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**MANAGING ECONOMIC SECURITY OF AN INTERNATIONAL VENTURE:
A PSYCHOLOGICAL PERSPECTIVE**

This article seeks to provide argument that effective performance in modern realia of business and management is impossible without understanding the socio-psychological processes that accompany entrepreneurial endeavours. Further development of market competition in the national economy, its inclusion in the system of global economic relationships, aggravation of internal barriers to successful implementation of economic reforms significantly raise the issue of exploring a psychological aspect of economic security of businesses, and in international ventures, in particular. An emphasis is put that the roots of genesis and evolution of economic psychology refer to radical changes, especially changes occurred in the economic paradigm and attitudes towards ownership for the means of production in the first place, as well as the emergence of new economic actors. Apart from that, pressing globalization trends, changes in political and economic patterns, as well as rapid technological advances in society have greatly affected socio-cultural values of the population. However, even the very speed and extent of global change faced by modern society depends on psychological characteristics inherent in different social groups. Different psychological patterns and perspectives that drive the development of business environment world-wide have created a new background for shaping and launching new economic security strategies for international business entities and ventures. The findings have verified that business economic security directly relates to management's understanding of the needs and the specifics of business structure and their alignment with the personal goals of the leader. Moreover, business operation of economic entities, both in the external and internal environment, encourages them to search for the new pathways and raise awareness of the need for effective interaction between the internal corporate culture and its organizational structure, ensuring and managing economic security and values of international markets. To attain the above objectives, a thorough research on the international business environment is of critical significance. It is argued that deep insights into psychological factors driving drastic change in the politicians' perceptions of the need to make a shift from a planned socialist paradigm to a market economy, exploring the psychology of transformation of the theoretical concepts from Marxist political economy to Western market theories will facilitate better understanding of the nature of economic security of international ventures.

Keywords: *economic security; organizational support; entrepreneurial activity; business psychology; international venture.*

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**ОРГАНІЗАЦІЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ МІЖНАРОДНОГО ПІДПРИЄМСТВА:
ПСИХОЛОГІЧНИЙ АСПЕКТ**

У статті доведено, що високоефективна діяльність у сфері сучасному бізнесу та менеджменту неможлива без розуміння соціально-психологічних процесів, що супроводжують підприємницьку діяльність. Поглиблення ринкової конкуренції в національній економіці, включення її до системи світових економічних відносин, загострення внутрішніх проблем реалізації економічних реформ суттєво актуалізують питання дослідження психологічного аспекту організації економічної безпеки бізнесу, в тому числі й міжнародних підприємств. Зокрема, наголошується, що об'єктивною передумовою становлення та

розвитку економічної психології були радикальні зміни, особливо зміна економічної парадигми та її установок, насамперед, щодо прав власності на засоби виробництва, а також поява нових суб'єктів економічної діяльності. Крім того, стійкі глобалізаційні тенденції, зміна політико-економічних режимів, стрімкий технологічний розвиток суспільства безумовно вплинули на соціально-культурні цінності людей. Проте, навіть сама швидкість глобальних змін, з якими зіштовхнулось сучасне суспільство, залежить від психологічних особливостей, притаманних різним соціальним групам населення. Психологічні аспекти розвитку бізнес-середовища різних країн світу створили нові умови для формування і реалізації нової стратегії забезпечення економічної безпеки міжнародних підприємств. Наголошується, що економічна безпека підприємства напряму пов'язана з розумінням керівництвом особливостей і потреб бізнес-структури та їх співставленням з особистими цілями керівника, а функціонування суб'єктів господарювання одночасно в зовнішньому та внутрішньому середовищі спонукає до пошуку шляхів та усвідомлення необхідності налагодження ефективної взаємодії між внутрішньою корпоративною культурою підприємства, системою її організації, забезпечення та управління економічною безпекою та цінностями зарубіжних ринків, що потребує детального вивчення міжнародного бізнес-середовища. Аргументовано, що без аналізу психологічних причин різкої зміни ставлення політиків до необхідності переходу від планової соціалістичної системи до ринкової економіки, без розуміння психології трансформації теоретичних поглядів науковців від марксистської політичної економії до теорій західного ринку неможливо зрозуміти сутність економічної безпеки міжнародних підприємств.

Ключові слова: економічна безпека; організаційне забезпечення; підприємницька діяльність; психологія бізнесу; міжнародне підприємство.

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ОРГАНИЗАЦИЯ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТИ МЕЖДУНАРОДНОГО ПРЕДПРИЯТИЯ: ПСИХОЛОГИЧЕСКИЙ АСПЕКТ

В статье подтверждается, что высокоэффективная деятельность в сфере современного бизнеса и менеджмента невозможна без понимания социально-психологических процессов, сопровождающих предпринимательскую деятельность. Углубление рыночной конкуренции в национальной экономике, включение её в систему мировых экономических отношений, обострение внутренних проблем реализации экономических реформ существенно актуализируют вопросы исследования психологического аспекта организации экономической безопасности бизнеса, в том числе и международных предприятий. В частности, отмечается, что объективной предпосылкой становления и развития экономической психологии были радикальные изменения, особенно изменение экономической парадигмы и её установок, прежде всего, относительно прав собственности на средства производства, а также появление новых субъектов экономической деятельности. Кроме того, устойчивые тенденции глобализации, изменение политико-экономических режимов, стремительное технологическое развитие общества, безусловно, повлияли на социально-культурные ценности людей. Даже сама скорость глобальных изменений, с которыми столкнулось современное общество, зависит от психологических особенностей, присущих разным социальным группам населения. Психологические аспекты развития бизнес-среды разных стран мира создали новые условия для формирования и реализации новой стратегии обеспечения экономической безопасности международных предприятий. Подчеркивается, что экономическая безопасность

предприятия напрямую связана с пониманием руководством особенностей и потребностей бизнес-структуры и их сопоставлением с личными целями руководителя, а функционирование хозяйствующих субъектов одновременно во внешней и внутренней среде побуждает к поиску путей и осознанию необходимости налаживания эффективного взаимодействия между внутренней корпоративной культурой предприятия, системой её организации, обеспечения и управления экономической безопасностью и ценностями зарубежных рынков, что требует детального изучения международной бизнес-среды. Аргументировано, что без анализа психологических причин резкого изменения отношения политиков к необходимости перехода от плановой социалистической системы к рыночной экономике, без понимания психологии трансформации теоретических взглядов учёных от марксистской политической экономии к теориям западного рынка невозможно понять сущность экономической безопасности международных предприятий.

Ключевые слова: экономическая безопасность; организационное обеспечение; предпринимательская деятельность; психология бизнеса; международное предприятие.

Intriduction. The modern view of the entrepreneur's personality is primarily based on the scientific works of J. Schumpeter [1], according to which the essence of the entrepreneur's personality has such key characteristics as: the ability to find and use new forms, methods and measures for entrepreneurship; creation of new production methods; formation of a new look and search for new markets for existing products; search for new sources of raw materials, etc.

The above psychological qualities of the entrepreneur are the basis for further research and analysis of the image of the entrepreneur as a set of personality characteristics.

The whole process of functioning of the business structure depends on the inherent psychological qualities of the leader. It is impossible to consider the process of organizing the economic security of an international enterprise without taking into account the psychological characteristics of managers and decision makers.

Literature review. Many scientific works are devoted to the organization of economic security of the enterprise and the psychology of management. In particular, such scientists as: R. Baron, S.L. Mueller, A.S. Thomas, L.E. Orban-Lembrick, O.V. Orlik, I.P. Otenko, V.P. Poznyakov and others.

The development of international business, increasing the number of business entities, constant changes in the competitive environment require systematic improvement of the economic security of the enterprise, which determines the relevance of continuing the study of the above area

The aim of the article is to study the psychological aspects of the impact on the organization, provision and management of economic security of an international enterprise.

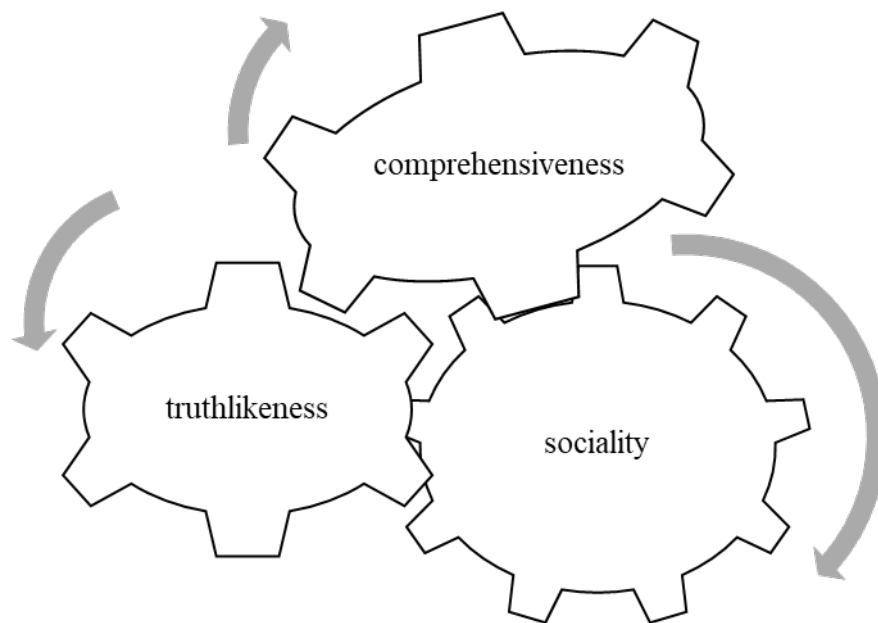
Results. L.E. Orban-Lembrick: "image – is the impression that the organization and its employees make on people and which is fixed in their minds in the form of certain emotionally colored stereotypes (thoughts, judgments about them)"[4].

The formation of a positive image of the entrepreneur is a painstaking process that requires considerable attention from all structural units of the business structure, work on the image begins with the internal environment of the enterprise and only then goes to the external level. Thus, first it is necessary to form the image of the enterprise, manager and products (services) produced by the organization, among the company's employees, and then demonstrate and maintain the established level of "standard" for external partners and contractors. The key features of the image of the enterprise are shown in Fig. 1.

According to Fig. 1. The image of the business structure must be comprehensive, believable and social. Thus, the complexity lies in the formation of corporate culture, management style, mode of operation of the company – the elements that determine and characterize the quality of business

activity, the attitude of employees to management and demonstrate the company's attitude to consumers.

Credibility focuses on the fact that the appearance of the enterprise, staff, goods and services must be supported by the real state of affairs within the business structure. External and internal image of the enterprise are interconnected. Thus, if management does not respect staff but forms an external image based on caring for everyone, these financial costs will be useless, which will directly affect the level of its economic security and competitiveness, by creating distrust of consumers, partners and contractors to management.



Source: developed by the authors.

Fig. 1. Key features of the company's image

The beginning of the introduction of corporate culture on the one hand is a stage of formation of the internal image of the enterprise, and on the other external, as the first recipients of the internal image will be the social environment of the company's staff. Sociality is one of the key aspects of forming the image of an economic entity, as an enterprise cannot exist without a corresponding social demand for its goods and services.

Detailed attention is paid to the issues of sociality, truthfulness and complexity of the company's image is derived from the psychological characteristics of the head, his understanding of the correctness. The psychological portrait of the head of the business structure, in a general sense, has such features as:

- high level of intellectual development, due to which the business entity uses strategic and forward thinking;
- strong communicative qualities that are embodied as coordination measures, the ability to tolerantly defend their point of view in order to achieve the strategic goals of enterprise development;
- propensity to reasonable risk, desire to achieve public recognition, motivation to succeed.

An international enterprise faces many risks and threats in its development that affect the level of its economic security. It should be noted that although the system of organization and economic security of the enterprise begins with the formation of internal image, which is the result

of psychological qualities of the entrepreneur / manager, when entering international markets it falls under the wave of socio-demographic factors inherent in other countries.

The business environment in different countries is formed taking into account the standards of the international legal and institutional framework, but is additionally endowed with national characteristics. This is primarily due to cultural, religious, traditional and psychological characteristics and values of the population. It is this difference that affects the principles of functioning of the business environment in the country and the general understanding of the management of economic security of the enterprise, the formation of its organizational support, the creation of an effective and efficient architecture of units.

An example of these differences is the model of behavior of Swedish managers, described by RD Lewis, "Swedish managers work skillfully with employees, using their charm, soft but convincing style of communication and reasonable psychological approaches. They are good as leaders because they should be! And yet: to the credit of the Swedes, it should be said that most Swedish employees are extremely conscientious, able to cooperate and dedicated "At the same time, the business environment of Britain and France have a big difference in terms of formal postulates" perform, which causes them a certain manner in solving business problems, and the French are more spontaneous, thus ahead of the British to implement innovative solutions " [7].

Researchers of the business environment of different countries of the world note the peculiarities inherent in the business of Great Britain which are focused on the formation of positive labor relations. On the other hand, the Japanese business environment is filled with national psychological characteristics such as: ethnocentrism, propensity to consistently perform their duties, politeness, discipline, devotion. At the same time, the well-known psychological stereotype of quality business culture is demonstrated by Germany, the priority aspects of the formation of which are efficiency, discipline, punctuality, organization [3].

The above demonstrates that the psychological characteristics of economic entities, the image of the enterprise and the business values inherent in the business environment serve as motivational tools in order to achieve compliance with society.

In other words, the correspondence of internal and external culture of doing business should correspond to the socio-cultural values of the market, the share of which the business structure plans to occupy. At the same time, it should be emphasized that compliance with these values should be psychologically close to the head of the enterprise, or the person responsible for this vector of development. Otherwise, the decision-making process will be based on a misunderstanding of the real state of affairs, which insanely leads to the fact that the existing system of economic security will face risks and threats that can not resist.

The system of economic security of the enterprise is under the influence of the institutional environment of functioning and development of entrepreneurship in the country [11]. Thus, the implemented mechanisms form requests to business structures for consistent implementation or compliance with legal and other norms. In different countries, the regulation of entrepreneurial activity has its own characteristics, which are derived from the historical preconditions that formed the psychological features of the political and economic functioning of the country as a whole. Understanding the deep difference between these processes and the ability of enterprise management to analyze new operating conditions - the key to success of an international enterprise [8].

Accordingly, these conditions affect the functioning of the international enterprise in the country. Which, in turn, forms the key features of the organization of economic security of the enterprise, especially if the head office of the business structure is located in one country, and branches - in different.

The implementation of effective management of economic security of an international enterprise involves the development of specific, consistent with the development strategy of the enterprise policy, which is a reasonable guideline, the achievement of which contributes to the required level of security. To substantiate these guidelines, it is necessary to define a set of goals. Implementation of effective management of economic security of the enterprise

Achieving certain goals is possible through the use of a certain set of tools (technical, organizational, informational, financial, legal and personnel) through the implementation of clearly targeted actions [2].

Within the resource-functional approach, the study of economic security is multifaceted, the purpose of its provision is the development of an international enterprise and its stable operation. It is important to note that the emphasis is not on the protective function, but on activating the development potential of the enterprise by adapting to the impact of real and potential threats. Therefore, this approach to some extent integrates a range of components that directly or indirectly recognize the economic security of the enterprise. As for the protective approach, which at first glance should provide answers to the problems of instability, it to some extent ignores the possibilities of development through increasing threats. By focusing on protection policies, an enterprise may fall into the trap of self-depletion and loss of potential competitive advantage.

Given the instability of the business environment, it is important to effectively manage security in an operational mode, which can be ensured only in the presence of a comprehensive economic security management system. The economic security of an international enterprise is proposed to mean a continuous, systematic process, the course of which involves diagnosing the external and internal environment of the enterprise, planning, organizing and implementing measures to maintain stable operation of the enterprise in accordance with its strategic, tactical and current goals. first of all, through the most rational allocation and use of resources. A fundamentally important aspect of building such a system at the enterprise level should be the integration of the security function into the management system at all levels.

Centers of responsibility in this area need to be clearly defined, and areas for monitoring and assessing security threats need to be built on a set of criteria that would ultimately assess the level of strategic security and make appropriate adjustments not only to tactics but also to development strategy. Management of economic security of the enterprise should be a key component of strategic management [10].

In conditions of instability, the priority tasks of the economic security policy of the enterprise should include the following: ensuring the effectiveness of mechanisms for determining and prompt adjustment of priorities at the enterprise, creating conditions for their implementation; substantiation and development of the system of alternative solutions in the development of the enterprise – both in some functional areas and at the strategic level; development of a flexible system of resource reservation, which would allow maneuvering in operational and strategic management modes and not overload the cost system; development of effective risk management mechanisms for the enterprise, an important component of which should be their forecasting and monitoring. Focusing on the system of these priorities in no way means focusing on aspects of the protective behavior of the enterprise.

Despite the severity of the crisis in the external environment, its complexity and uncertainty, the main condition for the company's resilience to external destabilizing factors is the level of development of its resource potential, clear formalization of the management system and its focus on development priorities. Building a model of economic security management system involves the effective implementation of appropriate management mechanisms in the overall management system. This is one of the key tasks in solving economic security problems at the enterprise level. At the same time, approaches to their implementation can be radically different given the industry

affiliation of the enterprise, development trends, availability of resources, features of a particular market and so on.

Any international enterprise, which is based on a certain concept of development with a flexible management system, can quite effectively withstand external threats in conditions of instability. At the same time, this does not give grounds to ignore the task of finding mechanisms to manage their economic security, because under such conditions, real and potential threats become the direct object of management. Analysis of management processes from this point of view opens up new opportunities for realizing the potential of enterprise development by optimizing the structure, improving business processes, increasing flexibility, possible diversification of activities, etc. [5].

Based on the generalization of approaches to the formation of economic security of the international enterprise, the sequence of stages of implementation of the mechanism of its provision is shown in Fig. 2.



Source: developed by the authors.

Fig. 2. Stages of implementation of the economic security system of an international enterprise

Thus, organizational support, which aims to promote clarity of control over the level of security by forming the necessary internal documentation, responsibility of financial staff to ensure security, able to ensure effective regulation of economic security is a key basis for further implementation of all measures to increase economic security.

The introduction of the most reasonable measures of economic security management in an international enterprise involves the use of expert assessment methods that allow you to translate qualitative indicators into quantitative ones.

Thus, we can say that the process of organizing the system of economic security of international enterprises – a multifaceted phenomenon, as it is based not only on financial, political,

legal, social, institutional environment, but also depends on the psychological characteristics of certain countries.

The Anglo-Saxon system is a positive practice in creating organizational support for the economic security of international enterprises, which due to the cultural and business values formed in these countries, based on the development of logical instructions for almost every situation, can be harmful.

This approach requires not only constant monitoring of the enterprise, competitive environment and institutional changes, but also systematic adjustment of the enterprise in order to achieve strategic goals.

This whole process, from the organization of the enterprise to the formation of its system of economic security, is based on cultural and business values specific to the person (manager, owner, entrepreneur) who is responsible for a particular stage.

It should be noted that international companies operating in different countries often face difficulties with different mentalities [9]. An example of such situations is the opening of a branch of the company from European regions in eastern countries. These countries have a significant difference, which consists not only in business values, but also in cultural ones, which in turn are based on religious dogmas, which have a great influence on the formation of personality psychology. In this case, even a well-thought-out and proven system of economic security, for example, works effectively in the British branch of the company, may not demonstrate the same level of efficiency.

That is why, entering new markets, opening branches in other countries and carrying out foreign economic activity, international companies must not only analyze economic and legal regulation, social and demographic situation, competitive environment, consumer needs, but also pay sufficient attention to cultural issues, religious – psychological features.

Thus, in the process of organizing the economic security of enterprises in the international market it is necessary to focus on such psychological features as:

- issues related to the climate in the team, especially taking into account the cultural and religious characteristics of employees;
- provided quality personnel selection, especially taking into account such characteristics of future employees as: ability to react quickly in case of critical situations, critical thinking skills, emotional stability, ability to analyze and predict events, ability to extract positive experiences from negative situations;
- formation of corporate culture that reflects the characteristics of ethnic and religious groups involved in the enterprise;
- constant monitoring of such personal characteristics of employees as: skepticism about the strategic goals of the company, lack of respect for staff and other indicators that can lead to negative phenomena, in particular, attempts to solve their personal problems, sell trade secrets, etc.

The above demonstrates that the psychological aspect of organizational support of economic security of an international enterprise is focused on employees. Personnel policy is fundamental for every business structure, because it is the staff of the enterprise develops and implements not only production but also organizational support of each business process.

Conclusions. Thus, understanding the psychological characteristics of employees that affect the efficiency of the enterprise is the key to its economic development. The primary task of each company is to create such conditions for staff work in which each employee will work with maximum efficiency. The satisfaction of the personnel which is reached by various methods of motivation is one of links of maintenance of a high level of economic safety of the enterprise.

Summing up, it should be emphasized once again that the functioning of an effective system of economic security of an international enterprise, whose main task is to ensure a stable financial

condition of the enterprise as a guarantee of its stable development, associated with scientifically organized interaction of all system elements. a provision that, formed in accordance with the scale and specifics of the activities of a particular entity, regulates the process of economic security. Therefore, we believe that the problem of organizational support of economic security of enterprises today requires further research, the results of which should help increase the level of economic security of enterprises.

As a result, it should be emphasized that the effective formation of organizational support for the management of economic security of an international enterprise requires: determining the optimal structure of government, a clear division of their functions at all levels; application of the most expedient methods and technologies of management, including from the economic point of view.

Adherence to the above methodological principles will contribute to the stable functioning of the enterprise in conditions of financial instability and economic transformations.

Further research is needed to assess the level of organizational support as a basis for developing the tactics of economic security of an international enterprise, and strategies for its improvement.

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