

можна навчитися. Завдяки цим якостям людина може придбати авторитет, і співробітники визнають її лідером. Лідер виконує безліч соціальних ролей, кожна з яких вимагає наявності конкретних знань, навиків. Серед проблем, які перебувають у компетенції лідера, основними є: твердження і розвиток певного типу організаційної культури; побудова ефективної комунікації в організації; формування робочих груп та управління ними; управління конфліктами; побудова коаліцій і розвиток партнерських відносин; своєчасне реагування на динаміку зовнішнього середовища та управління змінами.

Ефективність управління безпосередньо пов'язана з оптимальним використанням ресурсів організації при вирішенні насущних проблем і її здатністю гідно зустріти вимоги найближчого майбутнього (з розрахунку на нові досягнення). У стабільній ситуації ефективність функціонування організації може бути забезпечена менеджментом без урахування відносин лідерства. Але в нестабільних умовах, постійній готовності до змін відповідно до нових обставин і запитів, ефективність організаційної діяльності залежить від потенціалу лідерства.

Таким чином можна зазначити, що технологія керівництва повинна відповідати викликам ситуації, що склалася, творчо насичуватися рисами будь-яких стилів, які роблять лідерство ефективнішим. При цьому саме творча спрямованість керівника є основною передумовою його високих лідерських якостей.

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**ECONOMIC SECURITY OF AGRICULTURAL ENTERPRISES OF  
CHERNIHIV REGION, WAYS AND PROSPECTS OF DEVELOPMENT**

At the present stage of formation and development of a new type of economic relations, the question of such a model of development of enterprises that would ensure economic growth and take into account the need for environmental protection is important. It should be noted that ensuring sustainable socio-economic development and managing it implies the implementation of the principle of reasonable sufficiency in the model of organization of society and includes regulation in the system of relations between property, production and consumption. In modern conditions, the main link in this process is the creation of an economic security system that would ensure the

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regulation of various types of human activity at the levels of their negative impact on the natural environment [4].

To date, the issue of studying the level of economic security of agricultural enterprises is becoming extremely relevant. Thus, objectively there is a need to develop and further improve the methodological base for assessing the effectiveness of the economic security system at agricultural enterprises in order to increase their financial stability and further development.

A number of studies revealed a number of issues devoted to this issue, in particular, this problem was touched upon: G. A. Pasternak-Taranushenko [1], O. M. Lyashenko [5], V. V. Shlykov [10], V. I. Muntian [6], L. I. Donets [3] and others. It should be noted that this problem is the subject of study by a number of scientists, but at the same time there are significant differences in the interpretation of aspects of economic security problems, the regional direction of this issue is not considered enough.

This is the relevance of the work, which outlines the theoretical foundations and methodological proposals on the structure of the formation and implementation of economic security under the conditions of deepening transformational processes in the regional economy of Ukraine on the example of the Chernihiv region. The relevance of the chosen issues, its insufficient theoretical study and practical significance predestined the main purpose and objectives of the study.

Regarding the interpretation of the concept of economic security, there are different approaches. Thus, researchers O.M. Lyashenko, B.V. Pleskach, V.K. Bantush assure that economic security is a state of the national economy that allows to remain resistant to internal and external threats and is able to meet the needs of the individual, family, society and the state [2]. In turn, V.I. Muntian by economic security understands how to restore the ability of the national economy to self-reproduction and master the modern innovative model of economic growth in the context of globalization of socio-economic processes and new forms of superpower level of relations [2].

Since the subject of our research is the economic security of the Chernihiv region, that is why we will focus our attention on it.

Chernihiv region was founded October 17, 1932 Located in the south-eastern part of Ukraine. It borders in the west with the Kiev region, in the north - with the Gomel region of the Republic of Belarus and with the Bryansk region of the Russian Federation, in the east - with Sumy, in the south - with the Poltava regions of Ukraine. The number of the existing population of the region as of December 1, 2019 amounted to 912.6 thousand. 2.8% of the total population of Ukraine [8].

There are 22 districts in the region. The number of settlements, total - 1534, including cities - 15, urban-type settlements - 30, villages - 1429, settlements - 60. Chernihiv region is located in the north of Ukraine, on the left bank of the Dnieper, within the Polissya lowland and forest-steppe zone of the Dnieper lowland. Its soil and agroclimatic conditions are favorable for the development of agriculture.

The place of the region in the national territorial division of labor is determined by

its leading sectors of the economy – mechanical engineering, electricity, light industry, chemical and petrochemical, food industry and agro-industrial complex. In addition, some branches of the forest, woodworking and pulp and paper industries, the construction materials industry, flour and cereals and feed industry have been developed in the region.

In the north, sod-podzolic, arched and marsh soils are common. In the central part – black soils are ashed with typical, dark gray ashed forest soils; in the south – black soil deep little humus; on the left bank – black soils are typical of small humus, meadow-black earth, meadow brackish, salt marsh soils.

In 2020, the main direction of innovation development was the renewal of mechanical engineering, chemical and petrochemical industries, processing of agricultural products, which made it possible to maintain the competitive advantages of the region's enterprises in the relevant commodity markets. By the end of 2020, 40 enterprises were innovative and active, introducing 25 new technological processes, more than half of which were aimed at energy saving. The total volume of innovative products sold in 2020 amounted to 1084.7 million tons. uah. The share of innovative products sold in the total volume of products sold was 9.4%.

The economy of Chernihiv region is characterized by a rather powerful production potential. In the total value of fixed assets of Ukraine in 2020, the region accounts for 2.6%. In the structure of the main production funds, the most important place belongs to industry - 25%, agriculture - 15.1%, transport - 13.4%, construction - 2.7%, trade and catering - 1.9%. The main problem of the production potential of the region is the physical and moral deterioration of the main production funds, which require attracting significant investment capital to update them in accordance with existing world achievements.

The analysis of the economic situation of Chernihiv region makes it possible to assert a fall in the pace of economic development. Thus, the index of industrial products of the region in December 2020 amounted to 95.1%, but in 2021 this figure increased slightly.

So, in general, agricultural enterprises of Chernihiv region are sufficiently provided with land resources, the problem is to use them productively and efficiently. The main directions of socio-economic development of the region in the context of national development should be the following: stabilization of the work of both industrial and agricultural enterprises, increasing the volume of production of competitive products, expanding its range and improving quality by updating the material and technical base in accordance with the latest achievements of science, technologies and world standards, complex mechanization and automation of labor-intensive processes; reforming the agro-industrial complex and creating conditions for the receipt of investments in order to ensure technological re-equipment of the agricultural sector and transform it into an efficient, competitive and domestic and foreign markets sector of the economy; Creation of favorable conditions for admission to the region of domestic and foreign investments, increasing the investment image of Chernihiv region, creating special regimes for attracting investments; creating conditions for the development of entrepreneurial activity and improving the business climate of the region by attracting financial and investment resources to the field of

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small business, expanding and supporting the activities of a network of business centers, innovation centers, etc.

Having examined the essence of the process of ensuring the economic security of the Chernihiv region, they determined that this is a process of sustainable and balanced development of the region's economy, its diversification on a structural and innovative basis, which allows conducting an independent economic policy and achieving global strategic goals in order to dynamically and constantly improve the quality of life of society.

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### **ПРОБЛЕМИ ОДЕРЖАННЯ ІНФОРМАЦІЇ СПОЖИВАЧАМИ ТОВАРІВ, РОБІТ ТА ПОСЛУГ В УМОВАХ ЕЛЕКТРОННОЇ ТОРГІВЛІ**

В умовах формування ринкової економіки та швидкого розвитку інформатизації і цифровізації, значне місце почала посідати електронна торгівля, яка стала найпоширенішою формою комерційної торгівлі. Інструментом електронної торгівлі стали спеціалізовані інтернет-магазини та вебсайти. Щодо асортиментів товарів, то там продаються як правило непродовольчі товари. Спонукальним мотивом придбання товару через електронну торгівлю може бути відсутність певного товару у магазинах за місцем проживання. Також ціна в інтернет-магазині може бути нижчою, ніж в магазинах роздрібної торгівлі, але якщо оплатити пошту за доставку товару та перерахування коштів, то вона може бути ще й вищою.

Основними елементами інфраструктури системи електронної торгівлі є: спеціалізоване прикладне програмне забезпечення; система збору, аналізу та керування базами даних і за стосунків; телекомунікації та зв'язок; система безпеки актів купівлі-продажу товарів, послуг і робіт; електронні платіжні системи; електронна логістика та доставка товарів, тощо [2].