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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



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## PREFACE

The issues of security management in the conditions of the modern environment instability are of top-priority and stipulate continuous scientific research on the topics of the global and national economic, technological, food, energy security, innovation aspects of forming social, educational, and information security, management of economic security in conditions of integration processes and other.

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).

The formation of new integration economic relations in Ukraine and the intensification of competition objectively force managers of all levels to change radically the spectrum of views on the processes of formation and implementation of the security management system in unstable external environment that is hard to predict. Today, the main task is to adapt not to changes in market conditions of operation, but to the speed of these changes. In this regard, there is a need to develop effective security management mechanisms that are capable of responding adequately and in due time to changes both in the internal and external environment.

Therefore, this problem is being paid more attention in theoretical research works of scientists and practical activity of business entities.

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 2» 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 2» 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 joint monograph is prepared in the context of three research topics: «Management of national security in the context of globalization challenges: macro, micro, regional and sectoral levels» (State registration number 0118U005209); «Macroeconomic planning and management of the higher education system of Ukraine: philosophy and methodology» (State registration number 117U002531); «Infocommunication aspects of economic security» (Protocol 1-20 of February 04,

2020, ISMA, Latvia), which emphasizes not only scientific but also practical focus.

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 2 is offered to our readers.

*With best regards,*

*Iryna Markina,*

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## **ECONOMIC SECURITY OF ENTERPRISE'S DEVELOPMENT**

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Development is one of the key notions in contemporary management as it is directly related to enterprise's capacity to transit to a qualitatively new state due to certain changes in its activities. In this newer state, an enterprise gets new properties, new qualities and features which are revealing themselves through implementation of new opportunities, thus leading to the capacity to perform new functions, solve brand new tasks and in a such a way strengthen enterprise positioning in its external environment.

Enterprise development is the process, the key result of which is a certain achievement shaped as a qualitatively new state of an enterprise, while enterprise development as such is the process of objectivizing enterprise's capacity to develop. This objectivization is performed through managed changes in enterprise activities and its adaptation to unmanageable changes of various nature [1, p. 35]. For this very reason, enterprise development should be primarily studied as the process the course of which, under certain conditions, is capable to deliver an expected result - a qualitatively new state of an enterprise. In other words, the process of enterprise development is always delivery-oriented, therefore, this process must be well managed and controlled.

The very notion «result of the enterprise development process» is derivative from the notion «enterprise development process 2, thus, further we would like to investigate the contents of the latter.

Development process is seen here as a combination of changes in both external and internal environments of an enterprise, including changes happening between these environments, improving its state, its activities and the results of these activities. All these changes can be managed (performed by the enterprise itself) or unmanageable (taking place without direct participation of the enterprise itself). Managed changes are always under enterprise control, their occurrence depends on the quality of change management [3, p. 98]. In its turn, change management is predetermined by the quality of development management and some other factors.

Unmanageable changes are not controlled by the enterprise (and cannot be initiated by it), thus, the enterprise can only adapt to these changes by means of enforcing changes in its own activities, already controlled by the enterprise itself.

Result of the enterprise development process means that the enterprise, by means of imposing manageable changes and adapting to unmanageable ones, achieves its development goals. In other words, the enterprise is moving in the direction to a qualitatively new state, the complex criteria of which is restrengthened positioning of an enterprise in the external environment predetermined by its capacity to perform new functions, solve new tasks and detect new opportunities.

The result of this development process depends upon the availability of several preconditions, including: quality of the development management; economic security in the course of development; resources' provision for development; availability and efficiency of the organizational-economic mechanism of development, the latter being one of the key instruments in development management.

Among all the mentioned preconditions of the enterprise development process result, economic security is a relatively new and understudied topic.

Economic security as a precondition for resultant development of the enterprise from the standpoint of the contextual approach [4] (according to Peter Unger, it allows formulating answer to a question depending on a combination of the available conditions and circumstances [5]) is expedient to be studied from the viewpoint of defensive approach.

Defensive approach today is among the key ones in economic security studies. The imperative notions under this approach are «threat», «protection» and «security». Their joint application allows explaining the contents of the notion «economic security of enterprise development» in the following way: current absence and low probability of near- future emergence of various hindering factors to manageable changes in enterprise activities and/or of the unmanageable changes with negative consequences which are the results from threats' materialization.

Threats to enterprise development are suggested to be considered as processes, phenomena, events and situations which are taking place in external and/or internal environments of enterprise activity (which includes the behavior of external environment subjects). Such threats, under certain conditions and circumstances, are able to cause serious damages to implementation of changes in enterprise activity. As it has been noted in [6], most frequently the very notion of «threat» is interpreted using such wording as «phenomena», «event» or «act».

In relation to enterprise development most of the processes and phenomena in its internal and external environments are indifferent (neutral), or in other words – they are not directly aimed at hindering enterprise development. Such processes and phenomena emerge due to the reasons that often have absolutely no relation to the activities of not only this specific enterprise but enterprises as such. In other words, not all processes and phenomena taking place in external and internal environments of the enterprise become threats to its activity and its development, but only those



that emerge under certain, highly specific conditions.

For example, rises in hryvnya's exchange rates to USD that was observed in the 4th quarter of 2019 became an immediate threat to the activities of many exporting enterprises, however, it had hardly any influence on the activities of those enterprises that are supplying products and services to the national market only, not using imported materials, equipment or its components.

Same applies to the actions of many subjects of the external environments in relation to the enterprise: but for a few exceptions, their actions do not cause any serious damage to the activities and/or development of the enterprise. Generally speaking, actions of the external environment subjects are usually directed on satisfaction of own interests.

Conditions under which certain processes or phenomena, usually indifferent to enterprises' activities or development, may negatively influence on them should be understood as a combination of the factors of both subjective and objective nature which can:

- be formed as a logical regularity (as a result of objective processes, impacts of objective economic laws or as totally predictable consequences from the intentional actions against the enterprise);

- be of artificial nature (be formed under the influence of the regulatory policy of the state or of the interstate organizations; be formed due to the attempts to maintain ecological and/or economic balance, socialization and humanization of management; or when employees are following the visions appropriate today (homo economicus, homo socialis etc.); or when interests of the participants of various markets should be protected [7, p. 66].

When all these factors of subjective and objective nature are combined, the influence of one of them can be hindering and strengthening the influence of other factors.

Consequences from implementation of threats to enterprise development can be significantly negative: they may damage many planned changes (distorting them, making them incomplete or belated, deviating from the plan overall). This would most probably require the attraction of additional resources needed for enterprise development (noteworthy, these additional resources would be not always able to reproduce the initially planned process of development).

Threats to enterprise development (just as threats to enterprise functioning, actually) never emerge suddenly and unexpectedly (this has been explained and proved with great deal of detail in [8]). From the standpoint of the process approach, a threat is always a process which has its beginning and end, and it also had certain stages (again, this has been explained in [8]).

Enterprise development can be also considered from the standpoint of the process approach since changes in enterprise activities that are supposed to cause its transition to a qualitatively new state do not happen in one moment - they are also processes, of different scale and dynamics. Continuity of changes in enterprise

activity shape the contents of its development, and with the course of time they determine the expediency of using project approach in development management. Projects of enterprise development may be different in terms of their scale and expected results, thus, changes in the course of these projects may be combined according to various features: achieving the expected result through changes (complex projects); localization of changes (spatial projects); timing of changes' implementation (time projects); nature of changes (large-scale projects).

Therefore, the toolkit of enterprise development consists of its development strategy and the related projects of changes, while project network becomes the key instrument in its implementation.

Both enterprise development strategy and the projects of changes must be strictly personalized. In other words, the enterprise must assign the managers responsible for implementation of its development strategy and also managers responsible for the separate projects of changes. Competences of all these managers must be determined very thoroughly. At this, it is considered to be a bad practice to have the same person serving as the manager of a structural unit and as the manager in a project of changes, since their competences are very different.

In this context, we can also confirm that realization of threats to enterprise development may have the following consequences:

- full or partial non-performance of the separate projects of changes (namely, due to the so-called «chain reaction», when non-performance of one project leads to full or partial non-performance of other projects);
- serious violation of deadlines in implementation of separate projects of changes due to which project results may lose their initial value and importance.

Threats to enterprise development may be divided into general ones (those that, under certain conditions, may threaten any enterprise, regardless of its size or sector) and also specific ones (those that become probable only for the enterprises with specific types of economic activity and/or with some specific features of functioning or development).

The list of general threats to enterprise development is presented in table 1.

Threats to enterprise development need to be determined not only overall but for each project of changes. Threats of general nature should be considered together with specific threats, applicable to each of the projects of changes.

At this, managers of these projects should be fully aware of:

- all potential threats to their projects' implementation;
- the preconditions under which potential threats are turning into real ones;
- early signs of real threats' actualization;
- consequences from real threats to project implementation;

means which can be used to hinder the actualization of real threats in the course of projects' implementation along with the means to remove both causes and consequences of these threats.



Table 1

### General threats to enterprise development

Threats to development	Sources of threats	Consequences from threats' realization
Loss of interest and attention on the side of top management to the already developed strategy of enterprise development	<p>Changed ownership or top management of the enterprise. Reorganization of the enterprise form (for example, due to merger or acquisition). Changes in personal priorities of owners or top managers of the enterprise. Changed attitude to perceiving risks on the side of enterprise owners or top managers</p>	<p>Turning down the realization of the separate projects of changes which would eventually lead to lack of systemity in the development. Emergence of serious changes in the overall strategy of development due to changes or turndown of the separate projects of changes or due to approval of radically new projects of changes</p>
Significant changes in the enterprise development strategy (changes in project contents, in duration and/or deadlines etc.)		
<p>Turning down the realization of the separate projects of changes which would eventually lead to lack of systemity in the development. Emergence of serious changes in the overall strategy of development due to changes or turndown of the separate projects of changes or due to approval of radically new projects of changes</p>	<p>Low motivation among enterprise employees. Lack of attention and interest to enterprise employees, ignoring their interests</p>	<p>Underperformance of changes (not achieving the goals set for the projects of changes). Erosion of projects' contents. Violation of timing and deadlines</p>
Loss of business partners which were expected to participate directly in the projects of changes	<p>Disregarding the interests of business partners. Business partners' closedown for the reason not related to the enterprise itself (bankruptcy, for example). Changed priorities and vectors in the activities of business partners, due to which the latter lose interest in cooperation</p>	<p>Emergence of difficulties in the course of projects' implementation, which is leading to violation of timing conditions, changes in projects' contents etc. up to complete inability of their implementation. The necessity to develop new projects of changes and their implementation within the system of already available projects of changes</p>
Significant changes in relations with business partners		
Employees' competence being insufficient for the complex projects of changes	<p>Low quality of project management at the enterprise overall</p>	<p>Violation of projects; timing; their full or partial non-performance; underperformance; low efficiency in the course of projects' implementation</p>

Low level of organizational management in the projects of changes	Lack of personalization in the course of projects' implementation; Weak communication between managers and performers of the separate projects of changes; "information noise"; incoherence of actions in the course of projects' implementation	Violation of timing terms of the projects of changes; doubling functions and operations in the course of projects' implementation; weak control over projects' settling, performance and in-process corrections; overall underperformance of the projects of changes
Changes in the external environment that are downgrading the priority of the already available development strategy of the enterprise	International conflicts, including military ones (for example, as the current ones in Crimea and Donbas); Environmental and natural catastrophes; Changes in the acting legislation, that are significantly limiting enterprise activities and force the enterprise to reconsider its development strategy overall	Abandoning the idea of implementing projects of changes (all or some of them) due to the impossibility to perform the needed actions and operations included into the project of changes; loss of expediency to perform projects of changes
Serious lack of resources to perform and finish the projects of changes	Mistakes in planning of financial provision for the projects of changes; Reconsidered contents of the projects of changes which means extra spending on their implementation	Underperformance of the projects of changes (including those that have been corrected); insufficient results from the projects of changes.

Overall management of the security-providing activities in the context of enterprise development should belong to the competence of a manager responsible for implementation of the enterprise development strategy.

Therefore, economic security is an important precondition of enterprise development. Its provision assumes constant monitoring over the potential threats to enterprise development, their prevention or at least postponing of potential threats becoming real ones, that is, prevention of their actualization. There can't be absolutely secure development of an enterprise, however, provision of its economic security in the given context is one of the key tasks of the enterprise management, and the latter is quite fully capable of solving it.

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## **THE CONCEPTS OF THE MECHANISM FOR ENSURING ECONOMIC SECURITY OF INNOVATION-ACTIVE ENTERPRISES**

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The innovation process is always associated with uncertainty, even in a stable economy, but under conditions of economic instability, this uncertainty is growing. Therefore, it is of particular importance to organize a process that is able to minimize this uncertainty and counteract the destabilizing factors caused by its impact on the activity of economic entities.

Innovation-active enterprises, more than other enterprises suffer from the impact of destabilizing factors, are caused by the specificity of innovative activity and its high level of riskiness.

The effective functioning of innovation-active enterprises requires the creation of an economic security system. In explaining the essence of the organization's