

Ministry of Education and Science of Ukraine  
Poltava State Agrarian Academy

**SECURITY MANAGEMENT OF THE  
XXI CENTURY: NATIONAL AND  
GEOPOLITICAL ASPECTS. ISSUE 2**

Collective monograph

In edition I. Markina, Doctor of Economic Sciences, Professor



Nemoros s.r.o.

Prague, 2020

### **Editorial Board:**

**Roman Rossi**, Hon. Dr., President of the Eastern European Center of the Fundamental Researchers (EECFR), Prague, Czech Republic;

**Valentyna Aranchii**, Ph.D. in Economics, Professor, Rector of Poltava State Agrarian Academy, Poltava, Ukraine;

**Yuri Safonov**, Doctor of Sciences (Economics), Professor, National Economic University named after Vadym Hetman, Kyiv, Ukraine;

**Viktoriia Riashchenko**, Expert of Latvian Council of Science, ISMA University of Applied Science, Riga, Latvia;

**Oksana Zhylynska**, Doctor of Sciences (Economics), Professor, Vice-rector of scientific work, Taras Shevchenko National University of Kyiv, Kyiv, Ukraine;

**Dmytro Diachkov**, Ph.D. in Economics, Associate Professor, Poltava State Agrarian Academy, Poltava, Ukraine;

**Diana Kucherenko**, Ph.D. in Economics, Associate Professor, member of Academic Council of the Eastern European Center of the Fundamental Researchers, Director of Science and Research Institute of Social and Economic Development Kyiv, Ukraine;

**Olena Bielousova**, Ph.D. in Public Administration, Associate Professor, Kharkiv Petro Vasylenko National Technical University of Agriculture, Kharkiv, Ukraine.

### **Chief Editor:**

**Iryna Markina**, Doctor of Sciences (Economics), Professor, Honored Worker of Science and Technology of Ukraine, Poltava State Agrarian Academy, Poltava, Ukraine.

### **Reviewers:**

**Anatoliy Balanda**, Doctor of Sciences (Economics), Professor, Professor of the special department of the Educational and Scientific Institute of Retraining and Professional Development of the Personnel of the Security Service of Ukraine of the National Academy of Security Service of Ukraine, Kyiv, Ukraine;

**Aivar Stankevich**, Dr, oec., Daugavpils University, Institute of Humanities and Social Sciences, Daugavpils, Latvia;

**Hanna Kozachenko**, Doctor of Sciences (Economics), Professor, National Academy of Internal Affairs, Kyiv, Ukraine.

*Recommended for publication by Academic Council of  
Poltava State Agrarian Academy  
(Protocol No. 13 dated 5 February 2020)*

*Recommended for publication by Academic Council of  
the Institute of education content modernization of  
the Ministry of Education and Science of Ukraine  
(Protocol No. 1 dated January 29, 2020)*

*Recommended for publication by Scientific Institution of  
the Information Systems Management University  
(Protocol No. 1-20 dated February 04, 2020)*

The monograph is prepared in the framework of research topics: «Management of national security in the context of globalization challenges: macro, micro, regional and sectoral levels» (state registration number 0118U005209, Poltava State Agrarian Academy, Ukraine), «Macroeconomic planning and management of the higher education system of Ukraine: philosophy and methodology» (state registration number 0117U002531, Institute of education content modernization of the Ministry of Education and Science of Ukraine, Ukraine), «Infocommunication aspects of economic security» (Protocol 1-20 of February 04, 2020, Information Systems Management University, Latvia).

Any partial or entire reproduction, of this document should cite the source. Materials are printed in original languages. The authors are responsible for the statement, the content and reliability of the materials.

© Copyright by  
Eastern European Center of the  
Fundamental Researchers,  
Nemoros s.r.o.,  
Rubna 716/24, 110 00, Prague 1

ISBN 978-611-01-1814-9

Nemoros s.r.o.,  
Rubna 716/24, 110 00, Prague 1  
Czech Republic, 2020

# CONTENT

PREFACE.....	4
--------------	---

## PART 1. THE DEVELOPMENT OF THE MODERN PARADIGM OF SECURITY MANAGEMENT AT THE NATIONAL AND GEOPOLITICAL LEVELS

<b>Markina I., Khan Abdul Arif.</b> Peculiarities of providing economic security of agro-food sphere entities of Ukraine. ....	11
<b>Riashchenko V., Živitere M., Dehtjare J., Matjakubovs D.</b> Business process impact of physical access control system (pacs). ....	18
<b>Pataki Szemereyné K.</b> Global challenges of corporate expansion policy and solutions to the Kecskemét job market. ....	26
<b>Balanda A.</b> Economic exploration as a national security function: a theoretical aspect. ....	40
<b>Kaiser T.</b> Improving state capacity of security: whole-of-government approach in restructuring territorial public administration in Hungary. ....	45
<b>Melnyk T., Pugachevska K.</b> Determinants of enhancing export orientation of Ukraine's services sector. ....	55
<b>Prokopenko N., Hudz E., Tymoshenko A., Poltorak A., Lutsenko A.</b> Fiscal security and information and analytical support: theoretical aspect. ....	65
<b>Rudenko-Sudarieva L., Shevchenko Y.</b> Transnational corporations behaviour in the context of global trends, challenges and threats in the world investment environment. ....	74
<b>Kochetkov V., Solovei N.</b> Insurance market safety realities and problems of today. ....	83
<b>Stoian O., Cherniuk T.</b> Key aspects of international economic security management in the XXI century. ....	90
<b>Fyliuk H., Lytvtnenko T., Shmalii N.</b> Ukrainian food security: socio-economic components. ....	97
<b>Diachkov D.</b> Respective development trends IT-technologies and information protection technologies. ....	108
<b>Garasymchuk I., Dranus V., Dranus L.</b> Prospects for the development of wind energy and ways of solving the problems of financial support of the industry in Ukraine. ....	114
<b>Ostapenko T., Neklesa O., Paleshko Y.</b> Natural self-sufficiency sector as an element of the shadow economy of Ukraine. ....	121
<b>Burdelna H., Bozhenko A.</b> Population safety and sustainable development of urban and suburban territories of Ukraine under climate change. ....	126
<b>Varaksina E.</b> Agrarian sector as a factor of ensuring national food security. ....	133

<b>Chernonoh O., Ivko S., Moskalenko A.</b> Analysis of the cyber security policy of Ukraine .....	138
--	-----

## PART 2. CHALLENGES AND THREATS TO ECONOMIC SECURITY UNDER THE TRANSFORMATION OF NATIONAL AND TRANSNATIONAL RELATIONS

<b>Aranchii V.</b> Optimization of cash flows of agricultural enterprises as a direction of providing financial security .....	143
<b>Tóth R., Gyurcsik P., Sisa K., Kozma T., Szijártó B.</b> The spread of lean management and its connection with the financial and accounting information system .....	148
<b>Kozachenko H., Pogorelov Y., Bilousova A.</b> Economic security of enterprise's development .....	163
<b>Kopytko M., Podra O., Ilkiv Y.</b> The concepts of the mechanism for ensuring economic security of innovation-active enterprises .....	169
<b>Hrynkevych O., Sorochak O., Kvak S.</b> Innovative activity of Ukrainian enterprises and potential of cross-border cooperation in the development of economic security .....	175
<b>Yakimenko-Tereschenko N., Poberezhna N., Diachenko K., Aleksandrova V.</b> Approaches to the financial component modeling of businesses economic security .....	183
<b>Berezina L., Volkova N., Bratanov B.</b> Current thinking on new approaches to the essence of economic security of the company .....	192
<b>Tomilin O., Glushchenko J.</b> Organization of budgetary management in conditions of providing financial decentralization in Ukraine .....	197
<b>Bortnikova M., Petryshyn N., Podra O.</b> Economic security diagnostics of industrial enterprises based on application of consulting .....	204
<b>Romanovska Y.</b> The economic security of arboreality as a new direction of economic basecolor .....	210
<b>Vakhlakova V.</b> Evaluation as the subject domain in economic security studies of the microlevel .....	215
<b>Netudyhata K., Diachenko V.</b> Diagnostics and assessment of financial security of the confectionery industry enterprise .....	221
<b>Voronko-Nevidnycha T., Sirenko O.</b> Interconnection of social and economic components of sustainable development of the agrarian sphere .....	228
<b>Halych O., Ovcharuk O., Vlasenko T.</b> Diversification of activities in the system of economic security of enterprises in the agri-food sector .....	234

### PART 3. THE MECHANISMS OF ENSURING ECOLOGICAL, FOOD, TECHNOLOGICAL AND ENERGY SECURITY IN THE DYNAMIC ENVIRONMENT

<b>Taraniuk L., Qiu Hongzhou, Taraniuk K.</b> Theoretical provisions of enterprise logistics as an element of the system of food safety. . . . .	240
<b>Cseh B.</b> The analysis of the possible effects of the fourth industrial revolution in terms of the hungarian budget expenses. . . . .	246
<b>Cherep O., Seysebaeva N., Gamova O., Kanabekova M.</b> Interdependence of functions and methods of innovative management in the process of management by activity by industrial enterprise. . . . .	254
<b>Panchenko V.</b> A dynamic model of making decisions in the entrepreneurship security system . . . . .	263
<b>Zos-Kior M., Markov R., Sevryukov V.</b> Land resources management in the context of strengthening food security of Ukraine . . . . .	268
<b>Lutay L., Baranets I.</b> Management of transforming social projects as the basis of social security . . . . .	274
<b>Ovcharenko I., Tyshchenko V., Paschenko P.</b> Economic security management of educational institutions based on energy efficiency . . . . .	281
<b>Svatiuk O., Zerebylo I., Rak N., Shehynska N.</b> Innovative management and economic security of the enterprise's project activities . . . . .	288
<b>Fedirets O.</b> Management of the development of agricultural resources use. . . . .	297
<b>Potapiuk I., Mazilenko S.</b> Food security system: conceptual fundamentals. . . . .	303
<b>Kobchenko M.</b> Designing of land use of a competitive agricultural enterprise. . . . .	308
<b>Aksyuk Y.</b> Management peculiarities of agro-processing enterprises marketing system in the conditions of globalization . . . . .	321
<b>Stetsenko M.</b> Environmental management system of modern enterprise . .	331
<b>Mykhatilo V.</b> New marketing directions . . . . .	336
<b>Vovk M., Voronina V., Mamedova Z.</b> Implementation of energy-saving technologies as an integral part of technological restructuring of production . .	342

### PART 4. INNOVATION ASPECTS OF FORMING SOCIAL, EDUCATIONAL AND INFORMATION SECURITY

<b>Safonov Y., Borshch V.</b> Personnel and intellectual security at the modern enterprise as a component of its' economic security. . . . .	348
<b>Szilárd H., Petronella M.</b> New trends of the public management - the remunicipalisation. . . . .	353
<b>Zhyvko Z., Ruda O., Kucharska L.</b> Information security and economic crime: problems and solutions . . . . .	362

<b>Shymanovska-Dianyeh L., Ishcheikin T., Misyuckevich V.</b> Management by talents in context of conception of absorptive ability of organization as direction of providing of her skilled safety . . . . .	369
<b>Ivanova V., Ivanov O.</b> Information security management of industrial enterprises and its features when using the industrial internet of things . . . .	375
<b>Makarenko S., Kalynychenko V.</b> Formation of a lifelong learning management system as form of educational space protection . . . . .	381
<b>Opalyuk T.</b> Information security of teenagers on the internet . . . . .	389
<b>Schandrivska O., Lykholat S., Skupejko V., Vereskla M.</b> Applied aspects of sociological research in the formation of state information security . . . . .	394
<b>Syomyeh M., Demydkin O.</b> Influencing factors of security measures on the formation of personnel policy in local self-government bodies . . . . .	403
<b>Bodyk O., Lykhopiy V.</b> Formation of school headmasters' managerial competence to ensure the internal system for education quality assurance . .	409
<b>Shyian A., Azarova A., Nikiforova L., Azarova V.</b> Game-theoretic modeling of negotiations between Ukraine and Russia in a hybrid information war. . .	416
<b>Gavrillo T.</b> Cybersecurity as a condition for sustainable functioning of the information society . . . . .	424
<b>Chernenko O.</b> Quality management of students 'professional training and security of the educational process of higher education. . . . .	429
<b>Shulzhenko I., Pomaz O., Pomaz J.</b> Peculiarities of communication processes in modern organizations . . . . .	436
<b>Sazonova T., Oliinyk A., Oliinyk Y.</b> Staff development as an element of company's social security . . . . .	441
<b>Ivanova N., Kuznetsova T.</b> Higher education: current challenges . . . .	446
<b>Tkachenko V.</b> Analysis of modern technologies of management of personnel safety of the enterprises . . . . .	459
<b>Zhylynska O., Kozlenko A., Novikova I.</b> The mission of the modern research university in Ukraine. . . . .	463

## **MANAGEMENT BY TALENTS IN CONTEXT OF CONCEPTION OF ABSORPTIVE ABILITY OF ORGANIZATION AS DIRECTION OF PROVIDING OF HER SKILLED SAFETY**

***Lyudmila Shymanovska-Dianych,***

*Doctor of Sciences (Economics), Professor,  
Poltava University of Economics and Trade, Poltava, Ukraine,*

***Tymur Ishcheikin,***

*Ph.D. in Economics, Associate Professor,  
Poltava state agrarian academy, Poltava, Ukraine,*

***Valentina Misyuckevich,***

*Ph.D. in Economics, Associate Professor,  
Poltava University of Economics and Trade, Poltava, Ukraine*

Today in the conditions of globalization of economy a personnel, his knowledge, level of qualification and efficiency, becomes one of important directions of receipt of competitive edge and providing of skilled safety of any organization. The height of competition at the market of labor substantially complicates the tasks of bringing in, motivations and withholding of employees, therefore companies perfect the approaches constantly.

Along with understanding of necessity of найма, development and withholding of talented people, organizations know that they must manage talent as major resource for the achievement of the best results and her skilled providing.

Management by talents is critically an important process, which allows to organizations to pick up exactly those people that would be able to bring a most contribution to work of company taking into account current and future priorities of business. A process embraces all key aspects of life cycle of employee is a selection, development, educating, planning of career and management by the productivity.

Growing fluidity of global labor-markets, displacement of demography of labor force and change of character of work, hamper bringing in development and withholding critically of important talent, creating a value for organization [6]. Talent stimulates the productivity, and in turn commands with the best people come forward at higher level. Leading organizations know that exceptional business activity is conditioned by excellent talent. People are a resource, skilled providing of organization.

Talent is strategy, skilled safety of organization. Another, no less important problem that stands before many companies is a requirement in permanent development of ability effectively to create and move knowledge, which is an important factor in the achievement of competitive edge at the market [11]. Actuality of study of conception of absorptive ability of organization, or, in other words, her capabilities to acquire knowledge, master them, transform, and, finally, save and use for the increase of economic and financial indicators, flows out from here [2, 11].



But on the other hand, now not so a question is widely studied that, how exactly and by means of what practices a company can influence on the absorptive ability, that underlines actuality hired once again.

The aim of this research is determination of intercommunication and influence of practices of management by talented employees on ability of companies to find, master, transform and use new knowledge (absorptive ability).

A management is extremely important talents for the acceptance of different decisions, first of all, at strategic level; it allows engaging an employee in a management by a mission or tasks of organization [1, 2]. However, it is needed to mark that at the large variety of determinations of «talent» in domestic and foreign literature uniformity is absent in the question of research object, that does not allow to form single determination of talent.

In addition, in a number of sources other terms different from talent are used, under that the similar categories of employees are understood. For example, many scientific publications [2, 3, 4, 6, 11], sanctified to the management by talents, take talent for something in itself understood and does not give some obvious determination. On the whole, it is possible to distinguish a 2 going near determination of talent: the first characterizes talent as man; at the second approach authors are inclined to take this concept rather to descriptions of personality.

Analyzing the row of determinations of different authors, it is possible to notice that talent as a rule is used together with such concepts, as skills [6, 7, 10], competence/of competence [9, 11], potential and effectiveness [4, 5]. Taking into account different approaches and concepts, allowing to expose a term «talent», it is possible to form one most capacious, that in future and will be used by us in the process of current research: talented employees are employees, possessing prominent knowledge, abilities and skills, able to apply them in accordance with the needs of company and introduce a most contribution to creation of value of firm, dismantle the extremely high results of labor, high level of motivation, and also possess high potential to professional development and height.

Presently all more companies realize the necessity of reorientation from a management by a personnel on conception of management by talented employees, because exactly talent is a main factor, which defines success of companies, and ability of organization to attract, develop and retain talents will be a main competitive edge during many years. From the moment of appearance of management conception by talented employees in works of researchers, a considerable change suffered understanding of source of talents in organization.

Most early works turn greater attention on internal talent of employee [10]. In later works, authors underline importance of internal search of talents also [10]. Moreover, researchers, pay attention to underestimated of conception management talented employees in modern organizations.

Many companies add enormous efforts for bringing in of new employees, but at the same time, spend time not enough and facilities on withholding and development

of talents that already work in organization, putting the same under a threat her skilled providing and violating the system of her skilled safety, violating principle, that control system talents must be by part of control system by a personnel, that provides business strategy of any company on all her levels and making system of her skilled safety.

In addition, it should be noted that for the last thirty years began actively to collect popularity in literature [10] conception of absorptive ability of organization (Absorptive Capacity, ACAP), and particular interest of researchers in this area attracts influence of ACAP on the organizational educating, exchange by knowledge, innovativeness and job of firm performances.

First this term was identified by Cohen and Levinthal, which examine absorptive potential as important component of activity of firm and long-term survival. Authors [8] determine absorptive ability as «ability to recognize the value of new information, assimilate, analyze her and apply companies» to the commercial aims.

The determination given by Cohen and Levinthal implies that the obvious and necessary condition of success with absorption of knowledge is mechanisms and structures of firms, sent to that, to spread knowledge through her internal and external borders. It is possible to suppose that absorptive ability «depends on ability of organization to interchange knowledge and to communicate inwardly».

Thus, absorptive ability is a critical factor that embraces all organizations as an absorptive process is opened out. Conception of ACAP, as it was already marked before, possible to attribute to organizational ability to take in and assimilate the knowledge got from outside.

Ability of organization to acquire new knowledge was described both conceptually and empiric by means of strategic management and from the economic point of view, and the factors of absorptive ability were related to the different organizational results (for example, productivity, innovations, management by changes etc.).

Also conception of absorptive ability was studied on the different levels of management, such as state, inter-organizational and organizational. And although basic part of existent research work of conception and ACAP investigated at organizational level, it is possible to mark that a corresponding theory specifies on that organizational ACAP is base on individual ability of employees to take in knowledge, although existent researches after the practical worker of fastening ACAP and processes of YHP scanty enough.

Only in not many researches the special attention was spared to influence of skills of separate persons on ACAP with support on corresponding preceding knowledge and experience, which is owned by well-informed employees or so-called «gate-keepers». In addition, the level of education and educating of employees, and also conception of administrative cognition, were considered as prevailing factors for developing flair of employees to identify, assimilate and use new knowledge.

If to examine the concept of absorptive ability from the point of view of theory, then

he can be attributed to the area that is very near to the area of management knowledge, by being presently part of general management by human capitals and, in given, case it is needed to mention the classic model of I. Nonaka and H. Takeuchi [8] SECI examining a forestage spiral process of transformation of knowledge from non-obvious (tacit) in obvious (explicit) and back.

It is necessary to mark that hired does not contain direct mention of absorptive ability of company, but the model offered in her is near with the model of ACAP S. Zahra and Jn. George [18]. Already it grounds to us to suppose that conception of absorptive ability is closely related to the theory of management by human capitals in organization

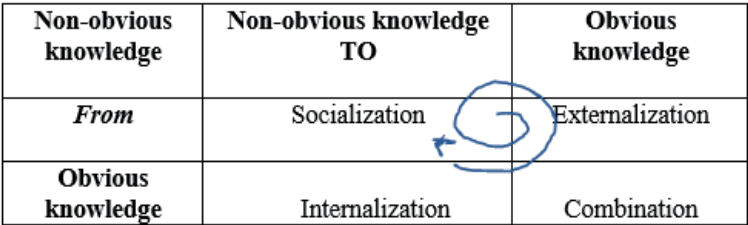


Fig. 1. Model SECI I. Nonaka and H. Takeuchi [8]

This thesis is confirmed by researches proving, that a level of absorptive ability of organization is in strong dependence on the presence of employees, possessing the set of competences relevant to the business necessities, in this connection it is accepted to consider that human capitals are a main type of resources, forming ACAP.

In addition, because the question is not about the general competences of firm, and about the competences of concrete employees, it will be just to suppose the presence of dependence between practices of management by the talented employees, directly sent to optimization of number of workers, not only possessing necessary knowledge and skills but also able to introduce a most value in organization, and absorptive ability of company. All practices of development of talented employees are base on motion of knowledge into a firm.

If to examine absorptive ability of organization in accordance with the model of S. Zahra and G. George, acquisition of knowledge is related to the search and authentication by new potentially to useful information out of firm. Comparing between conception of absorptive ability and model of SECI I. Nonaka and H. Takeuchi, it is possible to mark that the stage of acquisition of knowledge corresponds to the stage of socialization and partly stage of externalization, because in an order to be purchased, external knowledge must be not simply identified, but also adopted by the employees of company.

Speaking about the programs of development of talented employees, it is possible to assert that to this stage it is possible to take both the programs of the

formal educating, including the external training, and development in investigation of maintenance of contacts with different parties concerned, including suppliers, competitors, partners, clients and external experts.

While in the process of the formal training handed on employees obvious torches (explicit knowledge), ranging and maintenance of business mutual relations allows to get non-obvious knowledge (tacit knowledge) often being more valuable in connection with their obvious practical applicability and high complication of printing-down. On the stage of mastering information must be widespread into organization and also analyzed and treat her employees.

It can be carried out by means of the internal training, thus both formal and informal, and also through communications between the workers of company. This element of absorptive ability in a most degree corresponds to the stage of externalization and partly stage of combination on the model of I. Nonaka and H. Takeuchi. Third stage, transformation, introduction of new knowledge implies in already existent routines and practices of company.

In success of passing of this stage the most essential role is played by development because of receipt of working experience, because exactly due to him the knowledge purchased and mastered by organization become part of individual knowledge. Consequently, this stage unites in itself the stages of combination and internalization of model of SECI. Finally, on the last of peat-time of model of absorptive ability – stage of the use of knowledge – new knowledge are used so that to bring in the return of organization.

In other words, employees study to use knowledge in practice that corresponds to the stage of internalization. In respect of educating, then here most often there is the use of the informal programs of development, implying, mainly, an elemental exchange by experience between employees straight on workplaces.

Nevertheless, it is needed to mark that on given moment there are not academic works that straight study influence of practices of management talented employees on absorptive ability of organization or intercommunication between them. However, it is possible to do supposition about the presence of influence of practices of management by talented employees on absorptive ability of organization.

Working out the totals, it is possible to say, that on the whole management actively develops talented employees presently and first of all contacts with general practices of management human capitals that is sent to the increase of job of firm, her skilled providing and skilled safety performances.

In addition, conception of absorptive ability of organization is examined in this research. The special importance for further research is played by the analysis of pre-conditions of intercommunication of absorptive ability of organization with the practical workers of management talented employees presented further, existing in academic literature.

It was educed as a result of such analysis, that on the real moment there is not direct proof of such influence in literature, however there is a row of theories on the

basis of that it maybe to suppose about his presence, what will be the article of our further researches.

### **References:**

1. Boudreau, W., Ramstad, P. (2005). Talentship, talent segmentation and sustainability. A new HR decision science paradigm for a new strategy definition. *Human Resource Management*, 44, 129-136.
2. Carr S., Inkson K., Thorn, K. (2005). From global careers to talent flow: Reinterpreting 'brain drain'. *Journal of World Business*, 40(4), 384-396.
3. Collings, D., Mellahi K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19 (4), 304-313
4. Cohen, W., Levinthal D. (1990). Absorptive capacity: a new perspective on learning and innovation, *Administrative Science Quarterly*, 35, 128-152.
5. Davies, B. (2010). Talent management in academies. *International Journal of Educational Management*, 24 (5), 418-426.
6. Flatten, T., Engelen, A., Shaker, Z. (2011). A measure of absorptive capacity: Scale development and validation. *European Management Journal*, 29, 98-116.
7. Joyce, W., Slocum, J. (2012). Top management talent, strategic capabilities, and firm performance. *Organizational Dynamics*, 41 (3), 183-193.
8. Kim, L., Nonaka I., Takeuchi T. (2001). Absorptive Capacity, Co-operation, and Knowledge Creation: Samsung's Leapfrogging in Semiconductors. Oxford University Press, 28, 270-286.
9. Minbaeva, D., Pedersen, T., Björkman, I., (2003). MNC knowledge transfer, subsidiary absorptive capacity, and HRM. *Journal of International Business Studies*, 34 (6), 586-599.
10. Vaiman V., Scullion H., Collings D. (2012). Talent management decision making. *Management Decision*, 50, 925-941.
11. Zahra, S., George, G., 2002. Absorptive capacity: a review, reconceptualization, and extension. *Academy of Management Review*, 27 (2), 185-203.