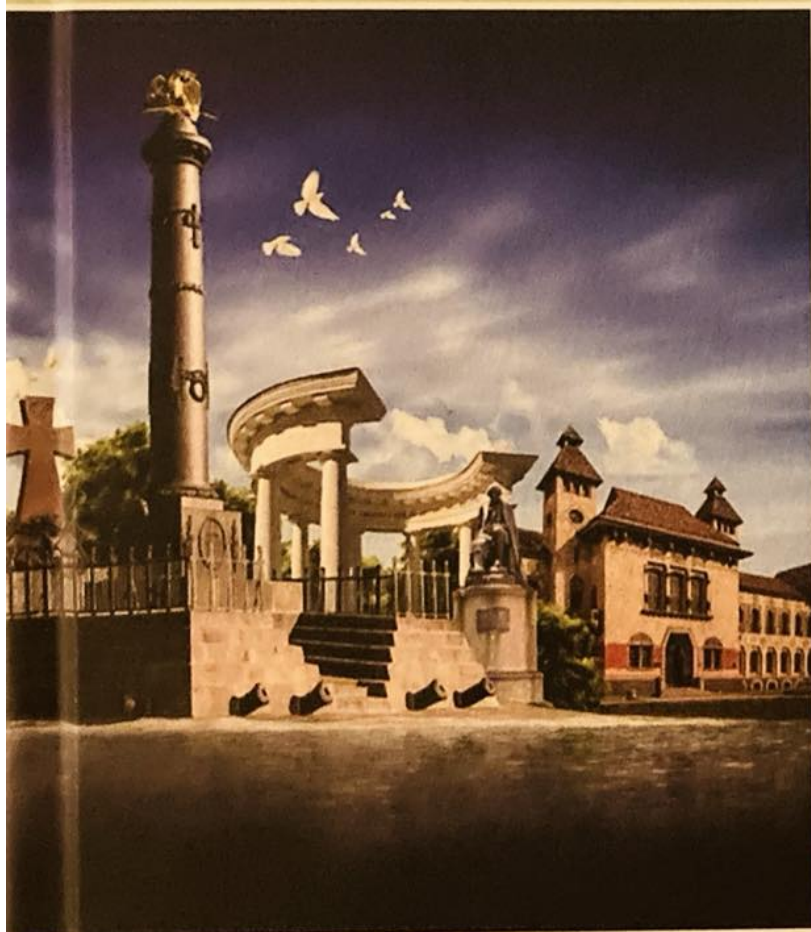


SECURITY MANAGEMENT OF THE XXI CENTURY: NATIONAL AND GEOPOLITICAL ASPECTS. ISSUE 4



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Prague, 2022

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Poltava State Agrarian University

**SECURITY MANAGEMENT OF THE XXI
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ASPECTS. ISSUE 4**

Collective monograph

In edition D. Diachkov, Doctor of Economic Sciences, Associate Professor



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PREFACE

In the early 21st century, the world faces with cardinal transformations accompanied by changes in geopolitical configurations, integration processes and other changes that affect the state of national and geopolitical security. The events of the last decade have revealed an exacerbation of the problems of global security and the ambiguous impact of the processes of globalization on the development of different countries. Under the circumstances, the rivalry between the leading countries for redistribution of spheres of influence is stirring up and the threat of the use of force methods in sorting out differences between them is increasing. The global escalation of terrorism has become real, the flow of illegal migration and the probability of the emergence of new nuclear states are steadily increasing, and international organized crime is becoming a threat. In addition, in many countries there is an exacerbation of socio-political and socio-economic problems that are transforming into armed conflicts, the escalation of which is a real threat to international peace and stability. These and other factors have led to the fact that the potential of threats to global and national security has reached a level where, without developing a system state policy to protect national interests and appropriate mechanisms of its implementation, there may be a question of the existence of individual countries as sovereign states.

The threat of danger is an immanent, integral component of the process of civilization advancement, which has its stages, parameters and specific nature. Obviously, the problem of security in general, and national one in particular, should be objectively considered in terms of its role participation in the development process, that is, to set it up as both destructive and constructive functions (as regards the latter, it is necessary to emphasize the undeniable fact that the phenomenon of safety is based on counteraction to the phenomena of danger, the necessity of protection from which exactly stimulates the process of accelerating the search for effective mechanisms of counteraction).

Taking into account the fact that the traditional means of national and geopolitical security as a mechanism in its various models, forms, systems have reached their limits, since they do not contribute to solving the problems of globalization of the civilization development, there is an objective need to form a paradigm of security management in the 21st century, which aims to confront destruction processes; to harmonize activities of socio-economic systems: society, organization, the state, the world. The joint monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» is devoted to these and other problems. The progress in the development of the theory of security management on the basis of the analysis of theoretical and methodological works of scientists and the experience of skilled workers presented in the joint monograph creates opportunities for the practical use of the accumulated experience, and their implementation should become the basis for choosing the focus for further research aimed at improving the security

management system at the national and international levels. In the joint monograph, considerable attention is paid to solving practical problems connected with the formation of the organizational and legal mechanism of organization of the security system in terms of globalization by developing methods, principles, levers and tools of management taking into account modern scientific approaches.

In the monograph, the research results and scientific viewpoints of the authors of different countries are presented in connection with the following aspects of security management: national security, food, environmental and biological security, economic and financial security, social security, personnel and education security, technological and energy security, information and cyber security, geopolitical security. The authors have performed a very wide range of tasks – from the formation of conceptual principles of security management at the micro, macro and world levels to the applied aspects of management of individual components of national security.

The monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» consists of four parts, each of which is a logical consideration of the common problem.

The structure of the monograph, namely the presence of particular parts, helps to focus on the conceptual issues of the formation and development of national, economic, financial, social, food, environmental, biological, personnel, educational, technological, energy, information, geopolitical security, and problems of the maintenance of the practical process of application of the developed cases.

The results of the research works presented in the joint monograph have a research and practice value.

The advantage of the joint monograph is the system and logic of the structure, the simplicity and accessibility of the material presentation, the presence of examples and illustrations.

We believe that the monograph will become one more step towards a scientific solution of the problems concerning the formation of an effective system of security management under trying circumstances of globalization.

Publication of the monograph «Security Management of the XXI century: National and Geopolitical Aspects» is scheduled to be annual. Currently, Issue 4 is offered to our readers.

*With best regards Dmytro Diachkov,
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INNOVATIVE ACTIVITY OF AGRO-FOOD ENTERPRISES IN THE PROJECT MANAGEMENT SYSTEM OF EFFECTIVE USE OF LABOR POTENTIAL IN THE CONTEXT OF GLOBALIZATION

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Labor potential in the agro-industrial production system is a development factor. This follows from its very essence and is confirmed by a number of researchers, experts and the practical experience of successful enterprises

and countries with a high level of development. In this context, the study of labor potential requires more emphasis on the aspect of its importance for development: thereby and how the concept under study can influence and guide the development of the company, country or individual.

Modern scientific literature uses a broad but insufficiently ordered list of characteristics of labor relations subjects, which are considered as components of employee potential and take part in the formation of labor potential of an enterprise. By analyzing the literature, three main groups of components can be distinguished, which reflect: the psycho-physiological potential of the worker (health, capacity, workability, temperament, etc.); professional qualification potential (the amount and diversity of general and specialist knowledge, work skills and abilities); personal potential (level of social maturity, needs, interests and expectations from work, etc.). [10].

The normative basis for the identification of qualification parameters of employees is the so-called 'Professional Standards', developed based on the National Qualifications Framework, the Law of Ukraine 'About the professional development of employees', economic reform programs and state development strategies and the like. These standards set the requirements for knowledge, skills, competencies, experience, value systems and personal attributes needed to perform a particular job or professional duties [4; 8]. The main categories used in this document are occupation, competence, competencies and qualification (Table 1).

Table 1

Key concepts of professional standards developed on the base of national qualifications framework

Concept	Definition
Profession	Ability to carry out similar work that requires a person to have the required qualifications
Competences	A set of knowledge, skills and attitudes that determine an employee's ability to carry out work activities in a specific area of activity
Competence / competencies	A person's ability to perform a certain type of activity, which is expressed through knowledge, understanding, skills, values and others personal qualities
Professional competencies	The result of an employee gaining competences that enable him or her to perform work functions and adapt quickly to changes in the professional activity
Key competencies	General abilities and skills (psychological, cognitive, social and personal, informational, communicative) that enable the individual to understand the situation, achieve success in personal and professional life, acquire social self-sufficiency and ensure effective professional and interpersonal interaction
Qualification	Ability to perform the tasks and duties of the job
Qualification level	The National Qualifications Framework structural unit, which is defined by a set of competencies typical for a qualification at that level
Qualified worker	This is the educational-qualification level of an individual who possesses a combination of knowledge, skills, competencies, personal qualities and experience of using them to solve professional tasks in a specific economics area

Source: developed on the basis of [1; 3; 5; 7]

The shift of accents in the assessment of labor application parameters

provides an opportunity to apply the competence-based approach as a methodological basis for research. Today, this approach is fairly new and much more of it has been uncovered in the field of professional training more than in the field of professional activity (not sector-specific).

Competences are divided into key competences and professional competences. Such classification with subsequent division of professional competences into key-professional (personal, personal-individual or socio-psychological), basic (business, practical) and special (thematic, academic, informational, content) in particular is given by Mayovets Y., Vdovenko N., Shevchuk H., Zos-Kior M., Hnatenko I. [6]. Other authors offer alternative classifications of competences. Quite common is a five-level model of employee competence hierarchy, which includes professional, social, business, personal and managerial competences [2].

Business competence can be seen as a factor that determines human performance, based on communication skills, adaptive competence, successful managerial decision-making, innovativeness and creativity.

Personal competences are based on the principles of self-management and ensure manifestation of leadership in the team, the growth of employee motivation and the orientation towards achieving the mission goals.

Managerial competences are high-level competences, because the degree of achievement of employees' own goals as well as the achievement of development of a business entity depends on their implementation [9]. It should be noted that managerial competencies may not be inherent to all categories of employees, but to their presence should be paid special attention in the process of formation of the personnel reserve and promotion of employees to managerial positions.

Thus, the formation of the labor potential of agricultural and food enterprises in accordance with modern processes and demands is implemented to the greatest extent (consciously or unconsciously) through the competence approach. In this case, in terms of potential (potential capabilities, knowledge, skills, abilities, etc.) competence is considered in two ways: as a set of parameters that the bearer of labor has, and a set of parameters that he/she can forget due to favorable circumstances. From the perspective of the focus of work and the purpose of the enterprise activity, there is also the appropriateness of dividing competences according to their relevance to the needs of the enterprise. To a certain extent, such classification is NOT widespread, but in methodological terms it partially overlaps with the separation of labor potential into real and nominal.

In this respect, scholars predominantly interpret real labor potential as part of the used nominal labor potential. Schematically, this relationship can be reflected by including the smaller element in the larger one (Fig. 1).

The key difference between Fig. 1(a) and Fig. 1(b) is in the presence

or absence of a purpose, which, by its nature, makes it possible to direct the activities of employees and forms the opportunity to plan and shape the amounts and parameters of work needed to achieve the objective. According to this, the existence of a goal makes it possible to identify part of the nominal labor potential by identifying precisely or approximately the parameters demanded by the enterprise and to ensure that they are acquired by the employees.

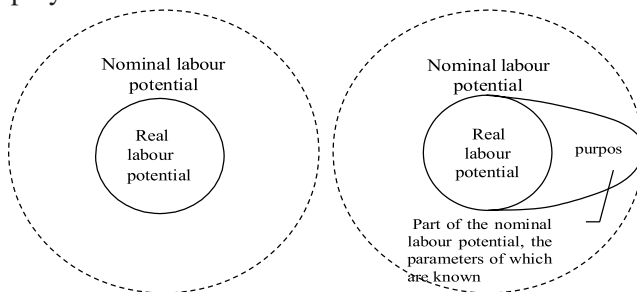


Figure 1. Ratio of real and nominal labor potential:
a) without a defined purpose; b) with a defined purpose

Nominal labor potential cannot be interpreted unambiguously without a number of caveats. For example, the size of nominal as well as real labor potential may vary depending on the needs of the production and economic system (for agricultural and food enterprises that do NOT carry out, implement or use scientific research, the presence of a PhD in the workforce is of no consequence in terms of labor potential under specific conditions, at the same time, the level of nominal labor potential will increase as the enterprise activate scientific research). For example, the level of real labor potential is determined exclusively by the demands of the production and economic system, the external environment of the market and so on (the enterprise needs only those properties, skills and competences of the employee that it can immediately apply or already applies). As for the nominal labor potential, it is worth considering the problem from two perspectives:

- the ability to use the competencies of employees that are NOT in demand in the current business environment. In this case, it is worth talking about the strategic objectives, purpose or mission of the agricultural and food enterprise. From this point of view, if the objectives are defined – the level of nominal potential may increase or may not increase (if there are competences that are NOT currently in demand that will not be accounted for);
- the ability to form new competencies, according to the strategic direction of the enterprise's development (provides for training, retraining of employees) while the overall level of real labor potential may decrease,

but nominal, in terms of strategy may grow up.

Thus, the formation of the labor potential of enterprises of the agricultural and food sphere is characterized by a shift of the research emphasis of a certain problem. The prospective and conceptual component of its usage is being actualized, which provides for the aggravation of the need for workers to possess a certain set of skills, knowledge and abilities in accordance with their position. Possession of qualification characteristics loses its significance in favor of the possession of competencies.

The competence classification makes it possible to structure the requirements for enterprise employees and job applicants and, consequently, formulate clear requirements for them in terms of implementing of the enterprise strategy. It makes it possible to characterize the real and nominal labor potential of enterprises in terms of limit competences and existing employee's competences. Their assessment establishes the prerequisites for the evaluation of real and nominal labor potential.

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INTERNATIONAL STUDENT MOBILITY IN UKRAINE: INSTITUTIONAL LANDSCAPE FOR ANALYSIS AND MANAGEMENT

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Global challenges in recent decades, including the collapse of the Soviet Union, the war in eastern Ukraine, the transition from bipolar to multipolar geopolitical map of the world, accelerated development of technologies and tools of communication have led to active internationalization of sociocultural processes. International student mobility and labour migration are their striking manifestations. The interests of national security in order to preserve and develop the intellectual potential of Ukraine, increase the higher education competitiveness, determine the relevance of research on the problem of students mobility governance in particular its institution landscape.