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Contents

INTRODUCTION	6
Tadeusz POPKOWSKI , Doctor of Science (Economics), Professor, Wyższa Szkoła Logistyki i Transportu we Wrocławiu (Poland), BUGAYKO D.O. Doctor of Science (Economics), Professor (Associate), Corresponding Member of the Academy of Economic Sciences of Ukraine, Vice - Director of ES International Cooperation and Education Institute, Instructor of ICAO Institute, Professor of the Logistics Department National Aviation University (Ukraine)	
THE PROCESS OF EDUCATING LOGISTICS STAFF IN CONDITIONS OF WIDESPREAD AUTOMATION	7 – 12
SMERICHEVSKYI S.F. Doctor of Economic Sciences, Professor, Professor of the Department of Marketing of National Aviation University (Ukraine), POBEREZHNA Z.M. Doctor of Economic Sciences, Professor, Professor of the Department of Economics and Business Technologies of National Aviation University (Ukraine), KOLBUSHKIN Yu.P. Doctor of Economic Sciences, Professor, head of department, NJSC "Naftogaz of Ukraine" (Ukraine), GURA S.M. PhD in Economics, National Aviation University (Ukraine)	
<i>FORMATION OF THE SECURITY SYSTEM AND ASSESSMENT OF THE COMPETITIVE POTENTIAL OF AIR TRANSPORT ENTERPRISES</i>	13 – 21
SHCHEKHOVSKA L.F. Senior Lecturer of Logistics Department of National Aviation University (Ukraine)	
<i>BEHAVIORAL IMPLICATIONS IN SUPPLY CHAIN RISK MANAGEMENT</i>	22 – 32
BUGAYKO D.O. Doctor of Science (Economics), Professor (Associate), Corresponding Member of the Academy of Economic Sciences of Ukraine, Vice - Director of ES International Cooperation and Education Institute, Instructor of ICAO Institute, Professor of the Logistics Department National Aviation University (Ukraine), REZNIK V. V. Postgraduate Student, National Aviation University (Ukraine)	
<i>NEW CHALLENGES FOR LOGISTICS IN THE CONDITIONS OF MILITARY OPERATIONS</i>	33 – 42
BAIDALA V.V. Doctor of Economic Sciences, Professor, Head of the Department of Economics National University of Life and Environmental Sciences of Ukraine (Ukraine), YAKYMOVSKA A. V. Postgraduate, Assistant professor of the Department of Economics National University of Life and Environmental Sciences of Ukraine (Ukraine)	
<i>FEATURES OF MANAGEMENT OF ECONOMIC SECURITY OF ENTERPRISES</i>	43 – 48



VYTVYTSKA O.D. Doctor of Economics, Professor of the Department of Public Administration and Innovation Management, National University of Life and Environmental Sciences (Ukraine), **SLYVINSKA O.B.** PhD in Economics, Associate Professor of Accounting and Auditing, SE NULES of Ukraine «Brzezany Agrotechnical Institute» (Ukraine)

*CURRENT APPROACHES TO THE FORMATION OF THE ECONOMIC SECURITY
MANAGEMENT MECHANISM OF THE ENTERPRISE*

49 –54

KOLODYNSKYI S.B. Doctor of Economic Sciences, Associate Professor, Professor of the Department of Management and Administration PHEI «Rauf Ablyazov East European University» (Ukraine), **STOROZHUK O.V.** Ph.D. of Economic Sciences, Associate Professor, Associate Professor of the Department of Economics, Management and Commercial Activity Central Ukrainian National Technical University (Ukraine), **LOZOVA T.P.** Ph.D. of Economic Sciences, Associate Professor of the Department of Management and Administration PHEI «Rauf Ablyazov East European University» (Ukraine), **KALININ O.V.** Doctor of Economic Sciences, Professor, Professor of the Department of Management Kyiv National Economic University named after Vadym Hetman (Ukraine)

*STRATEGIC MANAGEMENT OF THE ECONOMIC SECURITY OF CORPORATE ENTERPRISES
UNDER THE INFLUENCE OF INTEGRATION PROCESSES AND DIGITALIZATION*

55 –63

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CURRENT APPROACHES TO THE FORMATION OF THE ECONOMIC SECURITY MANAGEMENT MECHANISM OF THE ENTERPRISE

Olha Vytyvska, Oksana Slyvinska. *«Current approaches to the formation of the economic security management mechanism of the enterprise».* The article is devoted to the study of the topical issue of the formation of the mechanism for managing the economic security of the enterprise in the conditions of globalization challenges. The fundamental influence of the tasks of economic security of the enterprise is characterized. The systematicity of the formation of the economic security management mechanism of the enterprise is substantiated and the main mistakes that are allowed when creating a plan and program for the implementation of specific measures of economic security management of enterprises are considered. Based on the experience of domestic and foreign scientists in the direction of managing the economic security of the enterprise, the principles on which the concept of economic security should be based are highlighted. The authors identified the elements of the enterprise security management system. In the concept of the mechanism for managing the economic security of the enterprise, the main requirement is an indicative analysis that allows detecting changes in indicators, their integration in the functioning of the subject of market relations. To increase the economic security of the enterprise, a step-by-step approach to monitoring the state and dynamics of the enterprise's development is proposed in order to identify threats and prevent them. Prospects for further research consist in substantiating the assessment of the scope and quality of the formation and implementation of the economic security management mechanism of enterprises in Ukraine, taking into account modern globalization challenges.

Keywords: economic security, mechanism, management of economic security, dangers, threats.

Ольга Витвицька, Оксана Сливінська. *«Сучасні підходи до формування механізму управління економічною безпекою підприємства».* Стаття присвячена вивченню актуального питання формування механізму управління економічною безпекою підприємства в умовах

глобалізаційних викликів. Охарактеризовано фундаментальний вплив завдань економічної безпеки підприємства. Обґрунтовано системність формування механізму управління економічною безпекою підприємства та розглянуто основні помилки, які допускаються при створенні плану та програми виконання конкретних заходів управління економічною безпекою підприємств. Виходячи з досвіду вітчизняних та зарубіжних вчених з напряму управління економічною безпекою підприємства виділено принципи, на яких повинна ґрунтуватися концепція економічної безпеки. Автори визначили елементи системи управління безпекою підприємств. У концепції механізму управління економічною безпекою підприємства головною вимогою визначено індикативний аналіз, який дозволяє виявити зміни показників, їх інтегрованість у функціонуванні суб'єкта ринкових відносин. Для підвищення економічної безпеки підприємства запропоновано поетапний підхід до моніторингу стану та динаміки розвитку підприємства для того, щоб виявити загрози та запобігти їм. Перспективи подальших досліджень полягають в обґрунтуванні оцінки масштабів та якості формування та реалізації механізму управління економічною безпекою підприємств в Україні з урахуванням сучасних глобалізаційних викликів.

Ключові слова: економічна безпека, механізм, управління економічною безпекою, небезпеки, загрози

Actuality of the problem. Acceleration of changes in scientific and technical, social and economic processes, active force majeure influence from external and internal factors on the business entity. For enterprises, this means an increase in barriers to conducting business, deterioration of financial stability, solvency, and leads to an increase in the level of risks and threats. Timely prevention of crisis situations and neutralization of negative factors affecting the activity of the enterprise are processes of ensuring the stability of the effective functioning of the enterprise. There is a need for further development of effective approaches to the development of conceptual foundations for building a mechanism for managing the economic security of the enterprise.

The mechanism for managing the economic security of the enterprise must meet the requirements of the time, contribute to ensuring the development, preservation and increase of the material values of the enterprise, which ensures the appropriate level of competitiveness of products; use of innovative technologies in production activities.

Analysis of recent research and publications. The issue of economic security of enterprises has been studied by many

scientists. S. F. Pokropivnyi (2000) considered the state of corporate resources (capital resources, personnel, information and technology, equipment and rights) and entrepreneurial opportunities, which guarantees their most effective use for stable functioning and dynamic scientific, technical and social development, prevention of internal and external negative influences [4, p. 66]. Kozachenko H. V., Ponomaryov V.P. S. M. Ilyashenko (2003) defined it as a measure of harmonization in time and space of the economic interests of the enterprise with the interests of environmental entities connected with it, which operate outside the enterprise [5, p. 87].

Y. M. Petrovych and A. F. Kit single out the largest number of components of economic security among those studied, namely: environmental, energy, intellectual, interface, information, personnel, political-legal, resource, market, force, social, technical-technological and financial [8]. Considering the approaches to the formation of the economic security management mechanism, M.D. Domashenko (2013) characterizes it as a system of enterprise management, which, based on the goal chosen by the management bodies to maintain or increase the level of economic security of the

economic zone by using the existing potential of the enterprise, ensures the realization of the set goal and leads to stable and efficient operation of the enterprise [7, p. 161.]. Maslak O.I., Grishko N.E. (2013) justify the mechanism of economic security management using a scheme, the main parameters of which describe the content of management actions, their leading functions and options for possible solutions when [6, p. 203]

The above characteristics are components of the economic security management mechanism and require the constant attention of researchers and practitioners in the complex conditions of martial law.

The purpose of the research. There is a study of topical issues of the formation of the economic security management mechanism in the complex conditions of globalization challenges and determination of directions for its effective implementation.

The main part of the research. The main goal of the enterprise's economic security is to ensure its long-term and maximally effective functioning today and high development potential in the future.

The following tasks of economic security of the enterprise follow from this goal:

- to ensure high financial efficiency, sustainability and independence of the enterprise;
- ensure technological independence and achieve a high level of competitiveness of the enterprise's technical potential;
- optimize the effectiveness of the organizational structure;
- ensure a high professional level of personnel training;
- minimize the destructive impact of the results of production activities on the state of the environment;
- ensure regulatory and legal protection of all aspects of the enterprise's activity;
- ensure information security of the company's activities, commercial secrecy;

- ensure the security of the enterprise's commercial interests, its capital and property [6].

The level of economic security of the enterprise depends on how effectively its management and specialists (managers) of the divisions are able to avoid possible dangers, threats and risks and eliminate the consequences of the negative impact of the internal environment.

The systematic formation of the economic security management mechanism of the enterprise is aimed at the need to take into account not only the real conditions of the enterprise's activity, but also the mechanism itself must have clearly defined elements, a scheme of actions and interactions.

The economic security management mechanism is primarily a managerial activity reflected in the development of strategic measures, which include the selection of a goal and strategy, programs and procedures for the implementation of specific measures, including innovative ones, for the qualified level of economic security management of the enterprise [2].

Let's consider the main mistakes that are made when creating this plan:

- the main mistake is considered to be the absence of an item reflecting goals and objectives from the concept of activity approved by the head of the enterprise;
- the absence of an item that actually contains the functional duties of the operational department of economic security ("optimize", "analyze", "improve", etc.);
- purposeless instructions and recommendations that deviate from the planned concept of activity;
- lack of separation of responsibilities of executive divisions;
- lack of instructions for solving time-consuming measures.

Such shortcomings of the plans allow avoiding the responsibility of specific persons responsible for the security of the enterprise.

First of all, it should be emphasized that the main weak point of the work of many

enterprises, the management system in which this document functions, is an insufficiently developed planning system, since success will be achieved only by those who can accurately formulate their goal and clearly move towards it. If it is absent, there cannot be a purposeful plan, and therefore, the success of the subject in the field of any activity. But even if it was possible to form a plan that meets all the requirements, it is still necessary to monitor its timely and high-quality implementation. Otherwise, everything will remain on paper [4].

Such an enterprise security system assumes the presence of the following elements:

- creation of the concept of object protection within the territory and in relation to its perimeter;
- development of internal documentation (instructions) regulating personnel activities in case of possible threats (terrorist attack, fire, natural disaster, breakdown of technological equipment, etc.);
- training from among the management staff of the so-called "crisis group", which is entrusted with the management of the facility in the event of an emergency;
- creation of special "response groups" to apprehend attackers and eliminate the consequences of possible threats;
- organization of communication and interaction with representatives of local authorities, law enforcement agencies, etc.;
- creation of a system for checking personnel (upon employment, transfer, expiration of certain terms, etc.).

Based on the experience of domestic and foreign scientists in the field of economic security management of enterprises, we can highlight the principles on which the concept of economic security should be based: scientificity, unity of leadership and collegiality, systematicity and complexity, optimal combination of centralization and decentralization, planning, analytical and

informational equipment, combination of rights, duties and responsibilities [3].

The principle of analytical and informational equipment implies the development of modern tools and methods of enterprise activity, which are reflected in accounting, financial, management and tax accounting, internal control and audit in a single information system that ensures the adoption of correct management decisions, favorable to increasing the economic security of the enterprise.

The economic information system of the enterprise is a set of information measures formed during the operation of the enterprise, designed to perform the functions of effective management in order to increase the competitiveness of the enterprise (both on the foreign and domestic markets) and meet the standards of economic security [1].

Since information is the most important element of the management system, special attention is paid to this principle. Various counterparties participate in the flow of final information formation, the enterprise must ensure tactful interaction during its creation and provision to interested parties.

The most important element that reflects the formation of information and affects the process of interaction with counterparties is the accounting system [8].

Financial, managerial and tax accounting, as well as internal and external control, are the main elements of a complex accounting and information system aimed at the formation and maintenance of economic security and the legal provision of tax payments determined within the framework of accounting, financial and tax accounting.

In turn, in order to increase the economic security of the enterprise, the state and dynamics of the enterprise's development should be monitored in order to identify threats and prevent them. Monitoring is usually carried out in stages (tab. 1.)

Table 1. Stages of monitoring

Stages	Brief description
1 stage	Identification of the enterprise, including its definition organizational and legal form, dimensions and specifics of activity
2 stage	Formation of a system of technical and economic evaluation indicators
3 stage	Identification of factors characterizing promising directions of development enterprises
4th stage	Modeling and formation of enterprise development strategies
5th stage	Audit of the enterprise
6th stage	Diagnostics and analysis of the level of economic security of the enterprise
7th stage	Development of proposals for the prevention and neutralization of threats

Source: based on [5].

Monitoring allows you to assess the current state of the enterprise and the dynamics of its development, helps to determine the causes of threats and risks, predicting the results after certain actions are taken [5].

In the concept of the economic security management mechanism of the enterprise, the main requirement is indicative analysis, which allows to identify trends and changes in indicators, their integration in the stable functioning of the subject of market relations. Changes in security indicators relative to normative values identify a certain financial state of the enterprise and predict the level of probability of bankruptcy. The financial state of the enterprise is important, as it characterizes not only the assessment of the current state of the entity, but also indicates the decision of a certain range of management actions in organizational planning and motivation [7].

Conclusions.

Thus, in a broad sense, the formation of an economic security management mechanism will provide the possibility of prevention and, as a result, neutralization of various threats, which protects the economic interests of the enterprise and prevents losses in amounts higher than the critical limit. In a narrow, more specific sense, it is one of the most important characteristics of a business entity, which indicates the level of use of all the company's resources from the point of view of preventing, weakening or protecting it from existing dangers, threats or other unforeseen circumstances. An effective mechanism for managing economic security allows to show that the enterprise, being in a situation of uncertainty, unpredictability, changes in internal and external business conditions, is forced to make risky decisions.

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