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ESSENCE AND BASIC STAGES OF THE CONSTRUCTION COMPANY STRATEGIC MANAGEMENT

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The paper investigates the essence of strategic management and the set of five strategic management stages. This paper addresses this gap and provides an up-to-date review of strategic management research. Strategic management researches from 1962 to present time are reviewed and a modern and broad conceptualization of strategic management is adopted. While there is some awareness of effective strategic management processes, academic research has not kept pace with practice.

To stimulate a resurgence of research interest, future research directions are provided.

Strategic management is the process where managers establish an organization's long-term direction, set the specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans.

Also this paper investigates set of five strategic management stages, such as analysis of environment, determinations of targets, strategy selection, strategy implementation and assessment and control over implementation.

A methodological introspection is observed and some new research methodologies are presented, which are critically important in researching the strategic management in turbulent and nonlinear construction company environment.

Keywords: strategic management, analysis of environment, strategy choice, strategy implementation, construction company.

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INVESTIGATION OF STRATEGIC PERSPECTIVES OF DEVELOPMENT OF RIVER PORTS IN UKRAINE

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The object of research is the process of transformation of river ports into the nodal objects of the country's logistics system. One of the most problematic places for the operation of river ports is the limited demand for river transport, which leads to their low investment attractiveness. It is substantiated that the elimination of these problems is possible due to the expansion of a complex of highly specialized logistics services that should be provided by river ports and

fulfillment of standard functions of a typical logistics center. It seems that such decisions will determine the investment attractiveness of river ports and increase the demand for their services. Consideration of river ports from the positions of one of the main objects of the logistical system of the country at the national and regional level presupposes the following decisions:

1. Development of feeder container lines in the context of consistent development of various modes of transport.
2. Increase of volumes of cargo handling at container terminals in the context of ensuring the growth of the value added of goods in the territory of Ukraine.
3. Development of infrastructure maintenance of river ports as a necessary component of the future transformation of river ports into multifunctional logistics centers.
4. Innovative development of logistics systems/river clusters, based on the development of new river transport routes and the central location of river ports.
5. Realization of river ports of competitive advantages, activated by logistics of cluster formations.

Keywords: logistics services of river ports, evolution of river ports development, logistics technologies.

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JUSTIFICATION OF METHODOLOGICAL APPROACHES TO ASSESSING THE TECHNOLOGY TRANSFER READINESS

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The object of research is methodical approaches to assessing the readiness level of technologies for transfer. One of the most aspects of innovation activity in Ukraine is the lack in the necessary and sufficient number of methodological developments that would determine the readiness level of technology for transfer from universities of business structures. Existing developments are sectoral or local and are fragmentary.

In the course of scientific work, a model for assessing the readiness level of technology for transfer is developed, which should provide an understanding of the subject of technology transfer as the relationship between its participants in the creation and transfer of value added in the form of technology. A methodological toolkit is developed to assess the readiness level of technologies for a transfer based on the reliability theory of hierarchically branched systems.

Application of the proposed model and methodological tools on the example of the technology of individual passive dosimetry of ionizing radiation shows that the indicator of the mathematical expectation of technology readiness for transfer is 69 %. The obtained indicator indicates the average readiness level of technology for the transfer.

The proposed model and methodological tools allow to increase the level of accuracy of the received estimates; establish the nature of the interaction of the elements of the system among themselves and the like.

Keywords: methods and models of economic assessment, technology transfer, reliability theory of hierarchically branched systems.

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RESEARCH OF THE SOURCES OF MACROECONOMIC THREATS OF FINANCIAL SECURITY OF JOINT STOCK COMPANIES

page 24–29

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The object of research is the financial security of joint-stock companies in Ukraine. The problematic aspect in ensuring financial security of business entities is the identification of relevant factors that can cause a negative result of their financial and economic activities. In the course of the research, a critical analysis of the approaches of Ukrainian and foreign scientists to the allocation of macroeconomic threats to the financial security of joint-stock companies, as well as the current legislation, is conducted. The result is the division of all factors in accordance with regulatory legal acts into four sources, namely: investment factors; macroeconomic development factors; fiscal factors; other factors. Such classification of sources, unlike existing ones, takes into account specific aspects of financial activity of corporate structures. It is also proved that threats of a macroeconomic and microeconomic nature can create both conditions where there is a stabilization character and act as a determinant of the financial security of joint-stock companies. Based on the obtained results, the company provides an opportunity to quickly respond to the place of occurrence of a threat to its financial security and apply adequate tools to prevent or minimize the consequences of such threats.

Keywords: macroeconomic threats, financial security, joint-stock companies, financial policy, financial system, sources of threats.

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INVESTIGATION OF RISK IN THE ACTIVITIES OF HIGHER EDUCATION INSTITUTIONS IN THE CONTEXT OF SECURING THEIR ECONOMIC SAFETY

page 30–34

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The object of research is the process of ensuring the economic security of higher education institutions (HEIs) in the context of the effective management of their intellectual capital.

The conducted research of the change in the integral index and the place in the rating of TOP-200 Ukraine HEIs, displaced from temporary occupied territories for 2013–2017 indicates that the first group of 6 HEIs did not leave the limits of their fifty in the top 200 HEIs. At that, the first 5 managed to retain and even improve the value of the integral indicator.

The «risk» concept as a detailed elaboration of the threats to the activity of the university, which can result as a result of the negative influence of the factors of the external and internal environment in financial and economic losses, is concretized in the conceptual-categorical apparatus of economic security, in particular in higher education institutions.

The directions of reducing the risks of the functioning of higher education institutions have been determined, they have been moved from the temporarily occupied territories in the context of the positive impact of the reliability of the protection of intellectual assets on their economic security, followed by the transfer of trends to Ukrainian higher education institution:

- implementation of international business integration and academic mobility programs;
- development and implementation of development programs for scientific and pedagogical workers;
- creation of entrepreneurial and innovative structures within the framework of projects for the development of regions of different types, types and scales.

It is determined that further research involves the development of a methodical approach to assessing the HEIs economic security by using integrated indicators of their ratings as intermediate, in particular, in the formation of a balanced system of indicators adapted to the HEIs needs.

Keywords: higher education institutions (HEI), higher education institutions economic security, protection of innovation and human capital.

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RESEARCH OF FACTORS THAT INFLUENCE THE TRADEMARK POLICY OF AN ENTERPRISE

page 34–39

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The object of research is the marketing activity of enterprises producing alcoholic beverages in the field of trademark policy. One of the most problematic places is the process of making decisions on the formation of a portfolio of trademarks.

The research used methods of comparative comparison of the activities of wineries of different countries, logical generalization of the results of consumer research conducted by specialists, analysis and synthesis of approaches to the classification of types of trademarks.

A list of factors influencing the decision-making on the composition of the company's trademark portfolio has been obtained. In particular, it is determined that it is important to match the positioning of the trademark to the positioning of the brand of the company as a whole. This is due to the fact that the proposed list of factors take into accounts not only economic characteristics, but also purely marketing ones. Based on the example of one of the leading enterprises, it is shown that due to changes in the external environment, the trademark portfolio is revised. In the future, a methodology will be developed that will take into account these factors.

By taking into account these factors, the company will be able to develop an effective brand strategy, improve the image and increase the level of customer loyalty. This will increase the market share of the enterprise even in conditions of partial uncertainty.

Keywords: trademark, branding, portfolio of trademarks, alcoholic beverages producers.

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INVESTIGATION OF THE MECHANISM OF INTERRELATION BETWEEN ACCOUNTING AND BUDGETING IN THE ENTERPRISE MANAGEMENT SYSTEM: THE STRATEGIC ASPECT

page 39–47

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The results of recent researches of scientists are analyzed and tasks, principles, functions of budgeting are defined. Different views of scientists on the concept of «budgeting» are reviewed. The place of accounting and budgeting in the system of strategic management of the enterprise is determined. The influence of accounting and management accounting, the possibility of integration with the components of the management system for achieving strategic goals are identified. The elements of the organization of accounting and the sequence of reporting on the responsibility centers in the system of budgeting the company's expenses are determined. An information interrelation between budgets, target cost and cost norms is determined, to facilitate the control of resources, the accuracy of budgeting. The tendencies of the process orientation of budgeting are studied. Internal and external factors affecting the implementation of strategic management objectives that provides information collection and uses accounting for strategic decisions are reviewed. The expediency of formation of information-analytical support of the budgeting department, which actualizes the problem of the formation, use and storage of information, is justified. The interrelation between budgeting and accounting is a subsystem of the general enterprise management system. According to the projections of the planning and control functions of the general management system, budgeting systems are budget planning and budget control. The interrelation between the purpose, tasks, functions, principles and methods of budgeting organization can be identified through a combination of functional and system approach. The advantages of the mechanism of interrelation of budgeting and accounting are formulated, namely:

- accuracy of the expected volumes and structure of costs;
- determination of the amount of funding;
- systematically engage in marketing to develop more accurate forecasts of available resource opportunities, etc.

Investigation of the mechanism of interrelation between budgeting and accounting in the system of enterprise management can be

useful in the period of sustainable development, revitalization of economic processes in industry, use of tools to reduce costs, introduction of integration management capabilities.

Keywords: strategic management system, accounting and analytical support, interrelation of budgeting and accounting.

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CLASSIFICATION OF ACCOUNTING OUTSOURCING: COMPLIANCE WITH MODERN DEVELOPMENT TRENDS

page 47–52

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The object of research is accounting outsourcing, the effectiveness of implementation depends on many factors, one of the main processes is properly organized transition to outsourcing. One of the most problematic places is the analysis of all types of accounting outsourcing and accounting of those signs that are suitable for a particular enterprise. In the process of research, the following methods

are used: analysis and synthesis, logical generalization, analogies, comparative comparison, graphical method.

Based on the results of the analysis of the positions of scientists, it is established that there is no systematicity in the disclosure of classification characteristics, according to which types of accounting outsourcing are delineated in literary sources. Despite the rather high level of research on this issue, there is no clear unity in the allocation of relevant types of accounting outsourcing.

The types of accounting outsourcing are systematized and presented in the context of three groups of characteristics:

- depending on the provided services;
- depending on the subjects of management (types of business entities, tax status and location of business entities);
- depending on the requirements for outsourcing organization (time period, cooperation procedure, implementation mechanism, list of works, models for providing accounting services).

It is confirmed that the proposed classification largely depends on the specifics of the formation of the relationship between the parties to the contract – the customer and the contractor.

The implemented theoretical developments in the field of accounting outsourcing are the basis for describing models of accounting in the conditions of using outsourcing.

Keywords: accounting outsourcing, accounting organization, classification of accounting outsourcing.

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INVESTIGATION OF SOCIALLY RESPONSIBLE BEHAVIOR OF TRADE ENTERPRISES ON A COMPETENT-BASED APPROACH

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The object of research is the problems of the formation of socially responsible behavior of trade enterprises at the present stage of their functioning and development. One of the most problematic places in the outlined problems of the study is the use of a competence approach to the formation of socially responsible behavior of trade enterprises, based on the principles of identifying the most significant socially-oriented activities of competition and the survival of enterprises in the market.

In the course of the study of the essence and components of the socially responsible behavior of the enterprise, methods are used: analysis and synthesis, deduction and induction, systematization, analytical-systematization, systems approach and generalization.

Proposals have been received to introduce and develop a concept of socially responsible behavior at trade enterprises, the peculiarities of which are the use of a competence approach based on the formation of a body of knowledge and skills of the employees of the enterprise in observing the principles of social responsibility.

Thanks to the proposed concept, it is ensured:

- organizational development of trade enterprises in the market and ensuring their competitive advantages in accordance with the strategy of enterprise development in the industry;
- increase their social activity and attractiveness to stakeholders;
- achievement of positive synergetic effects in the implementation of the personnel development project and raising the level of motivation of employees.

In comparison with similar approaches to the development of social responsibility of business, the proposed approach will provide competitive advantages to trade enterprises, taking into account the level of its competencies in the field.

Keywords: social responsibility, socially responsible behavior of the trade enterprise, competence approach, competence of the enterprise.

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INFORMATION SECURITY BREACHES AND PRECAUTIONS ON INDUSTRY 4.0

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The object of research is fourth industrial revolution. The fourth industrial revolution has been a blend of technologies that lead to

the creation of a «smart» and versatile «cyber-physical» production environment. It has included various intelligent sensors, personal configuration robots, 3D printers, communication channels that is used for large data analysis and large data collecting. These communication channels have too many risks in terms of personal or public information security. At the beginning of this innovation period, legal regulations and standards have been ignored just as in the first, second and third revolutions. Cyber security has not operated in full capacity today because the technologies, concepts and protocols that used for the operations of industry have not been connected to each other. In this perspective, it can be said that in Industry 4.0 cyber security has been so important and it is the subject of this research. This study is intended to investigate information security vulnerabilities and measures in Industry 4.0. A security plan which is proportional to organizational structures for the identification of cyber security protocols for Industry 4.0 is proposed. With the proposed approach plans, information security can be ensured in Industry 4.0 and valuable information can be protected against attacks.

Keywords: Industry 4.0, safety information, cyber security, risk management.

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ANALYSIS OF PRACTICAL APPLYING OF PROJECT SELECTION METHOD BASED ON THE POSSIBILITY THEORY

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The object of this research is the method of selecting projects based on the possibility theory. This method is applicable to turbulent environment conditions, the «project map» method is based on a structured set of project characteristics. Nevertheless, this method has not been tested for a specific management situation. Therefore, in order to better understand the essence of the proposed method and to study its applicability in practice, experimental studies related to its empirical verification are carried out.

As part of the pilot studies of the project selection method on the basis of the possibility theory, the main stages of this method are characterized:

– formation of initial data on the «project map» in the form of trapezoidal fuzzy numbers, which corresponds to optimistic, pessimistic and most probable options for the implementation of projects;

– formation of a system of criteria and limitations, the establishment of confidence levels;

– «filtering» projects through a system of restrictions;

– selection of the best project from the set, passed «filtration» on the basis of the given criterion, the possibility of using the system of criteria is characterized.

As a result of the research, the characteristics of the projects under consideration and the requirements for them are interpreted in terms of the possibility theory. In accordance with the procedure of the method, a project is selected, accompanied by graphic interpretations of operations within the framework of fuzzy logic. The analysis of the influence on the choice of such characteristics used in the method as «reliability» and «possibility» is graphically demonstrated.

The carried out experimental studies of the project selection method shows its applicability and reliability of the obtained results. Graphical analysis of fuzzy estimates of the project allows to conduct reasoning about the acceptability of the project under various assumptions about the reliability of the constraints and the possibilities of obtaining the desired result. This increases the value of this method for practical use.

Keywords: project selection method, trapezoidal numbers, membership function, possibility theory, «filtration» of the projects.

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