing the frequency of payments, ensuring the right to vote in addressing key issues of enterprise development strategy, etc. In a broad sense, financial risks are often associated with operational, innovation and capital; in the narrow - risks, ie financial and / or innovation activities, which have changed the composition and structure of capital (liabilities). Thus, financial and innovation investment risks belong to the group of speculative risks, the realization of which can be both losing and winning. In practice, these risks are closely interrelated and represent a complex set of causal relationships.

The growing risk of investment efficiency and the results of production and economic activities of the enterprise are associated with rapid changes in the economic situation and the situation on the national market, the expansion of public relations. enterprises, the

emergence of new technologies, investment and other factors. The risks of investing in agriculture are objective due to the uncertain environment of the enterprise. The external environment includes objective economic, social and political conditions that carry out the activities of the enterprise and change it.

According to the program of investment and innovation development in Ukraine, the priority development of the national economy is to provide competitive advantages on an innovative basis. The decisive condition for the effectiveness of investment processes in the agricultural sector is the formation of investment attractiveness of the economic sector and the availability of investment resources for investment objects.

Given the agreements with the EU, as well as the Ukraine 2020 Development Strategy, the government has made a commitment and should make every effort to develop domestic competitive SMEs, and not only through deregulation of business. The mechanism of formation of professional and educational potential of the population, aimed at creating legal, economic, social and organizational bases for obtaining professional knowledge in accordance with the needs and opportunities for education and the situation on the labor market in terms of labor demand; creating conditions for self-employment and the development of entrepreneurial initiative [4].

Further formation of a social market economy in Ukraine is impossible without the development of rural areas on the basis of taking measures of balanced regional policy. The experience of Europe and the United States shows that the main direction of rural development and overcoming the depressed state of the local economy should be the formation of a system of rural entrepreneurship.

An important source of income for the rural population today is non-agricultural employment, which is justified by the rapid pace of agricultural mechanization and seasonality of agricultural production. These factors make it impossible to provide the population with year-round employment in agricultural production. The main motives of



entrepreneurial activity of peasants can be considered [5]:

- the desire to earn more money to provide a better life for themselves and their families; higher profitability of economic activity than agricultural, creates new opportunities and opportunities, which is the impetus for further development; The issue of involving family members in economic activities is also important, both through providing them with full employment and through assistance in its management;

- meeting the need for independence, separation (distinction) among the rural community;

- formation of independence from natural disasters, risks of inventory damage, as the income from own enterprise depends much less on accidental factors than agricultural activity;

- providing employment in periods of lower labor intensity in the household.

Given the above small business as the basis of entrepreneurial activity in the countryside is able to form the appropriate environment and conditions of development to meet the existing needs of peasants and solve a number of existing problems.

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## EXPERIENCE OF THE LEGAL REGULATION OF THE FINANCIAL SAFETY

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The issue of legal regulation of the financial and economic safety at all levels of the Ukrainian economy is very topical. Practical experience of the legal regulation of financial safety in the USA will allow demonstrating the theoretical frameworks concerning the solution of this problem.

The financial system of the United States is a network facilitating the exchange between creditors and borrowers. According to the Federal Reserve System, the financial regulation is aimed at the following two tasks: to provide for the security and reliability of the financial system and provide for the implementation of regulations aimed at consumers protection. The regulatory and legal base varies in different spheres, at the same time, different regulations apply to different financial services [1]. Separate federal and national institutions have different and sometimes even overlapping obligations within the regulation system.

After the Great Depression, the world economic depression of the 1930s, the US Government passed the Glass-Steagall act that constituted the extension of the role of the Federal Government in the regulation of the financial sector. The Glass-Steagall Act is believed to create the feeling of liability for the investors in the sphere of financial management forcing them (in fact) to avoid the transactions of the excessive risk that may cause the financial default. It enabled the legal entities to verify the lawsuits against such substandard investment tools on behalf of their clients affected by such breach of justice.

Starting from the 1980s, Congress discussed the bills to repeal the Glass-Steagall Act (Sections 20 and 32). To repeal them in 1999, Congress passed the Gramm-Leach-

Bliley Act also known as the Financial Modernization Act of 1999.

After the financial crisis in 2007-2008, Joseph Stiglitz, the Economics Nobel Laureate, stated that when the appeal of the Glass-Steagall Act united the investment and commercial banks, the culture of the investment banks came to the fore and the banks that were conservatively managed in the past engaged in more risky investments to improve their profitability. The other Laureate, Paul Krugman, stated that the repeal of the law “was a real mistake”; however, it was not the reason for the financial crisis [3].

In 2009, Barney Frank, member of the Chamber of Representatives, and Chris Dodd, the Senator, elaborated the bill on the financial regulation known as the Dodd-Frank Act that was introduced to the Chamber of Representatives of the United States in December 2009 and was brought into action the next year. According to the Committee on Financial Services of the Chamber of Representatives of the United States, Dodd-Frank created 400 new financial rules [2]. Besides, the Act created four new federal agencies: Consumer Financial Protection Bureau (CFPB), Office of Financial Research (OFR), Federal Insurance Office (FIO), and Financial Stability Oversight Council (FSOC) [1].

Thus, the experience of the legal regulation of the financial safety in the USA confirms that the groundless downturn in the state control over the market relations in the sphere of finance can cause the economic crisis, production decline, and growth of unemployment. On the other side, the excessive legal regulation of the financial relations in the market economy can harm the

investment environment and cause the production decline. Therefore, from the practical point of view, the art of the legal

regulation of processes influencing financial safety and relying upon the progressive theory of law is necessary.

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## **BUDGETARY REGULATION OF THE NATURAL RESOURCE SECTOR AND SOCIAL PRIORITIES OF LOCAL FINANCE IN THE CONDITIONS OF MARTIAL LAW**

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Expenditures of local budgets are subject to the influence of social and economic factors, are an integral part of the market of public utilities. Expenditures on the non-productive sphere remain traditional; financing of economic sectors in the region; capital construction, management and other costs. A significant disadvantage is the low degree of independence of local budgets. Their costs are largely regulated by various laws and regulations established at the national level. In the conditions of martial law and in the conditions of continuing the decentralization reform in Ukraine, the implementation of local budgets and setting priorities remains very important. The bases for the distribution of revenues and expenditures between the budgets of different levels are determined. Given that investment is an effective lever for restructuring the economy and solving social and economic problems, the key tasks of public administration are to improve the investment climate, stimulate investment activity, accumulate investment resources and focus on priority areas of economic development.

The development of the innovative component of Ukraine's economy is largely due to the use of the budgetary mechanism of state regulation of socio-economic processes and the functioning of the budget system. An integral part of local finances are local budgets, local special purpose funds and the finances of municipal organizations. Local budgets are designed to provide tasks and functions related to the subjects of local self-

government. The system of local finances is largely determined by the formed administrative-territorial division of Ukraine.

As a result, local governments are unable to balance their budgets. In such conditions there are no incentives to conduct responsible budget policy, increase transparency and objectivity of budget reporting, quality of budget services, effective cost management, budget network restructuring, development and implementation of medium-term programs for development and reform of the budget sphere, attracting investment in public infrastructure [1].

Between the budgets of all levels there are complex links regarding the regulation of budget flows in the distribution of government revenues and expenditures, which are based on the principles of:

- 1) delimitation of budget revenues and fixing them at certain levels of the budget system;
- 2) distribution of budget expenditures and fixing them at certain levels of the budget system;
- 3) equalization of the levels of minimum budget security of the budgets of all levels of the budget system. Inter-budgetary relations are based on its division between territorial authorities of certain functions.

Regulation of socio-economic development of society is ensured through the redistribution of society's income between economic entities and social groups through economic and social policy of the state. Second-order functions - the provision of

various types of public services (social and infrastructure services) guarantees the provision of public services to the population, equalization of budgetary security of the regions. This leads to the emergence of many budget flows that allocate budget resources, determine the amount and direction of expenditures of local budgets. With their help, differences in the budget support of government functions are eliminated, state support is provided to territories through a system of targeted redistribution, and priority financing of economic zones and territories is provided. Attention needs to be paid to improving approaches to the development of local budgets and streamlining inter-budgetary relations. An important task is to increase the efficiency of budget funds by rationally building inter-budgetary relations and redistribution of inter-budgetary funds. Proper organization of inter-budgetary relations allows to ensure the optimal distribution of budget flows between local authorities and higher state structures, taking into account all participants in the budget process [2]. The basis for the distribution of revenues and expenditures between the budgets of different levels should be based on the following positions: - the degree of provision of local budgets with their own revenues should be necessary and sufficient; - maximum decentralization of revenues is not consistent with the economic interests of participants in intergovernmental relations; - assigning expenditure functions to budgets of different levels should guarantee high quality and efficiency of public services; - it is economically expedient to fix a number of services at the highest level of management, excluding duplication of services by local administrations and ensuring savings of public funds; - compliance of revenues with expenditure functions of regional budgets.

On March 11, the Government adopted Resolution №252, which defined the peculiarities of the formation and implementation of local budgets during martial law.

In particular, local self-government bodies, their executive bodies, local state administrations, and military-civil

administrations continue to exercise budgetary powers, and in the case of the formation of military administrations, such powers are exercised by military administrations. Namely:

make decisions on amendments to decisions on local budgets at the request of local financial authorities;

carry out without the consent of the relevant commission of the local council the transfer of budget allocations from one chief budget manager to another, redistribution of budget expenditures and budget loans under budget programs, including budget reserve fund, additional grants and subventions, within the total budget appointments of the chief budget manager funds, as well as increase development expenditures by reducing other expenditures (separately for general and special budget funds) under the budget program;

may decide to transfer funds from the local budget to the state budget to carry out general mobilization measures in accordance with the law and to repel the armed aggression of the Russian Federation against Ukraine and ensure national security, eliminate the threat to Ukraine's independence, territorial integrity in accordance with paragraph 22-2 Chapter VI "Final and Transitional Provisions" of the Budget Code of Ukraine;

approve local (target) programs (make changes to them) in compliance with the requirements of Article 91 of the Budget Code of Ukraine;

make decisions (each of the parties) on the transfer of funds between local budgets without concluding agreements;

carry out the distribution and redistribution of transfers from the state and local budgets to local budgets.

Reform of inter-budgetary relations should be carried out in the areas of balancing revenues and expenditures of regional budgets and equalizing the level of their budgetary security (horizontal and vertical alignment). Creating a rational system of inter-budgetary relations involves the following measures: - to ensure budget balance; - to establish by law the minimum level of own incomes in the total amount of incomes of regional budgets,

achievement of financial independence of regions; - to develop common approaches to the organization of financial assistance, realizing the potential of targeted impact on the economy of the regions; - reduce the subsidy of local budgets. The combination of horizontal budget equalization with vertical balance will ensure the regulatory level of consumption of budget services throughout the country. In the process of vertical budget equalization, discrepancies between the expenditure functions of budgets of all levels and their profitability are eliminated. Horizontal equalization contributes to the territorial redistribution of budget funds from "rich" regions to "poor". A set of measures to reform inter-budgetary relations, aimed at the rational redistribution of budget flows, will contribute to the balance and stability of regional budgets, the development of administrative-territorial units.

Nowadays, no one needs to be persuaded that sustainable economic development can be achieved only due to structural changes in the economic complex of Ukraine.

Investment processes in Ukraine are a matter of national importance and have a significant impact on the development of market relations. Characterization of the attractiveness of the investment climate is one of the criteria for the effectiveness of public administration in the economy, the external image of the state, its ability to solve

problems. Such attractiveness is a pivotal condition for attracting foreign investment into the economy of a state, region, industry or individual enterprise.

The inflow of investment to the local level indicates that the relevant area (or, given the human factor, the community) is attractive for investment. This means that within a certain territorial community the conditions are created for the efficient use of capital that can be attracted from outside investors. It also demonstrates the attractiveness of the level of business relations offered by local authorities and the local business environment, ie the relatively low level of corruption and the honesty and responsibility of the economic elite and local bureaucracy. On the other hand, attracting investment at the local level accelerates the development of local infrastructure and enables partial solutions to social problems, as well as helps to strengthen existing businesses and start new ones.

A significant factor in regional investment potential is the attitude of local authorities, which can significantly affect the redistribution of investment flows between the regions of Ukraine. There are already investors who look at Ukraine through the prism of contacts not in the capital, but at the regional level, which is a "parish" of local authorities. And it is at the level of contacts with local authorities that more than a third of potential investors lack quality information.

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**SECTION 3**  
**Corporate governance**  
**VS**  
**corporation`s value**

## USING BUSINESS INTELLIGENCE SOLUTIONS TO MANAGE CORPORATE ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY STRATEGIES

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Sustainability became a subject of survival for the whole World. To have sustainable future UN has developed 17 Sustainable Development Goals that give us a global plan for sustainable future by 2030 [1]. To reach these goals every individual, business, government in a World should place efforts towards them.

There is a three “Pillars” of Sustainability model described in “A Framework for Sustainability Indicators at EPA”:

–Social sustainability: standards of living, education, community, equal opportunity.

–Economic sustainability: profit, cost saving, economic growth, research, and development.

–Environmental sustainability: Natural resource use, environmental management, pollution prevention.

They are forming such intersections:

–Environmental-Economic: energy efficiency, subsidies/incentives for use of natural resources

–Economic-social: business ethics, fair trade, worker’s right

–Social-Environmental: environmental justice, natural resources stewardship locally and globally [2].

In many developed countries companies are already implementing environmentally responsible approach in their business model.

Governments are constantly setting new regulations towards environmental protection, that surely push companies to change their business process to be more environmental responsible. From other hand consumers behavior is changing and their choice more often with brands who are environmental responsible. So today being environmental responsible is also playing a role of competitive advantage for the business.

Many companies set up environmental sustainability goals and KPIs such as reducing energy and water consumption, reducing CO<sub>2</sub> emission, using bio gradable products, increasing usage of recycled components and so on.

To monitor and measure their environmental sustainability goals and KPIs companies more often use business intelligence solutions and many of them do it in a very professional way already, however there are still no common approach in this filed.

Business intelligence (BI) combines business analytics, data mining, data visualization, data tools and infrastructure, and best practices to help organizations to make more data-driven decisions[3].

Many companies also are building environmentally sustainable supply chains and demanding from their suppliers to provide data about environmental sustainability indicators to build solid vision of real-life energy consumption, environmental footprint data, recyclability, water usage and so on.

There are also popping up vendors providing services of measuring footprint impact of products, connecting environmental sustainability data to suppliers, combine all data in one business intelligence tool and give access to it on subscription terms.

Despite all this huge progress there is still a big room for improvement and several areas that not covered well.

Companies should integrate all 3 “Pillars” of sustainability in an intelligent way to stay profitable, environmental, and socially responsible.

Main target for every business is to maximize their profit. That is common economic rule.



Combine environmental responsibility with maximizing profit could be not easy task that requires special approaches and advanced tools like business intelligence solutions.

Environmental sustainability actions require investments that companies expect to return with growth of revenue or cost reduction.

Companies needs to measure the effect of their environmental sustainability actions in both areas: environmental impact and financial impact.

Business intelligence solutions seems to be the most suitable way in integrating together environmental and economic sustainability company strategies.

Business intelligence could help companies to answer next questions:

–What is the cost of environmental sustainability actions?

–What is the economic effect of environmental sustainability actions?

–What is the market value of company environmental sustainability offer?

–How to price products/services from company environmental sustainability offer?

–Where economic and environmental sustainability goals of company intersect and creates a synergy?

–What is position of company vs competitors in environmental sustainability field?

–Where economic and environmental

sustainability goals of company play against each other?

–What is the return on investments rate of environmental sustainability actions?

There are two biggest issues need to be solved to effectively integrate environmental and economic strategies of the companies and have solid business intelligence system in a company:

– Methodology to measure main indicators (value, cost, return of investments of environmental sustainability actions, comparison of different opportunities, risks and so on)

– Pipeline of integrating together environmental and economic sustainability in one business intelligence solution.

Approach of effective integrating environmental and economical strategies with help of business intelligence could vary from company to company, but in general it should have core structure and be available to public.

The aim of such approach is to help companies to find golden mean between environmental and economical sustainability strategies.

To develop a general approach of integrating environmental and economic sustainability strategies with help of business intelligence solutions is a complex task that requires combined efforts from science and business.

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## INNOVATION IN CORPORATE GOVERNANCE

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In the current conditions of the Russian-Ukrainian war, the domestic civil, industrial and military infrastructure has suffered significant damage, which also has a negative impact on the activities of economic entities of all sectors of the economy in general and tourism in particular. According to an analysis by the Kyiv School of Economics (KSE) under the Russia Will Pay project, Ukraine has already lost more than \$ 88 billion. In general, the losses of the Ukrainian economy, including direct and indirect (such as declining GDP, investment cessation, outflow of labor) range from \$ 564 billion to \$ 600 billion (Chaikovska & Shepeleva, 2022).

Overcoming negative phenomena in modern realities, among other things, is possible provided that the innovation of all elements of the economic system at all levels of corporate governance and due to a number of circumstances. In particular, it should be noted that the dominance of innovation in the strategic management of enterprises in the tourism sector of the economy requires the establishment of its connection with the basic principles of corporate governance. Annual change of focus cannot provide the desired competitive advantage, so the implementation of innovations, although requires a flexible response to market changes, is still based on achieving and maintaining long-term advantage of tourism enterprises (Antonenko & Melnyk, 2013).

In general, in science and practice there are a significant number of tools for innovative development of economic entities in the tourism sector of the economy, the main of which in the areas of innovation are as follows (Biletska, 2018):

1. Grocery. Research of products, analysis of the tourist market, formation of the idea of

an innovative product, planning of innovative activity; concluding agreements with partners on the formation and implementation of innovative products, budgeting of innovative activities; introduction of an innovative product; promotion of a new innovative product on the tourist market, training of staff to promote an innovative product.

2. Technological. Planning of innovation activity of TP; budgeting, financing; assessment of technical and technological potential of TP, modernization, improvement of technical base, conclusion of contracts for connection to the tourist market networks and specialized software, installation of necessary software, training, adaptation, staff motivation; adoption of regulations, orders, instructions, instructions for the implementation of technological innovations; performance monitoring.

3. Marketing. Research, analysis and evaluation of the tourism market using SWOT-analysis, BCG matrix, McKinsey matrix, statistical data analysis, reporting; choice of innovation strategies, use of SPASE-analysis; innovation planning, budgeting and financing; branding of innovative services, agencies, brand promotion in the tourism market, organization and implementation of advertising campaigns, concluding agreements on brand promotion, organization of access to new markets, development of positioning and advertising models, development of interaction with innovation infrastructure; staff training, development of creative abilities, ideas.

4. Organizational and managerial. Development of internal innovation system; obtaining a license to carry out tourist activities; budgeting, financing; innovation planning; organization of connection to the

general networks of tour operators; establishing information and analytical work, information exchange, concluding agreements with suppliers and contractors; use of outsourcing, technical and technological support; staff training; development of cooperation, integration into the single market of tourist services.

5. Service. Planning of service innovations, budgeting of financing, technical and technological re-equipment, training and motivation of personnel, implementation of new solutions in the consumer interface; conclusion of agreements, contracts, organization of service innovations, introduction of service models taking into account the culture and features of tourist and recreational areas.

In general, it can be stated that the tools for managing the innovative development of tourism enterprises are the integrated use of organizational, legal, economic, technological, socio-psychological and administrative methods and tools, active use of both analytical and organizational tools that are the basis of sustainable innovation.

Given the situation in Ukraine in recent years (Denysenko & Breus, 2020, 2022) (when Russia annexed Crimea, fighting continued in eastern Ukraine as a result of Russian military aggression against Ukraine and caused significant losses to domestic civilian, industrial, military infrastructure as a consequence of the Russian-Ukrainian war, which continues today), to improve the tourism sector in the postwar period is considered appropriate (given the relationship and interaction of the system of innovative development of enterprises with external and internal actors) use:

- tools for diagnosing the innovative development of both the potential of tourism enterprises and the state of innovative development and market conditions;
- tools and methods of analysis and evaluation;
- tools for further planning and development of the innovation system, the mechanism of its management;
- tools, methods and means of managing the innovative development of economic entities.

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## CURRENT TRENDS AND STRATEGIC GUIDELINES FOR INNOVATIVE DEVELOPMENT OF THE ECONOMIC SECURITY SYSTEM OF ENTERPRISES BASED ON DIGITAL TECHNOLOGIES

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The world is changing quickly. An era is coming when highly advanced technologies – the ones that used to be perceived as science fiction – are now a real project that innovative companies are working on, such as artificial intelligence, robotics, unmanned aerial vehicles, 3D printing, nanotechnologies, biotechnologies, digital IT etc. However, all the new changes and emerging technologies have one feature in common – they are all related to digital technologies [1].

Implementation of information technologies is going at a rapid pace, causing significant competition between the companies aiming to win markets and clients across the globe. Investments are the decisive factor in an enterprise's economic security and competitive standing, and can potentially lead to financial success [2].

In the modern business environment, activation of innovative processes at enterprises as the elements of the economic life of a region and a country overall becomes particularly important. In the short-term perspective, the companies that were not capable of understanding the importance of the continued and multi-faceted innovations will likely lose their competitive benefits [3].

The global digital development trends are demonstrating the need to learn and analyze the opportunities they offer and that can be exploited in economic security and to find new areas for innovative development of enterprise economic security system based on digital technologies.

In the modern environment, digital technologies are the most dynamic area in terms of its development [4]. Analysis of implementation and development of the advanced digital technologies for the sustainable development purposes [5] that are presented at international shows demonstrate

that the obsolete security systems are being replaced with advanced technologies such as AI, machine learning, cloud computing and 5G – these are just a few technologies that will take the central spot in 2022 and onwards.

In view of this, the following trends of economic security development will come into play in the short-term perspective:

- rapid implementation of video analytics and AI-based products;
- development of cloud-based video surveillance;
- implementation of 5G technology;
- convergence of multiple systems through AIoT;
- strengthening of cybersecurity, etc.

By embedding AI into end, edge and cloud scenarios, a growing number of AI-based devices being commonly used for economic security purposes. It's likely that technologies related to AI analytics – such as AI-based forensic search, business intelligence, object detection and access control – will drive video surveillance investments. Next year the market will likely receive a large series of AI-based products and solutions capable of accurately identifying humans and vehicles, including real-time early detection and warning, expanded analysis, data statistics, and many more.

According to Omdia's [6] 2021 Video Surveillance & Analytics Database Report, demand for recording devices – especially entry-level equipment – with embedded deep learning analytics is expected to increase. The Dahua Cooper-I series XVR, for example, is the first entry-level intelligent analog [video recorder](#) and a storage device that offers AI features such as SMD (smart movement detection) Plus and AI coding.

Likewise, the Dahua Eureka Series is also

composed of entry-level thermal cameras powered by AI. Designed for end-users, it's an ideal choice for small- and medium-sized perimeter intrusion detection and early fire detection in various scenarios (such as waste disposal sites).

Cloud video surveillance continues to grow. The demand for cloud computing among organizations is expected to continue in 2022 as a result of remote working and the growing trend in digital transformation due to COVID-19. Use of cloud-based cameras and video surveillance solutions such as VSaaS (video surveillance as a service) will also grow in 2022. Due to its multiple benefits such as cost effectiveness, remote data access, secure data storage, and high reliability, it has become increasingly popular across small and medium businesses that cannot create and maintain video surveillance systems on their own. One example of an excellent VSaaS system is Dahua's COS cloud platform, a cloud-based platform that allows users to manage on-site devices and enjoy a full range of services anytime, anywhere. It also provides installers with handy and convenient solutions, including 24x7 remote diagnostics and troubleshooting, alarm operation, cloud storage, etc. 5G is setting a path for 5G video conferencing and remote work, and is, of course, a key technology that will contribute to video conferencing and remote work in the coming years. The fast network capabilities of video connections enabled by 5G broadband technology ensure real-time sharing of images and zero-latency synchronization of audio and video, enabling efficient remote communication and collaboration.

A recent IDC study [7] demonstrates that in the nearest future employers worldwide will likely accept a hybrid work model that combines remote work and on-site work. Video conferencing, remote work solutions, and, of course, 5G, will make networks extremely fast and reliable. That will allow for a better use of such technologies as AI, IoT and machine learning for multi-party conference collaboration, as well as various innovative applications in video conferencing industry.

The convergence of multi-dimensional

sensing devices and systems through the Internet of Things (IoT) is another area that will see growth in the coming year. AIoT is a combination of AI technologies and IoT infrastructure. It enables more efficient IoT operations, improves human-machine interactions and enhances data management and analytics. In other words, not only can every single element in the IoT environment operate AI individually, they can also connect to each other, and together, perform tasks in a smarter way. In recent years, the ever-growing security requirements for large-scale perimeter protection scenarios (e.g. airport, construction site, water area, etc.) has enabled the convergence of AI-powered video technology with thermal imaging and security radar. For example, a radar solution combines a video camera, thermal imagery and a security radar to achieve multi-dimensional sensing, enabling users to detect and trace any intruders, upload alarms, save evidence and many more. AIoT will also see the growing integration of such solutions as video surveillance, alarm systems, access control, and fire detection with temperature, humidity, smoke, heat and air control sensors (just to name a few) in smart flats and houses. There will be more scene-based customization solutions that integrate video AI technology with radar and other IoT technologies to solve specific issues of customers.

There is a growing dependency of cybersecurity from the number of IoT networks. The greatest cyber vulnerable category is mobile and hybrid workforce (employees working from home or remotely), cloud and data centres, and coordinated or ransomware attacks on their networks.

Therefore, learning new technologies will enable their application in economic security and define areas for innovative development of economic security based on digital technologies, as well as:

- develop concepts, methods and models of economic security's innovative development based on digital technologies;
- develop recommendations for domestic enterprises to implement advanced global trends based on digital technologies related to economic security.

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## BASIC MODELS OF CORPORATE GOVERNANCE

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In the developed world there are different models of corporate governance. The corporate governance model is a reflection of the most significant characteristics, properties and patterns of corporate governance as an object of socio-economic reality, created by the researcher to gain new knowledge about the corporate governance system in accordance with the purpose of the study. Experts distinguish three models of corporate governance: Anglo-American, Japanese and German.

In each country, the structure of corporate governance has its main features or elements that distinguish it from the structures of other countries. Today, in comparative analysis, experts operate mainly on three models: Anglo-American, Japanese and German.

The main features or elements that distinguish one model from another are: the main participants in the corporate environment; main groups of shareholders of a particular country; composition of the board of directors (or boards, as in the German model); legislative framework; disclosure requirements for listed corporations; corporate actions that require the approval of shareholders; mechanism of interaction between the main participants.

The Anglo-American model features:

- availability of individual and institutional investors not affiliated with the corporation (so-called external shareholders or outsiders);
- well-developed legislation defining the rights and responsibilities of the three key players - managers, directors and shareholders;
- relatively simple mechanism of interaction between shareholders and between shareholders and the corporation both at the annual general meeting and between them.

Corporatization is a common means of raising capital by corporations in the United Kingdom and the United States. Therefore, it is not surprising that the United States has the

world's largest capital market, and the London Stock Exchange is the third largest in the world after New York and Tokyo (by market capitalization). In addition, the predominance of equity financing, the size of the capital market and the development of corporate governance are in some way interrelated: the United States is both the largest capital market and the place of the most developed system of proxy voting and unprecedented activity of institutional investors. The latter also play an important role in the capital market and in corporate governance in the UK.

The Anglo-American model includes managers, directors, shareholders (especially institutional ones), government agencies, exchanges, self-regulatory organizations, and consulting firms that advise corporations and / or shareholders on corporate governance and voting.

The key players are managers, directors and shareholders.

The Japanese model is characterized by a high percentage of affiliated banks, shareholder companies; banks and corporations have strong ties; legislation, public opinion and industry support "keiretsu", ie groups of companies united by joint ownership and management; the percentage of unaffiliated shareholders is relatively low, which is due to voting difficulties.

In Japan, with the unconditional importance of equity financing of corporations, the characteristic composition of the owners prevents a serious influence of shareholders on the affairs of the corporation. Although even a small number of shareholders from other countries would be able, in our opinion, to make it more convenient for foreign shareholders.

The Japanese model of corporate governance is multifaceted and is based around a key bank and financial-industrial network or keiretsu.

The key bank and keiretsu are two different elements of the Japanese model, which at the same time duplicate and complement each other. Almost all Japanese companies have close ties with a key bank. The Bank provides its corporate clients with loans and services for the issuance of bonds, shares, current accounts and consulting services. Of course, the key bank is the main owner of the corporation's shares.

In the United States and other countries where the Anglo-American model is used, there is no phenomenon of a key bank performing many functions. This is done by various institutions; commercial banks provide loans; investment banks issue shares; specialized consulting firms provide services for proxy voting, etc.

Many Japanese corporations also have strong financial ties to a network of affiliates. This network is characterized by total debt equity, trade in goods and services and informal business contacts. They are called keiretsu.

Public economic policy also plays a key role in corporate governance. Before World War II, during the war, and in the postwar period, the Japanese government pursued and continues to pursue economic policies designed to help Japanese corporations. This policy means formal and informal representation of the government on the corporation's board.

Four participants are the main ones in the Japanese model; the key bank and affiliate or keiretsu (the corporation's main internal shareholders), managers and government. The interaction between these participants is aimed at establishing business contact rather than balance of power, as in the Anglo-American model.

Unlike the Anglo-American model, independent (non-affiliated) shareholders are virtually unable to influence the corporation's affairs. As a result, there are few truly independent directors.

The basis, which consists of four connected lines, is the relationship of interests of the four key players: managers, bank, keiretsu and government. The lines at the top of the figure indicate a lack of mutual interest

between non-affiliated shareholders and independent directors, who play a minor role in the Japanese model.

The German model of corporate governance is significantly different from the Anglo-American and Japanese models, although there are some similarities with the Japanese model. Banks are long-term shareholders of German corporations and, like the Japanese model, bank representatives are elected to the board of directors. However, in contrast to the Japanese model, where representatives of banks are elected to the board only during the recession, in Germany the representation of banks on the board is permanent. The three largest universal German banks (banks that provide a variety of services) play a major role. In some areas of the country, state-owned banks are key shareholders [84].

The German model has unique features that distinguish it from other models:

- bicameral board, consisting of executive (corporation officials) and supervisory (company employees and shareholders);
- legal restrictions on the rights of shareholders in part, voting, ie the company's charter limits the number of votes that a shareholder has at the meeting, and may not coincide with the number of shares he owns.

Most German corporations have traditionally preferred bank financing to equity financing, so the stock market capitalization is small compared to the strength of the German economy. The percentage of individual shareholders is low, which reflects the general conservatism of the country's investment policy, and, not surprisingly, the structure of corporate governance is focused on maintaining contacts between key players, ie banks and corporations.

The system is somewhat controversial for small shareholders: on the one hand, it allows them to make proposals, but at the same time it allows companies to restrict shareholders' voting rights. However, the percentage of foreign investors is quite significant (19 percent in 2006). This factor is slowly beginning to affect the model as foreign investors begin to defend their interests.



As in the Japanese model, the bank acts both as a shareholder and as a lender, issuer of securities and debt obligations, depositary and agent, voting at the annual general meeting. In 1990, the three largest German banks (Deutschebank, Dresdnerbank, Commerzbank) were on the supervisory board of 85 of the 100 largest German corporations.

In Germany, corporations are also shareholders and may have long-term deposits in other non-affiliated corporations, ie do not

belong to a certain group of related parties. a company. This is somewhat similar to the Japanese model, but quite different from the Anglo-American model, where neither banks nor corporations can be key institutional investors.

The inclusion of workers ' / employees' representatives on the supervisory board is an additional feature of the German model from the Japanese and Anglo-American models.

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## CONFISCATION AND REQUISITION OF PROPERTY CONFISCATION IN TURKESTAN

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In the early years of Soviet rule, requisition was used to confiscate property from the local population, to transfer the property to the poor, newly formed public organizations, charities, and to support law enforcement agencies. temporary use) and confiscation (transfer of all or part of private property to the state, confiscation). Although these actions, is requisition and confiscation, are not expedient, that is, they contradict the Regulation on Requisition and Confiscation of October 28, 1919. his approach in terms of priorities is reflected in the archival materials. The sole purpose was to acquire property by confiscation or requisition in any way, and the knowledge, experience, and competence of the state authorities or law enforcement agencies that carried out the action did not matter at all. Moreover, in the early years, requisitions and confiscations were committed not only by the central or local government, but also by those working in the military-political system. For example, on August 15, 1919, at a meeting of the Skobelev City Executive Committee, the issue of requisition and confiscation of property and their return to their owners was considered. proportionally, their applications for disbursement of funds were not positively satisfied. The reason for not returning the requisitioned and confiscated property to the owners was that they were "self-sufficient". Even if the requisitioned property is determined to be necessary for an official or a particular body, it is appropriated without any regulatory document or consent of the property owner.

Consequently, most of the requisitioned and confiscated property, especially pianos, bicycles, plows, horse carts, pets, household items, land used for farming, money, etc., were not returned to their owners. For example, Burovtsev's application stated that his bicycle had been requisitioned and that the

executive committee had decided to return the bicycle for permanent use.

Only at a meeting of the Skobelev City Executive Committee to consider appeals from the population on confiscation and return of requisitioned property to their owners, a total of 19 applications for requisition and confiscation of property were considered, but none of them were satisfied (Archive of the Presidential Administration of the Republic of Uzbekistan Fergana regional administration, fund 111, fund 1, fund 51, pages 27-27 and back).

In order to carry out the confiscation and requisition of property, "self-sufficient" citizens were identified from the population, based on the decisions of the relevant executive committee, a certain amount and terms of payment were set.

For example, at the meeting of the Executive Committee of the Old Margilan on June 10, 1918, based on the decision to collect 1,250,000 soums from the "self-sufficient", it was decided to collect 50,000 soums from each of the following self-sufficient citizens:

1. Oxunboboev Dadaxon
2. Fayziboev Sa'dulla qori
3. Abdujalilov Toshmamatmaxsum
4. Ahmadboev Muhammadiminboy
5. Yoqubov Naim

The control over the immediate transfer of the above-mentioned 10,000 soums from the above-named citizens has been provided by the police chief.

Confiscation and requisition work, regardless of the lifestyle and financial capabilities of the population, without legal documents, violated the rights of the population, led to a sharp rise in prices in the markets, a shortage of some consumer goods ( Fergana regional state archive, fund 121, list 1, case 48, page 72).

Sometimes the recommendations given for

requisition ended in confiscation. For example, on November 22, 1918, the old Margilan police chief was asked to requisition 17 cans of kerosene and 2 pounds of sugar at the disposal of Mukhsinov, as well as 2 cans of kerosene at the disposal of Abdullajon Usta Kochkarov. and decided to confiscate them (Fergana regional state archive)

The requisition and confiscation measures carried out were often carried out on the way, without their own control. For example, in November 1918, by order of the Ashgabat Front headquarters, Shelomaev from the Council of Deputies and Pavlovs from the military garrison were mobilized to count the horses available to the local population for immediate confiscation. Shelomaev and Pavlov came to Uzgen volost and for two days, instead of registering horses in the villages of Karadehkan and Uzgen, they threatened the population with their weapons and extorted money from the poor. Dissatisfied with the Soviet authorities' efforts, Shelomaev and Pavlov, led by Commissioner Sysoev, were arrested and searched for 19,000 soums, which they had collected from the population.

As can be seen from the above, requisition and confiscation were carried out not only by the central or local system of government, but also by those in the military-political system. Even the requisition and confiscation work is reflected in the issued Regulations, orders, decisions and decrees, which give a special "legal status" to these efforts. For example, on April 8, 1919, the commander of the Fergana front Safonov signed the "Charter of the headquarters of the economic department of the Fergana front", which states the right to requisition in case of emergency, with the participation of some special representatives. The charter stipulates that only the property of "enemies and the rich" should be confiscated,

and that local councils should be relied upon for requisition and confiscation.

All the requisitions and confiscations in Turkestan were "attempted to be legalized" and the spirit of the revolution was instilled in them. The work of requisition and confiscation became so widespread that in practice it began to serve not only as a source of income, but also as a "lookout" for the property of the middle class. For example, on November 26, 1918, the Turkestan Commissariat of Public Education sent a letter of instruction to all district and city public education departments in the country, stating that it was not possible to build new schools in the area at present. At the same time, at a time when the Soviet government's policy of educating students and expanding the number of schools had become a matter of urgency, it was stated that "it is necessary to take advantage of the revolutionary opportunity to requisition suitable [local] buildings, regardless of ownership and occupation." The order states that the local departments of public education and national affairs should use all their powers to the best of their ability and increase the number of educational buildings as much as possible through the executive committees. The order also requisitioned - the need to heat school buildings, adjust windows and doors (Fergana regional state archive).

In short, through requisition and confiscation, the Soviet government pursued its own interests, and what the Bolsheviks lacked in the system of government, what products they needed, in particular, food, musical instruments, horses, horse-drawn carriages ... everything was property confiscation from the owners: free purchase of water or confiscation and requisition in the interests of the "revolution".

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## PRACTICAL USE OF BLOCKCHANE TECHNOLOGIES BY COMPANIES

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The modern world is impossible to imagine without information technology, which actively accompanies our whole life. Unfortunately, along with their development, there are technologies that can use information about you for their own purposes. Blockchain technologies have been developed to counter such operations. Blockchain technology is a "chain of blocks", where each block is unique and has a specific reference to the previous one, which provides great difficulty in changing and / or deleting data elements.

Blockchain technology is one of the greatest innovations of the 21st century, given the impact it has on various sectors of the economy, including medicine, logistics, financial calculations, education, public administration and other areas.

The rapid growth of Blockchain technology in recent years has opened up many gaps and directions for further research. However, in our opinion, it is necessary to study the study of effective practices of using blockchain technologies by companies in various industries.

We propose to begin the study of the practice of using blockchain technology by studying the main stages of its development.

Throughout 2008-2013, there was a growing interest in using blockchain for applications other than cybercurrency. This trend continues into 2021 as governments and enterprises look to blockchain to handle a variety of use cases. This includes voting, real estate, fitness tracking, intellectual rights, the internet of things and vaccine distribution.

The most complete classification of blockchain types is given by Simanta Shekhar Sarmah (2020):

1. *Public Blockchains.* Public blockchains are open to the public and any individual can involve in the decision-making process by becoming a node, but users may or

may not be benefited for their involvement in the decision-making process. No one in the network has ownership of the ledgers and are publicly open to anyone participated in the network. The users in the blockchain use a distributed consensus mechanism to reach on a decision and maintain a copy of the ledger on their local nodes.

2. *Private Blockchains.* These types of blockchains are not open to the public and are open to only a group of people or organizations and the ledger is shared to its participated members only.

3. *Semi-private Blockchains.* In a semi-private blockchain, some part of the blockchain is private and controlled by a group or organizations and the rest is open to the public for anyone to participate.

4. *Sidechains.* These blockchains are also known as pegged sidechains where coins can be moved from blockchain to another blockchain. There are two types of sidechains naming one-way pegged sidechain and two-way pegged sidechain. One-way pegged sidechain allows movement from one sidechain to another whereas two-way pegged sidechain allows movement on both sides of two sidechain.

5. *Permissioned.* Ledger In this type of blockchain, the participants are known and already trusted. In permissioned ledger, an agreement protocol is used to maintain a shared version of the truth rather than a consensus mechanism.

6. *Distributed Ledger.* In a distributed ledger blockchain, the ledger is distributed among all the participants in the blockchain and it can spread across multiple organizations. In distributed ledger, records are stored contiguously instead sorted block and they can be both private or public.

7. *Shared Ledger.* Shared ledger can be an application or a database that is shared by public or an organization.

8. *Fully Private of Proprietary Blockchains.* These types of Blockchains are not a part of any mainstream applications and differ the idea of decentralization. These type of blockchains come in handy when it is required to shared data within an organization and provide authenticity of the data. Government organizations use private of proprietary Blockchains to share data between various departments.

9. *Tokenized Blockchains.* These are standard blockchains which generate cryptocurrencies through consensus process using mining or initial distribution.

10. *Tokenless Blockchains.* These blockchains are not real blockchains as they do not have the ability to transfer values, but they can be useful when it is not required to transfer value between nodes and there is only the need to transfer data among already trusted parties.

Blockchain's transparent and decentralized platform has become attractive to companies in many industries that tend to use blockchain for a variety of business purposes.

Banking and payment systems have begun to use the blockchain to make their transactions more efficient and secure. The use of blockchain technologies in financial calculations allows you to efficiently and securely transfer funds using decentralization technology.

Blockchain is also becoming increasingly popular in the healthcare industry, as it is able to restore lost trust between clients and healthcare facilities. With the help of the blockchain, authorization and identification of patients has become easier, and fraud with prescriptions and medical data, as well as the loss of records can now be avoided.

Thanks to the blockchain's ability to efficiently store and verify documents, the

legal industry has begun to use the blockchain to securely verify records and documents. Blockchain can significantly reduce litigation and battles by providing an authentic means of verifying and validating legal documents.

Industries such as Insurance, Education, Private transport and Ride sharing, government and public benefits, retail, real estate etc. have started implementing blockchain to reduce costs, to increase transparency and to build trust.

Blockchain technologies have also begun to be used in the public sector, for example during elections. Rigging of election results can be avoided with an effective use of blockchain. Voter registration and validation can be done using blockchain and ensure the legitimacy of votes by creating a publicly available ledger of recorded votes.

Based on the scientific research on the practical use of blockchain in various fields SWOT-analysis was performed

SWOT-analysis of the practical use of blockchain in companies has shown that this technology has sustainable prospects.

Blockchain technology will no doubt continue to evolve, affecting many industries, including government, retail, information technology, travel, healthcare, education, agriculture and entertainment.

*One of the ways to improve the use of blockchain technologies should be:*

- increasing the confidentiality of operations;
- scaling of chains of blocks;
- establishing compatibility between different blockchain systems;
- strengthening the security of blockchain operations;
- individual approach to the use of blockchain technologies.

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## SMALL AND MEDIUM AGRICULTURAL BUSINESS: WAR IN FIGURES AND FISCAL INCENTIVES

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The development of small and medium-sized businesses is important for the proper functioning of the country's economy, so the state must play a significant role in the process of its functioning. Entrepreneurship is supported by the state in order to improve the financial situation of entrepreneurs, the level of which has a direct impact on the development of the economy, as well as the ability of economic entities to operate on equal terms with other business structures and maximize their potential for sustainable development. [1].

Before the war, households produced about 40% of the total volume of Ukrainian agricultural products. Because of that such farms mostly produce non-essential foodstuffs, the demand for their products has decreased. Complicate the situation of small producers and the general problems faced by all Ukrainian farmers due to the war: broken logistics, shortage of fertilizers, PPE, fuel, occupation and hostilities.

Europe and Ukraine are currently working on creating "green corridors" for trucks, where farmers will not stand in line to export their products. Cooperation with Poland is being strengthened to simplify the procedure for passing trucks with agricultural products. Also, they will have more employees at the customs to speed up control.

Since the beginning of the full-scale invasion, agricultural exports along the western borders have been growing steadily: in April, more than 1 million tons were exported by rail, road and river ports, and in March this figure was 200,000 tons. In the coming months, agricultural exports could reach 2-2.5 million tons, but this is not enough. Before the war, this figure reached 5

million tons per month.

That is, Russia's military invasion of Ukraine has a significant impact on the capabilities of small and medium-sized businesses. If before the war it was believed that indirect support for the agricultural sector was more effective because it stimulates business to improve. However, the most realistic way to support them is usually direct government support.

Regarding direct state support for the development of small and medium enterprises, it is first necessary to mention state aid to entrepreneurs at the expense of budget allocations [3]. As foreign experience shows, for effective state support of business structures through fiscal policy, it is advisable to use such basic mechanisms as: budget loans; government Procurement; subsidies and budget subsidies, etc.

The most effective form of state support can be considered a budget loan, which is characterized by the general characteristics of such services – payment and obligation and should encourage entrepreneurs to effectively use borrowed funds from the state. But these characteristics are realized only under certain conditions: guarantee of real responsibility of borrowers; control of authorized state bodies over the targeted use of credit funds; availability of an effective loan repayment system, ie a guaranteed payment principle [4].

To realize Ukraine's aspirations for European integration in the field of small and medium business, it is necessary to take the following measures:

– conducting research on export-oriented small and medium enterprises, analysis of their capabilities and needs, calculation of economic costs of management and the level

of regulatory burden on their operations. Based on the results of these studies, develop adaptation programs (so-called road maps) to raise awareness of the opportunities of domestic entrepreneurs, especially small ones, to compete with its products in European markets, calculate the amount needed for certification by European standards, seek funding and stakeholders in this process, providing the necessary budget funding for the entire term of the Association Agreement, creating a reserve fund for the implementation of these programs;

– to develop export opportunities for small and medium enterprises and to improve the conditions for entering international markets. The State Service of Ukraine for Regulatory Policy and Entrepreneurship Development together with the Ministry of Foreign Affairs of Ukraine with the involvement of non-profit organizations, business organizations (chambers of commerce) create an international agency to actively represent the interests of national small businesses in all state, international and professional organizations. specializing in the development of international trade.

Therefore, to improve the activities of small and medium enterprises at the state level it is necessary to implement a few measures aimed at improving the efficiency of

economic entities, namely:

– to ensure the functioning of such an organizational and institutional system that promptly, appropriately, and professionally responds to changes in the economic and legal spheres;

– harmonization of the legal field in the field of small and medium enterprises by making appropriate legislative changes related to the specifics of this type of business, with an emphasis on increasing the transparency of economic agents;

– improvement of information and financial, logistical support of economic entities in the field of small and medium enterprises.

Thus, the implementation of the proposed public policy is aimed at creating an effective single mechanism for managing and regulating small and medium enterprises, improving the financial discipline of business entities, harmonizing the legal framework, improving the information support of business implementation, optimizing cooperation between government and small and medium business in the context of realization of Ukraine's European integration aspirations. The functioning of such a mechanism can be achieved only with the integrated implementation of the above measures.

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## MAIN DIRECTIONS OF STRENGTHENING CORPORATE MANAGEMENT

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The present lack of public confidence in Corporate Sector has two major root problems.

First the Public has come to believe that corporate executives are more interested in their bank accounts than the interest of their stakeholder's especially independent stock owners, retirees, employees and women. The Sarbanes Oxley Act 2002 addresses the problem through tougher penalties for white collar criminals and requirements that hold CEOs and CFOs primarily and personally responsible for disclosure in financial statements.

Secondly the Public has come to believe that first problem is a norm. This false public perception that every one does it in corporate world cannot be eliminated by tougher laws and regulations. This can only be achieved through tradition of ethical standards in Corporate Sector and greater transparency in disclosure norms in financial statements and other public documents. Though we must punish the wrongdoers but more important is to recognize and reward the majority of honest corporate executives, board members and auditors who are known for their integrity and hard work. No one can argue the fact that there is no dearth of ethical individuals in Corporate Sector. Unless we debunk the myth of every one does in Corporate Sector we may write the obituary of Corporate world. Thus

having set the problem in motion we seek to get the answer to moot question how the public confidence in corporate sector can be restored. We must remember the sleaze of measures taken subsequent to Enron and World Tel Scams have not stopped the scandals in Corporate America. The answer lies in Corporate Governance where accountability is fixed by corporate world, professional bodies and regulating bodies on Board level officials for their conduct in running the affairs of a corporate entity. The Purpose of Corporate Governance is to promote accountability among corporate participants and to enhance corporate performance. The Board of director's responsibility is to ensure that management is working in the best interest of its stakeholders. The major professional bodies of Auditors world over have recommended the setting up of independent audit committees whose role flows from Board oversight function. Though there has not been adequate discussion on how the audit committees should carry out their job and who should serve on the audit committee's.

Though significant literature has been evolved on the subject in last two decades in the West we have failed to bring a uniform policy at the global level.

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## CONCEPTS AND INDICATORS OF ASSESSING THE BUSINESS REPUTATION OF ENTERPRISES

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The defined concept can perform its functions only when it maximally and exhaustively reflects the signs of a certain phenomenon. There is no unified view of the concept of "business reputation of an enterprise" in science. This gives reasons for scientists to make efforts to study it.

Hrebeshkova O.M., Shimanska O.V. identify three postulates of the concept of business reputation:

-reputation is general awareness of the company's activities, which does not involve an in-depth analysis of its assessment;

-reputation is some knowledge obtained through the direct involvement of target groups in assessing the state of the enterprise based on own experience or the opinions of third-party experts;

-reputation is an intangible object that has a valuable expression, i.e., in fact, it is a financial or economic asset [1].

In Art. 2 of the Law of Ukraine "On Banks and Banking Activity" dated December 7, 2000 [2] business reputation is defined as "information collected by the National Bank of Ukraine on the compliance of the activities of a legal entity or an individual, including managers of a legal entity and owners of significant participation in such a legal entity, the requirements of the law, business practice and professional ethics, as well as information about the decency, professional and managerial abilities of a natural person" (definition of the term in the version of Law No. 3024-VI dated 15.02.2011).

Luchka I.Yu was engaged in determining the essence of business reputation, including that of individuals. The results of his research give grounds for asserting that the term "business reputation" means a personal non-property good - an established public assessment of an individual based on known information about his positive and negative significant actions (behavior), as a rule, in a

certain social sphere (professional, entrepreneurial, official). This is public opinion about a person in the categories of morality of a given society [3].

Shymanska O.V. believes that business reputation is a collective and complex judgment that is formed by both external and internal counterparties, that is, by the reputation audience. And depending on the type of reputable audience that participates in rating surveys, the results of this research may vary [4].

Business reputation as a comprehensive set of evaluative ideas of target audiences about a business entity, formed on the basis of the objective parameters of the enterprise, which are important for target audiences - is considered in a scientific study by Seleznyova O.O., Strenkovska A.Yu., Yevdokimova O. M. [5].

M.S. Klymak considers business reputation as an intangible asset of a modern company, which is strategically significant, and therefore belongs to strategic assets. and Voitko S.V. [6]. They also believe that business reputation is a price for a company, that is, it is a component of its market value.

"Business reputation is good will (or goodwill in English), expressed in the fact that the buyer is willing to pay voluntarily for something known to both parties, but not yet reflected on paper"[7] - this is how B.V. Donghak understands this concept .

"The concept of "business reputation" in the narrow, proper sense should be applied only to participants in business turnover: commercial legal entities, non-commercial legal entities participating in entrepreneurial activity, and citizen-entrepreneurs, understanding by it a positive assessment of a person's business qualities. In this case, business reputation is not only the opinion of consumers, although it is certainly important, but also authority in business circles - in the

eyes of business partners: potential counterparties, investors, creditors, etc. - this was the conclusion reached by Dyachenko O.M. [8].

Malakhov F.V. established that "the organization's reputation is an impersonal collective representation of the company's actions and work, based on an assessment of the results of its activities among representatives of groups (stakeholders) interested in its work." Reputation is analyzed as a complex, multifunctional, institutional phenomenon, relevant for complex sociological research, as a factor of economic and social development" [9].

According to Volkov L.V. "Business reputation is one of the intangible goods, with the help of which the business and professional qualities of a particular individual are evaluated. Business reputation is possessed by any legal entity, including any type of entrepreneurial activity, as well as any commercial and non-commercial organization, state and municipal enterprises, institutions. Business reputation is considered part of the company's intangible assets. In the understanding of economists of developed countries, this term means the difference between the value of the enterprise, that is, the price of its realization, on which the parties agree, and the value, in other words, the market price, of its assets. Business reputation is a stable opinion about the enterprise in the business world.

Business reputation in science and practice is presented as an independent complex multi-element phenomenon. Business reputation is a synthetic economic and legal concept that incorporates elements of financial management, accounting, law and public relations. In academic circles, there is a confusion between the concept of "business reputation" and similar terms, such as: PR, goodwill, brand, image (Fig. 1)" [10].

The study of the concept of business reputation will provide an opportunity to understand its connection with the system of economic security of a business entity, and scientific activity on the development and construction of a methodology for assessing the economic security of an enterprise based

on the state of its business reputation will allow to improve the mechanism of detection and prejudice of external and internal, potential and real threats, which is an important component of successful management and profitable company activity.

Information regarding the assessment of business reputation, which is collected by the assessment subject, must be accumulated, analyzed and checked with the involvement of tools, the use of which does not contradict the legislation of Ukraine and international legal acts.

According to the author, the following Ukrainian registers are such tools:

- 1) Unified state register of legal entities, individual entrepreneurs and public organizations - <https://usr.minjust.gov.ua/ua/freesearch>
- 2) Automated system of enforcement proceedings;
- 3) Unified register of debtors;
- 4) Court government of Ukraine;
- 5) Register of court decisions;
- 6) Peacemaker;
- 7) Search of the Ministry of Internal Affairs;
- 9) Electronic declarations of officials and deputies.

The international organization International Reputation Institute (IRI) reflects the world's widespread understanding of the concept of "business reputation", which has identified the main components of reputation, which together provide an adequate assessment of any business:

- Goodwill is a monetary definition of the company's business reputation;
- Image — the company's ability to emotionally attract;
- Financial stability is one of the types of stability as an indicator of the ability to withstand crisis situations;
- Social responsibility — actions that inspire confidence in both employees and society;
- The reputation of the management, which cannot be lower than the reputation of the company itself;
- Organizational culture — is formed simultaneously with the reputation of

management and shows the internal atmosphere of the team (15).

The American Reputation Institute identifies 7 elements that make up a company's reputation:

- Products or services of the company (products/services);
- Innovation (innovation);
- Attractiveness of the company as an employer (workplace);
- Management (governing);
- The behavior of the company as a citizen (citizenship);
- Degree of leadership (leadership);
- Financial results (performance) (16).

Comparing Ukrainian and foreign criteria of business reputation, one cannot fail to note the difference. When evaluating business reputation, foreign companies attach great importance to innovation, transparent management, social orientation, and

organizational culture.

Thus, according to the author, business reputation is a subjective rational judgment (reasoning) of the state and relations of the subject of economic activity for making communicative (management) decisions about him (him).

At the same time, the concept of "communicative decision" is proposed to understand the concept of possible actions regarding the object of interest. Communicative solutions can be implemented both in the form of direct interaction with the object of interest (direct influence) and in the form of indirect interaction (influence through available opportunities). Influence - direct (indirect) interaction with the object of interest in the interests of obtaining benefits. It should be noted that influence can be exercised in the following ways: coercion; contract; manipulation of the crime, etc.

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