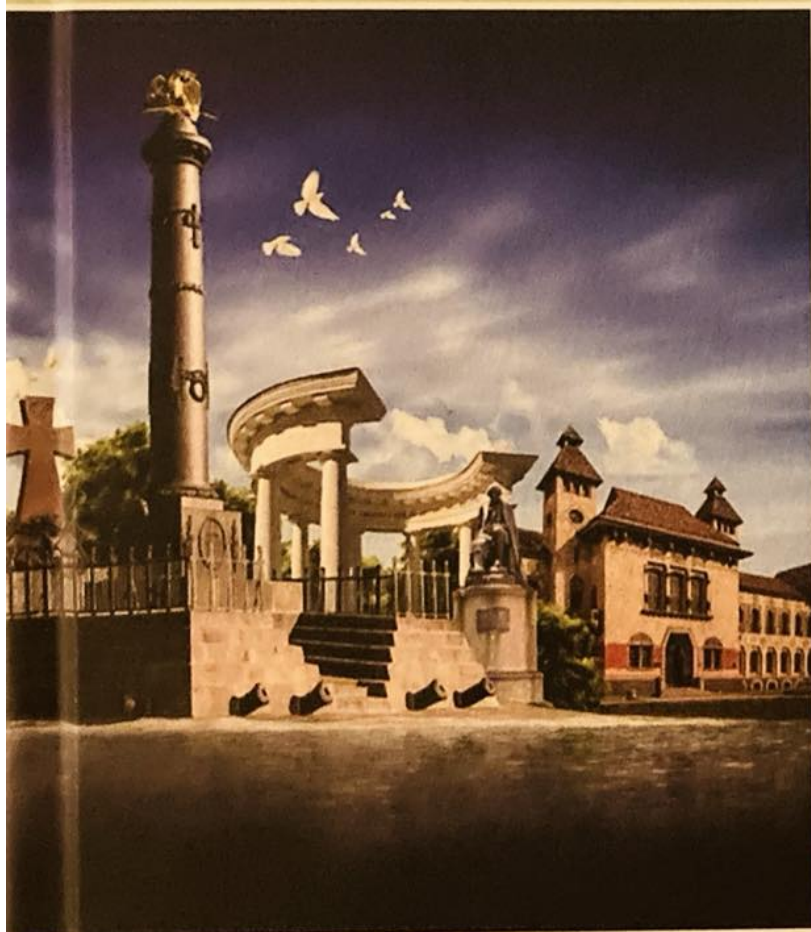


# SECURITY MANAGEMENT OF THE XXI CENTURY: NATIONAL AND GEOPOLITICAL ASPECTS. ISSUE 4



monograph  
Prague, 2022

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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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**SYNERGETIC EFFECTS OF ENTERPRISE POTENTIAL  
MANAGEMENT SYSTEM IN THE KNOWLEDGE ECONOMY,  
TAKING INTO ACCOUNT GLOBALIZATION CHALLENGES  
AND FINANCIAL SECURITY**

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Modern conditions of economic activity condition the enterprises of the agricultural and food sphere to react intensively to the changes with adaptation to them, the operative solution of problematic tasks and preservation of production rates. In particular, the problematic moments of management include the need to increase the amount of production, actual usage of material and labour resources, the best loading of technological equipment. The main problematic issue can be considered as the prospect of real resource potential to counteract unfavourable factors and the corresponding provision of relevant benefits.

The study of the concept of resource potential is necessary for effective management of available material flows, rational use, determination of the levers of adjustment to changing conditions of economic activity. There are many academics involved in the study of the formation and use of potential

and the management of business opportunities.

There are visions of the interpretation of 'capacity in the academic literature, and this causes considerable differentiation. The genesis of this term comes from the Latin word "potentia" – latent possibilities, available forces, reserves means that can be used [1; 3].

The modern management interpretation of potential is based on the use, during economic activity, of different types of resources. There are some differences in this vision:

in the generalization of resources that are not characterized by this interrelationship, but by the potential of their common characteristic;

in defining of potential in the form of an integer quantity of resources capable of increasing (multiplying) the various benefits.

One of the supporters of the latter position are Mayovets Y., Vdovenko N., Shevchuk H., Zos-Kior M., Hnatenko I., who sees in the category of "potential" the enterprise's sources, which can be applied as a set of various accumulated resources to achieve a certain goal or solve problems [5; 6]. The concept of 'potential' is also interpreted as the ability of a group of resources and the ability of an economic entity in the agricultural sphere to form a certain planned result, through all available management processes, taking into account synergistic effects (Fig. 1).

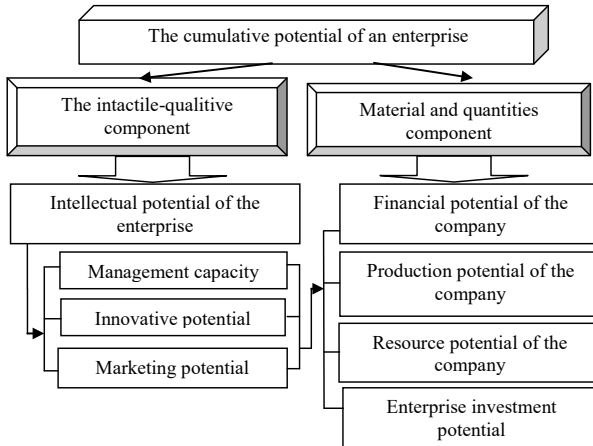


Fig. 1. Interaction of qualitative and quantitative components of the structure of the total potential of agri-food enterprises

The author's definition of potential is a multifaceted category, which determines the ability of an enterprise to develop all its internal subsystems of functioning, as well as to improve the interaction with the market environment, activation of which will allow to achieve the goals of management and the necessary level of product competitiveness. Integrated



the potential of the agricultural and food enterprise can be represented as the interaction of intellectual potential marketing, management and innovation (qualitative component) and production, financial, resource and investment potential (quantitative). By examining approaches to the interpretation of economic potential, it can be concluded that there is great diversity in the understanding of structural and substantive features. Researchers studying the issue are scattered across approaches.

One of the main elements of the overall potential of agricultural and food enterprises is economic potential, the rationale for which has a particular role in the functioning of enterprises. The economic potential of an enterprise is made up of the potential of economic relations, economic-technical relations and opportunities for the application of productive forces. The development of the economic potential of any agricultural and food enterprise is determined by the optimization of these components and conditions of the economy functioning, the influence and level of state support, and the effectiveness of reforms. This type of potential is characterized by being able to determine not only the valuation, but also the value, but also the ability to realize resources from the day they have the greatest effect. Competitive advantage, the future level of competitiveness management, also depends on the level of formation and increased efficiency in the use of resource potential. This is because resource potential is based on existing resources and the organizational aspects of resource base usage.

The potential of an agricultural and food subject is determined by the amount of available resources and reserves that can be used in economic activity. The use of the enterprise's potential makes it possible to assess the effectiveness of the construction of the organizational structure and management subsystems [2].

The main properties of enterprise potential management are integrity, complexity, interchangeability, interrelation and interaction of components, possibility of innovative development, flexibility, etc. The main property – integrity – is manifested in the fact that all components of the potential of an agricultural and food enterprise are oriented towards the fulfilment of the set objectives and goals of the management system. Hence, this juxtaposition of different elements predetermines another property of potential – its complexity. For example, the main production funds of an agricultural and food enterprise are formed by equipment, machinery and a number of other fixed assets, without the integration of which the process of agricultural production is excluded. The complexity also manifests itself in the fact that deformational changes in one component of agricultural and food enterprise potential potentially result in changes in the taken into account by management.

Interchangeability or alternativeness of components of potential is more

positive than negative, because the main thing is that replacing one element of potential with another brings the enterprise a return on investment and an increase in productivity. It is also important to obtain a balance between the structure-forming components of potential. An indispensable characteristic of the capabilities of an agricultural and food enterprise is the interaction and interdependence of the components, which has quantitative and qualitative character. Innovative development, the ability of an enterprise to implement investment and innovation activities, is an integral part of its potential.

The resource potential of an agricultural and food enterprise includes financial, material and immaterial, technical and technological, land, investment, innovation, information, labour resources, unsold products, products in warehouses and other types of resources. For each enterprise in the agricultural and food sector, it is important, under current conditions, to analyze the current ability to exploit resources, sell products and obtain the planned level of efficiency. For modern agricultural and food enterprises operating in changing environmental conditions, the task of increasing of the resource potential is entrusted to the management personnel, managers of all structural divisions, since the development of the enterprise, depends on the selected mechanism of formation and increasing of the resource potential.

Each enterprise of the agro-food sphere requires the development and use of the model of organizational and economic mechanism of resource potential, integrated from the strategically defined guidelines of the enterprise. The model of the mentioned organizational and economic mechanism should so successfully combine the work of all subsystems of the agricultural and food enterprise with the external environment to ensure not only the fulfilment of the set objectives, but also to accelerate their realization. Taking into account the current condition of the country's economy, conditions of functioning of agricultural and food enterprises, the issues of way of development of their potential requires element-by-element further research, taking into account the specifics of management, all internal and external factors of influence on the economic activity.

The organizational component of the mechanism reveals those management decisions that, from the managers' point of view, are the most effective in the process of managing the enterprise of the agricultural and food sphere, including the formation and implementation of the resource potential of the enterprise. The economic component, in turn, determines the characteristics of the organizational subsystem's components activities. An organizational and economic mechanism is a system that is designed to shape and regulate the relationship of a management entity to the internal and external environment through economic leverage in order to achieve an end goal [7; 10]. It should also be taken into account that the organizational and economic mechanism is considered both at the enterprise level of the

agricultural and food sector, at the sectoral or macroeconomic level of the economy [4; 8; 9]. Given the state of the economy in a given period, the organizational and economic mechanism of the macro-meso- or micro-level has a direct correlation with the regularities of social and economic relations and the specifics of the functioning of the economic system. Having investigated the theoretical and methodological foundations of the organizational and economic mechanism to ensure the effective use of the enterprise's potential, it is worth noting that:

1. The current state of the economy and market conditions for the functioning of agricultural and food enterprises necessitates a search for solutions to the urgent problems of their development. The study of the essence interpretation of the resource potential of agro-food enterprises is necessary for the effective management of available resources, rational use, development of levers to adapt to changing conditions of economic activity. Based on the analysis of modern studies it is determined that the formation of the resource potential of the agro-food enterprise is a continuous process, which should be constantly monitored by the management personnel. The types of potential production systems are systematized. External and internal sources of the formation of resource potential of the enterprise of agricultural and food sphere are characterized.

2. The problematic aspects of agricultural and food enterprise activities that should be targeted for resource capability formation and development are highlighted. The article reveals the peculiarities of the formation of resource potential of agro-food enterprises. The approaches and principles of enterprise potential formation as a holistic system, which is characterized by certain levels and interrelationships, are systematized. The process of formation, usage and development of the enterprise potential of the agricultural and food sphere is schematically represented. The number of principles of forming the system of material resources at the enterprise of the agricultural and food sphere has been determined. External and internal sources of formation of the resource potential of the enterprise of the agricultural and food sphere have been revealed.

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