



Batumi Navigation Teaching University Publications

ბათუმის ნავიგაციის სასწავლო უნივერსიტეტის გამოცემები

BOOK OF PROCEEDINGS

VI International Scientific Conference ISTSML 2022

ONLINE/VIRTUAL

EDITOR

Professor Dr. Badri GECHBAIA

Copyright © Batumi Navigation Teaching University

All Rights Reserved. No part of this book may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from the publisher.

The authors are responsible for the content and language of their papers.

VI International Conference on Sustainable Transport System and Maritime Logistics.

Published under the terms of the Creative Commons

CC BY-NC 4.0 License.

© Batumi Navigation Teaching University, 2022.

© Collective authors, 2022

© BNTU, 2022. – 188 pages.

ISBN 978-9941-492-80-8

CONTENTS

პარმენ ხვედელიძე	
<i>მილოცვა</i>	5
ვანტანგ თავბერიძე	6
მილოცვა - მეზღვაურთა საერთაშორისო დღე	
ვანტანგ თავბერიძე	7
საქართველოში საზღვაო სფეროში განათლებისა და ქართული საზღვაო შრომის ბაზრის პრობლემები	
პარმენ ხვედელიძე	12
საზღვაო საკონტეინერო გადაზიდვები და ESG ფაქტორები: საკონტეინერო გადაზიდვების ინდუსტრიის მდგრადობა COVID-19 პანდემიის კრიზისში	
Olga Iermakova, Viktor Koval, Victoriia Mykytenko	15
CHALLENGES OF AQUACULTURE DEVELOPMENT IN THE UKRAINIAN BLACK SEA REGION	
Victor Zamlynskyi, A.M.A.S. Al Ali, Balla MoussaCamara	18
CORPORATE CULTURE OF TEAMWORK BASED ON ESG	
Oksana Bondar-Pidhurska	23
BUSINESS DEVELOPMENT IN SITUATIONS OF WAR AND POST-WAR CONSTRUCTION OF UKRAINE: MAIN DIRECTIONS, PROBLEMS, SUPPORT OF COMPETITIVENESS	
Oleksiy Mints, Hanna Doroshkevich	27
THE MAIN APPROACHES TO MANAGING THE INTERNATIONAL BUSINESS ACTIVITY OF ENTERPRISES IN THE CONTEXT OF GLOBAL CATAclysms	
Martin Aleksandrov	29
STRATEGY FOR BUILDING AND ADAPTING A JOURNAL MODEL THROUGH OJS	
David Katamadze, Guliko Katamadze	32
PROSPECTS FOR THE FORMATION OF THE TRANSCAUCASIAN TRANSPORT-LOGISTICS HUB OF GEORGIA	
Eka Avsajanishvili	34
CHALLENGES OF CONFLICT MANAGEMENT DURING THE COVID PANDEMIC	
Merab Vanishvili	37
TOPICAL ISSUES OF METHODOLOGICAL SUPPORT OF SUSTAINABLE FINANCING IN GEORGIA	
Merab Vanishvili	43
VALUE ADDED TAX IN THE TAX SYSTEM OF GEORGIA: ANALYSIS AND EVALUATION	
Amiran Tsilosani	47
POTENTIAL AND CAPABILITIES OF GEORGIA AS A TRANSIT REGION IN CONTAINER SHIPPING	
Maria del Carmen Otero Neira, Mariam Katamadze	50
THE IMPACT OF BUSINESS COMMUNICATION ON RAISING THE IMAGE OF GEORGIAN COMPANIES	
Olha Popelo	53
COMPETITIVE HIGHER EDUCATION FOR SUSTAINABLE DEVELOPMENT	
Nataliia Tkalenko, Olena Mykhailovska	56
SYSTEMATIZATION OF DIRECTIONS FOR IMPROVING THE COORDINATION OF THE PROCESS OF PUBLIC-PARTNERSHIP INTERACTION	
Marin Marinov, Milen Dinkov	60
LOGISTICS SERVICE PROVIDERS IN BULGARIA - TRENDS AND PROSPECTS	
Hanna Tiutiunyk	62
POST-WAR RESTORATION AND DEVELOPMENT OF MARICULTURE IN UKRAINE IN THE CONTEXT OF INSTITUTIONAL ENSURING OF SUSTAINABLE MARITIME TRANSPORT SYSTEM	
Tetiana Zabashtanska	66
CONCEPTUAL FUNDAMENTALS OF DIGITAL ENTERPRISE DIGITAL MARKETING DEVELOPMENT TOOLS	

<i>Inesa Mikhno, Liliya Filipishyna, Oleksandr Tkach</i>	69
DIGITIZATION OF THE ECONOMY AND ENVIRONMENTAL FRIENDLINESS IN AN EXPERIMENTAL SETTLEMENT IN THE ADAPTATION OF UKRAINIAN CITIES	
<i>Ani Edzveradze</i>	73
SUSTAINABLE DEVELOPMENT AND GREEN ARCHITECTURE AS A NECESSITY FOR TODAY	
<i>Iryna M. Zaporozhets, Antonina B. Trushliakova</i>	76
DEVELOPMENT OF THE LOGISTICS SYSTEM OF INLAND WATER TRANSPORT OF UKRAINE	
<i>Khatuna Shalamberidze, Sopo Mikabadze, Irine kopaliani</i>	80
PECULIARITIES OF HUMAN RESOURCE MANAGEMENT IN THE BANK SYSTEM	
<i>Ganna Iefimova, Andriy Labartkava, Oleksiy Pashchenko</i>	87
PROBLEMS AND PROSPECTS OF FINTECH DEVELOPMENT IN UKRAINE	
<i>Nino Abesadze, Natalia Robitashvili, Otar Abesadze Rusudan Kinkladze</i>	90
FOREIGN TRADE STATISTICS AS THE MAIN CATALYST FOR IMPROVING MARITIME LOGISTICS IN GEORGIA	
<i>ლოლა ცეცხლაძე, ნატო ჯაბნია, ბადრი გეგია</i>	94
ლოგისტიკური სისტემის კონკურენტუნარიანობის რეგიონული ასპექტები	
<i>Natalia Tchkonია</i>	97
WOMEN IN MARITIME	
<i>Givi Bakradze</i>	99
CURRENT ISSUES OF FINANCIAL ACCOUNTING AND TAX POLICY IN GEORGIA	
<i>Maksym Zabashtanskyi, Andrii Rogovyi, Maksym Dubyna</i>	101
PREREQUISITES FOR ACTIVATION OF SOCIAL TOURISM IN MODERN CONDITIONS OF SOCIETY'S ACTIVITY IN UKRAINE	
<i>Nataliia Gagina, Olena Los, Svitlana Lytvyn</i>	104
THE IMPACT OF FOREIGN LANGUAGES ON SOCIAL AND ECONOMIC DEVELOPMENT OF UKRAINE	
<i>Ramin Tsinaridze, Levan Tsetskhladze, Saba kakhidze</i>	108
CUSTOMS REVENUES AND EXPORT-IMPORT REGULATION	
<i>Nataliia Vdovenko, Roman Dmytryshyn</i>	110
METHODICAL APPROACHES TO OPTIMIZATION OF RISKS IN AQUACULTURE AND FIGHT AGAINST UNREGULATED AND UNREPORTABLE FISHERIES	
<i>ელეარდ მიქელაძე</i>	115
საკუთარი დროის მართვა: დროის მართვის მიზნები და მიღწევის გზები	
<i>გიორგი ქათამაძე</i>	117
ბიზნესი, პანდემია და ფორს-მაჟორის კრიზისად ტრანსფორმაცია	
<i>Irina Kychko, Lyudmyla Remnova, Alla Kholodnytska</i>	120
CORPORATE CULTURE AND LEADERSHIP DEVELOPMENT IN CHANGING WORLD	
<i>Nana Katsitadze, Elisabed Baliashvili, Lela Kochlamazashvili, Natela Tushishvili</i>	124
PROMOTING THE DEVELOPMENT OF TOURISM CLUSTERS FOR INCLUSIVE DEVELOPMENT OF MOUNTAINOUS REGIONS	
<i>Kristina Avaliani, Irma Dikhaminjia</i>	128
PERCEPTION OF INTERNATIONAL BUSINESS COMMUNICATIONS IN THE GEORGIAN BUSINESS SECTOR	
<i>ირინა ვამყამაძე, ირინე თავაძე</i>	132
ეკონომიკური კრიზისების გავლენა საქართველოს საფინანსო სექტორზე	
<i>Iryna Sadchykova</i>	134
FEATURES OF THE ACTIVITY OF CREDIT INTERMEDIARIES IN THE FINANCIAL SERVICES MARKET OF UKRAINE	
<i>Olena Shyshkina</i>	138
IMPACT OF FINANCIAL RISKS OF SUBJECTS OF THE REAL SECTOR OF ECONOMY OF UKRAINE ON THE MARINE TRANSPORT LOGISTICS IN THE CONDITIONS OF MILITARY ACTIONS	

Nataliia Kholiavko, Artur Zhavoronok	142
IMPACT OF HIGHER EDUCATION ON SUSTAINABILITY	
კობა ბასილაია, ლაშა-გიორგი სიმონიშვილი-ჯაყელი	145
ქონების დაზღვევის ბაზრის განვითარების პერსპექტივები საქართველოში	
ნანული მახარაძე	148
მდგრადი მარკეტინგის განვითარების ტენდენციები და რეალობა ქართულ ბიზნესში	
Valenty Vlasenko	150
DIRECTIONS OF IMPLEMENTATION OF THE RISK MANAGEMENT SYSTEM AT THE ENTERPRISE IN THE MARKET CONDITIONS	
Tamar Diasamidze	155
THE CRUCIAL ROLE OF NONVERBAL MEANS IN THE PROCESS OF BUSINESS COMMUNICATION	
Maryna Khara, Iryna Nikolaienko	157
OPTIMIZATION OF THE WAGON DEPOT INVENTORY MANAGEMENT SYSTEM	
Inna Chaika, Olena Kononenko	160
ISSUES OF REFORMING HIGHER EDUCATION IN UKRAINE	
ირმა ჩხაიძე, ლელა დევაძე	163
პროექტების მენეჯმენტში არსებული პრობლემები და მათი გადაჭრის ~ შესაძლებლობები	
ხატია ლომიძე, ნინო ლიპარტელიანი	165
საერთაშორისო ფინანსური კორპორაცია IFC-ის საქმიანობა საქართველოში	
ანა ჩაგელიშვილი	166
ადამიანური რესურსების განვითარების გამოწვევები ქართული ეკონომიკის პირობებში	
ნანული ოქრუაშვილი, ნინო ფარესაშვილი	169
საქართველოს შრომის ბაზრის ინსტიტუციონალურ რეგულირება თანამედროვე გამოწვევების პირობებში: პრობლემები და მათი აღმოფხვრის გზები	
თენგიზ აფხაზავა	173
COVID-19 პანდემიის გავლენა მსოფლიო სატრანსპორტო სექტორზე და მისი ეკონომიკური შედეგები მსოფლიოსა და საქართველოსათვის	
ლელა კოჭლამაზაშვილი, ნანა კაციტაძე	174
საავტომობილო გზების და ინფრასტრუქტურის განვითარება საქართველოში	
თამარ ხარიტონაშვილი	176
საქართველოს საბანკო ბიზნესის სოციალური პასუხისმგებლობის გააქტიურების ძირითადი მიმართულებები	
ნინო დობტურიშვილი	180
კახეთის რეგიონის დემოგრაფიული პრობლემები	
Ketevan Goletiani, Zurab Mushkudiani	182
DIFFICULTIES OF TEAMWORK BASED ON EXAMPLES OF GEORGIAN COMPANIES	
Ljudmyla Shymanovska-Dyanich, Vitalyna Shymanovska	183
THEORIES OF CREATIVITY: CURRENT REALITIES AND TRENDS	
Dursun Tsintsadze	186
MODERN NAVIGATION	



პარმენ ხვედელიძე

*შორეული ნაოსნობის კაპიტანი,
ბათუმის ნავიგაციის სასწავლო უნივერსიტეტის
რექტორი, პროფესორი
ბათუმი, საქართველო*

საქართველოს საზღვაო დარგი უმნიშვნელოვანეს როლს ასრულებს ქვეყნის საზღვარგარეთთან ეკონომიკურ ურთიერთობაში და მის ქმედითობაზე ბევრად არის დამოკიდებული საქართველოს ტერიტორიაზე გამავალი ევროპა-აზიის სატრანსპორტო დერეფნის განვითარება.

ცნობილია, რომ საქართველოს გეოგრაფიულმა მდებარეობამ საქართველო მოაქცია მსოფლიოს გეოსტრატეგიულ ინტერესთა სფეროში. ეკონომიკურ ურთიერთობათა ახალი ფორმების წარმოქმნა ახალ მოთხოვნებს უყენებს ქვეყნის სატრანსპორტო სისტემას. დგება სახელმწიფო მნიშვნელობის ამოცანა: ქვეყნის ახალ პოლიტიკურ, სოციალურ და ეკონომიკურ ვითარებაში, მისი განვითარების უზრუნველმყოფი, ეფექტიანი სატრანსპორტო სისტემის შექმნის, ფორმირებისა და შემდგომი განვითარების პროცესთა მართვის სისტემის ჩამოყალიბება. უამრავ პრობლემათა შორის მნიშვნელოვანია საზღვაო ტრანსპორტის სფეროში შექმნილი რთული ვითარება, რომლის გადაჭრას არსებითი მნიშვნელობა ენიჭება საგარეო სავაჭრო-ეკონომიკურ ურთიერთობათა განვითარებისა და მსოფლიო ეკონომიკასთან საქართველოს უფრო მეტი ინტეგრაციისთვის.

შესაბამისად, საზღვაო დარგის პოლიტიკის ტენდენციებისა და თანამედროვე გამოწვევების შესახებ მეზღვაურთა საერთაშორისო დღისადმი მიძღვნილი მეექვსე საერთაშორისო სამეცნიერო კონფერენცია ხელს შეუწყობს ახალი, პროგრესული იდეების ფორმირებას და საქართველოს საზღვაო დარგის შემდგომ განვითარებას. საყოველთაოდ ცნობილია, რომ აღნიშნული დარგის განვითარება და მისი მუშაობისათვის ჯანსაღი გარემოს შემქნა ქვეყნის მდგრადი ეკონომიკური განვითარების განუყოფელი ნაწილია.

დიდი მადლობა მინდა გადავუხადო მეგობარი ქვეყნების უმაღლეს საგანმანათლებლო დაწესებულებებს და ექსპერტებს, მეცნიერ-მუშაკებს, ჩვენთვის ასეთ მნიშვნელოვან კონფერენციაში მონაწილეობისა და გაწეული დახმარებისათვის.

ასევე მადლობა მინდა გადავუხადო ბათუმის ნავიგაციის სასწავლო უნივერსიტეტის თანამშრომლებს და ჩვენი უნივერსიტეტის პარტნიორ უნივერსიტეტებს კონფერენციის თანაორგანიზებისათვის.

განსაკუთრებული მადლობა **საქართველოს საზღვაო ტრანსპორტის სააგენტოს ხელმძღვანელობას** კონფერენციის მხარდაჭერისათვის. გვჯერა, რომ პროექტები, რომლებიც ხელს შეუწყობს საქართველოში საზღვაო დარგის განვითარებას და მის კონკურენტუნარიანობას, მომავალშიც იქნება მხარდაჭერილი.

ვსარგებლობ შემთხვევით და ყველა მეზღვაურს ვულოცავ მეზღვაურის საერთაშორისო დღეს.



ვასტანგ თავბერიძე

*შორეული ნაოსნობის კაპიტანი,
საქართველოს საზღვაო კაპიტანთა ასოციაციის
თავჯდომარე,
ბათუმის ნავიგაციის სასწავლო უნივერსიტეტის
ნავიგაციის კათედრის გამგე, პროფესორი
ბათუმი, საქართველო*

მეზღვაურთა საერთაშორისო დღე

საქართველო, როგორც საზღვაო ქვეყანა, 25 ივნისს, ყოველწლიურად მასშტაბური ღონისძიებებით აღნიშნავს დღეს, რომელიც 2011 წელს საერთაშორისო საზღვაო ორგანიზაციამ (IMO) მეზღვაურთა საერთაშორისო დღედ გამოაცხადა. „მეზღვაური მაღალი პასუხისმგებლობის მქონე ადამიანია, რომელსაც შეუძლია სირთულეების გადალახვა.

ტრადიციულად ამ დღეს ბათუმის ქუჩებში საზღვაო სასწავლებლების სტუდენტები საზეიმო მსვლელობას აწყობდნენ.

„მეზღვაურები საზღვაო სფეროს მამოძრავებელი ძალაა და მათი წვლილი გლობალურ ეკონომიკაში ძალიან დიდია. პანდემიის გამო შექმნილ უპრეცედენტო ვითარებაში სწორედ მეზღვაურების გამძლეობის, მოთმინებისა და ერთგულების წყალობით მსოფლიო ლოჯისტიკური ჯაჭვი არ შეწყვეტილა. ქვეყნებს სასიცოცხლოდ მნიშვნელოვანი პროდუქტები – საკვები და მედიკამენტები უწყვეტად მიეწოდებათ. მეზღვაურები – სწორედ ის ძალაა, რომელმაც მსოფლიოს გაჩერების უფლება არ მისცა.“

„მეზღვაური საკვანძო პროფესიაა!“ - ამ სლოგანით წარმართავს საერთაშორისო საზღვაო ორგანიზაცია (IMO) 2020 წლიდან კამპანიას და წევრ ქვეყნებს მოუწოდებს მხარი დაუჭირონ მეზღვაურებს და თავისი წვლილი შეიტანონ მათ როტაციაში.

საქართველო იმ ქვეყნებს შორისაა, ვინც ერთ-ერთი პირველი გამოეხმაურა საერთაშორისო საზღვაო ორგანიზაციის (IMO) მოწოდებას მეზღვაური - “საკვანძო პროფესიად“ გამოაცხადა.

გილოცავთ მეზღვაურთა საერთაშორისო დღეს, გისურვებთ წარმატებებს შორეულ ნაოსნობაში მყოფ და მომავალ მეზღვაურებს, უკვე ნაპირზე ჩამოსულ, გამოცდილ და სახელოვან ზღვაოსნებს.

საქართველოში საზღვაო სფეროში განათლებისა და ქართული საზღვაო შრომის ბაზრის პრობლემები

ვახტანგ თავბერიძე

ბათუმის ნავიგაციის სასწავლო უნივერსიტეტის
ნავიგაციის კათედრის გამგე, პროფესორი ბათუმი, საქართველო
E-mail: vtavberidze3@gmail.com

საქართველოში, კერძოდ ქალაქ ბათუმში ამჟამად ფუნქციონირებს ორი უმაღლესი საზღვაო სასწავლებელი: ბათუმის სახელმწიფო საზღვაო აკადემია, ბათუმის ნავიგაციის სასწავლო უნივერსიტეტი. (თუმცა ცოტა ხნის წინათ ფუნქციონირებდა მესამეც ბათუმის უმაღლესი საზღვაო საიჟინრო სასწავლებელი „ანრი“), სადაც საზღვაო პროფესიებს უფლებიან დაახლოებით 1000-1200 სტუდენტი და ყოველწლიურად გყავს დაახლოებით 200 კურსდამთავრებული (ბაკალავრი).

სამწუხაროდ, საქართველოში საზღვაო უმაღლესი განათლების სისტემა საქართველოს კანონმდებლობით განათლების შესახებ გაიგივებულია სხვა სამოქალაქო სპეციალობებთან და არ არის სრულყოფილად გათვალისწინებული მისი სპეციფიკა, რომელიც ითვალისწინებს აუცილებელ დაგეგმილ საზღვაო საცურაო პრაქტიკას, რომელიც უნდა განხორციელდეს მსხვილ ტონაჟიან გემებზე, რომლებიც სამწუხაროდ საქართველოს ადარ გააჩნია 2005 წლიდან და ამ მიმართებაში განვითარების რაიმე პერსპექტივა ამ დროისათვის არ არსებობს.

გამომდინარე რეალობიდან საქართველოს საზღვაო უმაღლესი განათლების სისტემა მოითხოვს გარკვეულ ცვლილებებს, რომელიც ითვალისწინებს მეზღვაურ-სტუდენტთა სამუშაოდან მოუწყვეტლად (ONLINE) განათლების მიღებას, სისტემა რომელიც პრაქტიკულად დანერგილია და ეფექტურად მუშაობს მსოფლიოს განვითარებულ მრავალ ქვეყნებში, ასევე ჩვენთან საქართველოში COVID-19 პანდემიის პირობებში.

ამ საკითხზე საზღვაო უმაღლესი განათლების სექტორი ყოველთვის ვამახვილებდით ყურადღებას იმისათვის, რომ გემების მეთაურთა პროფესიონალური განათლება და მომზადება შესაბამისობაში ყოფილიყო დღევანდელ საერთაშორისო მოთხოვნებთან.

სამწუხაროდ, საქართველოს მომავალი მეზღვაურები, გამონაკლისების გარდა, საზღვაო პრაქტიკასა და დასაქმებას თვითონ პოულობენ უცხოური გემთმფლობელების გემებზე უნივერსიტეტის დამთავრების შემდეგ როგორც რიგითი მეზღვაური, რის გამოც მათი კვალიფიცირებულ მეთაურად ჩამოყალიბების პროცესი საგრძნობლად იწელება დროში, რაც ჩვენი დაკვირვებით ბოლო წლებში მეზღვაურის პროფესიას პოპულარობას უკარგავს.

რეალობაში, საზღვაო უნივერსიტეტები ეპიზოდურად ახერხებენ გარკვეულ გემთმფლობელებთან მოლაპარაკების საფუძველზე სტუდენტების საცურაო პრაქტიკის

დასაქმებაზე, რაც სამწუხაროდ დაუგეგმავია და ვერ განსაზღვრავს მეთაურთა საერთო განათლების დონეს.

იმ შემთხვევაში, თუ მეზღვაურს ექნება საშუალება დასაქმების შემდეგ პარალელურად გააგრძელოს სწავლა უმაღლეს სასწავლებელში სამუშაოდან მოუწყვეტლად, ეს გაზრდის პოპულარობას და მოთხოვნას, რაც აამაღლებს საქართველოს ახალგაზრდობაში გემის სამეთაურო შემადგენლობისაკენ სწრაფვას.

საქართველოს მეზღვაურთა დასაქმება „საზღვაო ნაოსნობაში შრომის შესახებ

კონვენციის“ – MLC-2006 ძალაში შესვლასთან მიმართებაში.

ქართული საზღვაო შრომის ბაზრისათვის განვითარდა ჩვენი მეზღვაურების დასაქმების დამახასიათებელი სპეციფიკა და, შესაბამისად, ჩვენ მუდმივად გვხდება შემდეგი პრობლემები:

- ✚ მეზღვაურების დაქირავება და მუშაობა პირდაპირი კონტაქტებითა და კონტრაქტებით გემთმფლობელების კომპანიების მმართველებთან, ეროვნული საკრუინგო კომპანიების მონაწილეობის გარეშე;
- ✚ მცირე გემთმფლობელების დიდი რაოდენობის ობიექტური შეუძლებლობა დაიცვან ფორმალური შრომითი ურთიერთობა დაქირავებულ მეზღვაურებთან;
- ✚ ყოველთვის არ ხდება მეზღვაურის პრეტენზია, სხვადასხვა პრობლემებთან დაკავშირებით, ადგილობრივი სასამართლოების მოქმედების ქვეშ;
- ✚ ეროვნული საკრუინგო კომპანიების ობიექტური შუად არყოფნა უზრუნველყოფს კონვენციის პირობების შესრულებას;
- ✚ ჩვენი ქვეყნის დროებითი შუად არ ყოფნა სრული მოცულობით შეასრულონ ახალი კონვენციის მოთხოვნები;
- ✚ ამ სექტორში ეროვნული სადაზღვევო კომპანიების დროებითი არარსებობა;

ჩვენ მოკლედ ავხსნით ყოველ აღნიშნულ პრობლემას და გამოვთქვამთ ჩვენს აზრს კონკრეტული პრობლემის გადაწყვეტასთან დაკავშირებით.

ამჟამად ჩვენს შრომის ბაზარზე დამკვიდრდა მეზღვაურის დასაქმების ორი ფორმა - **მეზღვაურის დაქირავება ეროვნული საკრუინგო კომპანიის მეშვეობით**, მეორე: **მეზღვაურის დაქირავება პირდაპირ, ეროვნული საკრუინგო კომპანიების მონაწილეობის გარეშე**. თუ პირველთან არ არის მნიშვნელოვანი პრობლემები და უმეტესობა წარმოქმნილი პრობლემები მოგვარებადია, მეორე ფორმასთან არსებობს ყველზე რთული და, პრაქტიკულად, მოუგვარებელი პრობლემები.

კერძოდ, ასეთ შემთხვევებში ხელშეკრულებები არსებობს ფორმალურად და მეზღვაურებს ყოველთვის არ აქვთ ისინი ხელზე. სამწუხაროდ მეზღვაურს ახსენდება კონტრაქტის შესახებ პრობლემის წარმოშობის შემდეგ, ან მაშინ, როდესაც აუნაზღაურებელი შრომის ვალი აღწევს ასტრონომიულ თანხებს. და ეს ხდება, როგორც წესი, იმ მომენტში, როდესაც გემთმფლობელზე შემოქმედების მექანიზმები უკვე ამოწურულია. პრაქტიკაში იყო ბევრი შემთხვევა, როდესაც მეზღვაურს ხელთ აქვს კონტრაქტი, მაგრ-

ამ არ აქვს არანაირი საბუთი, რომელიც ადასტურებს, რომ ის იყო გემზე აღნიშნულ პერიოდში, ან საბუთებზე არ არის ხელმოწერები და გემის ბეჭედი, ან ჩამოვიდა და ჩივის, მაგრამ კითხვაზე სად არის კონტრაქტი ან უწყებები, პასუხობს - გემზე ან კაპიტანთან.

ჩნდება კითხვა, რა უნდა გაკეთდეს ასეთ პირობებში? ჩვენი შეხედულებით ასეთ შემთხვევაში ყველამ უნდა მოახდინოს თავისი ძალისხმევის კონცეტირება **მეზღვაურის უკეთეს მომზადებაზე თავისი შრომითი ურთიერთობების დამოუკიდებელი და დროული კონტროლის კუთხით.**

უნდა ვასწავლოთ მეზღვაურს:

ა) არ ახვიდე გემზე, სანამ არ გაქვს ხელში კონტრაქტი;

ბ) არ უცადო, როდის დაგროვდება ვალი: არ აგინაზღაურეს პირველი თვე - იყავი ყურადღებით, არ აგინაზღაურეს მეორე - ატეხე განგაში, მიეცი უწყისი გემთმფლობელს, არ აგინაზღაურეს მესამე თვე - მოიხმე დასახმარებლად ადვოკატები (ITF);

ვ) ყოველთვის იქონიე თან კონტრაქტი, ანაზღაურების უწყისები და ეკიპაჟის სია ან ცურვის ცნობა, დამოწმებული ხელმოწერებითა და ბეჭდით;

გ) ყოველთვის მიისწრაფე იმისკენ, რომ კონტრაქტის ერთ-ერთი მხარე იყოს ეროვნული საკრუნიგო კომპანია, როგორც ამას ითხოვს კონვენცია;

ასევე არ უნდა დავივიწყოთ, რომ უმეტესი საზღვაო ქვეყნის კანონმდებლობაში არის პირობა, რომელიც კაპიტანს აძლევს უფლებას რეისის ხარჯების დასაფარავად საჭიროების შემთხვევაში, გაყიდოს გემთმფლობელის ქონება (მაგალითად, საწვავი) ან სწორად გამოიყენოს გემის ან ტვირთის გირავნობის უფლება, მაგრამ სახელმწიფოებს, „საზღვაო ნაოსნობაში შრომის შესახებ კონვენციის (MLC-2006) დანერგვისას უნდა შეეტანათ დამატებები თავის კანონ-მდებლობაში, თუმცა როგორ არის ეს შესრულებული ჯერ არავისთვის არ არის ცნობილი. ამიტომ აუცილებელია სასწრაფოდ გაკეთდეს სახელმწიფოების საზღვაო კანონმდებლობის ანალიზი ახალი დამატებების გათვალისწინებით.

- მცირე გემთმფლობელების დიდი რაოდენობის ობიექტური შეუძლებლობა დაიცვან ფორმალური შრომითი ურთიერთობა დაქირავებულ მეზღვაურებთან;

საზღვაო გადაზიდვების პრაქტიკულად 60 პროცენტი ხორციელდება მცირე გემთმფლობელების მიერ (ესე იგი, ზუსტად ისინი არიან ძირითადი დამსაქმებლები, და არა მსხვილი მმართველი საზღვაო კომპანიები, რომელთა გადათვლა თითებზე შეიძლება).

მცირე გემთმფლობელების დიდი ნაწილი ვერ ასრულებს თავის ვალდებულებებს მრავალი ობიექტური მიზეზების გამო: რადგანაც ბევრი მათგანი მცირე კომპანიაა, რომლებიც ოპერირებენ ერთი ან ორი ჰატარა გემით, და საფრანსტო ბაზრის დღევანდელი კრიზისის პირობებში გემები ექსპლუატირდება მათი ეკონომიკური ეფექტურობის ზღვარზე - დაბალი ფრანსტი, ბუნკერზე მაღალი ფასები, პორტებში მკაცრი სანქციები (ბევრი პრეცედენცია, როდესაც მკაცრი სანქციები, სხვა ხელოვნურად შექმნილი პრობლემებით, აიძულებდნენ გემის დატოვებას, და ათეულობით მეზღვაურები რჩებოდნენ სამსახურის გარეშე და თავის შრომის ანაზღაურების გარეშე), - ყველაფე-

რი ეს ნეგატიურად მოქმედებს შემოსავლებზე და, შესაბამისად, გემთმფლობელის გადახდის უნარიანობაზე, მეზღვაურების შრომის ანაზღაურებადობაზე და გემის აუცილებელი მასალებით უზრუნველყოფისათვის სახსრები არ რჩება, რაც, რა თქმა უნდა, არ შეიძლება ჩაითვალოს ასეთი მოქმედებების გამართლებად.

თუმცა, არავის არ ძალუძს დადებითად იმოქმედოს მსოფლიო ეკონომიკაზე, და სწრაფვა იმისა, რომ პრობლემის გადაწყვეტის მთელი სირთულის კონცენტრირება მოვახდინოთ მცირე გემთმფლობელზე კი არ გადაწყვეტს, არამედ გააუარესებს მდგომარეობას.

აუცილებელია მივიღოთ მხედველობაში, რომ მცირე სანაოსნო კომპანიების განადგურება - ეს არის პოტენციური შრომის ბაზრის შემცირება მეზღვაურისთვის.

- ყოველთვის არ ხდება მეზღვაურის პრეტენზია გადაუხადელი ხელფასის შესახებ ადგილობრივი სასამართლოების მოქმედების ქვეშ;

საჭიროა შრომის საერთაშორისო ორგანიზაციამ (ILO-მ) დაამყაროს თანამშრომლობა ბალტიისა და საერთაშორისო საზღვაო საბჭოსთან (BIMCO-სთან), არის შესაძლებლობები ჩარტერ-პარტიის მოდერნიზაციის მეშვეობით ჩართონ მათში გემთმფლობელის ვალდებულება პირდაპირ ფრახტიდან გადაუხადოს ხელფასი ეკიპაჟს. ასეთი მუხლი ჩარტერში (ძირითადად GENCON) დაგვეხმარება ვიქონიოთ გემთმფლობელზე ზემოქმედების მექანიზმი და ხელფასის გადაუხადელობის შემთხვევა განვიხილოთ როგორც გადაზიდვის ხელშეკრულების დარღვევა, ხოლო გადაზიდვის ხელშეკრულების დარღვევა პრაქტიკულად ყოველთვის ხდება დატვირთვის ან გადმოტვირთვის ნავსადგურების სასამართლო ხელისუფლების იურისდიქციის ქვეშ.

- ეროვნული საკრუინგო კომპანიების ობიექტური მზად არ ყოფნა უზრუნველყონ კონვენციის პირობების სრული შესრულება;

ეროვნული საკრუინგო კომპანიების უმეტესობა ჯერ კიდევ არაკომპენტენტურია ახალი კონვენციის გამოყენების საკითხებში, და არა მხოლოდ ისინი: თვით კომპეტენტურმა ხელისუფლებებმა ჯერ ვერ დააგროვეს გამოცდილება და ცოდნა აღნიშნულ კონვენციასთან დაკავშირებით. რა უნდა იქნას? **მაგალითად, საერთაშორისო პროფკავშირებმა ერთობლივად ILO-სთან მოაწყონ მათთვის სპეციალური სემინარები (ტრენინგები).** ავიღოთ IMO-ს გამოცდილება, IMO ხომ სახელმწიფოების კომპენტენტური ხელისუფლებებისათვის ატარებს ტრენინგებს IMO-ს კონვენციების დანერგვის შესახებ.

რატომაც არ გაუწიონ ორგანიზება ILO-მ და ITF-მა (მათი მძლავრი ფინანსური რესურსებით) ანალოგიურ ტრენინგებს საკრუინგო კომპანიებისთვის.

- ჩვენი ქვეყნის ობიექტური დროებითი მზად არ ყოფნა სრული მოცულობით შესრულონ ახალი კონვენციის მოთხოვნები;

ზედმეტი ამბიციების გარეშე საჭიროა ვადიაროთ ის ფაქტი, რომ ცალკეული ქვეყნების (საზღვაო) გარდა, უმეტესი - ახალგაზრდა საზღვაო სახელმწიფოებია, რომელთაც ჯერ არ აქვთ ჩამოყალიბებული საზღვაო ჩვეულებები და ტრადიციები. ჩვენ არ გვინდა ხელვყოთ ვინმეს დირსება და გამოვიყენებთ შესაძლებლობას და გამოვხატავთ გულწრფელ პატივისცემას ახალგაზრდა სახელმწიფოების საზღვაო ხელ-

ისუფლებების მიმართ, მაგრამ სამწუხაროდ სახელმწიფოთა უმრავლესობას ჯერ კიდევ არა აქვს გამოცდილება და აღნიშნული კონვენციის სრული გაგება, კონვენცია ახალგაზრდაა, დაწერილია კარგად, მაგრამ რა გამოვა მისი დანერგვისას პრაქტიკაში - არავინ არ იცის. ჩვენ უნდა ვიცოდეთ, რომ ეს კონვენცია თავისი მასშტაბითა და გლობალურობით უთანაბრდება SOLAS-ს, MARPOL-ს, STCW-ს, მათი დანერგვისას კი, ყველა სახელმწიფომ განიცადა გარკვეული პრობლემები.

უნდა დავზარჯოთ უზარმაზარი ძალისხმევა, მოთმინება და დრო გააზრებისათვის და კონვენციის წესების დანერგვის პირობების შექმნისათვის. არავითარ შემთხვევაში არ შეიძლება განსაზღვროთ კონვენციის მოთხოვნები სიტყვასიტყვითი მნიშვნელობით, თვითონ კონვენციაც კი ხომ აღგენს მოქნილობის განსაზღვრული ხარისხის მოთხოვნებს:

ჩვენი აზრით, საჭიროა დაბალანსებული, არგუმენტირებული, კომპლექსური მიდგომა და ეს სამუშაო უნდა განხორციელდეს ერთობლივად ILO-ს, IMO-ს, ITF-ის, BIMCO-ს, გემთმფლობელების ეროვნული ასოციაციების, საკრუინგო კომპანიების რეგიონალური ან ეროვნული ასოციაციებისა და მეზღვაურთა ეროვნული პროფკავშირების მონაწილეობით.

შემდგომში სამუშაოს გაადვილებისთვის ჩვენ ვაყალიბებთ ჩვენს წინადადებებს მოქმედებათა პროგრამის სახით:

წინადადებები:

- ✦ მეზღვაურის უკეთესი მომზადება თავისი შრომითი ურთიერთობების დამოუკიდებელი და დროული კონტროლის კუთხით;
- ✦ კომპენტენტური ორგანიზაციებისათვის რეკომენდირებულია სასწრაფოდ გაკეთდეს სახელმწიფოების საზღვაო კანონმდებლობის ანალიზი ახალი დამატებების გათვალისწინებით;
- ✦ საკრუინგო კომპანიების პერსონალის უკეთესი მომზადება, თავისი ვალდებულებების დამოუკიდებელი და დროული კონტროლის კუთხით, გამოცდილების გაცვლისათვის;
- ✦ საერთაშორისო პროფკავშირებისათვის რეკომენდირებულია ერთობლივად ILO-სთან ორგანიზება გაუწიონ სპეციალურ სემინარებს (ტრენინგებს) საკრუინგო კომპანიების პერსონალისთვის;

დასასრულს, ჩვენი ქართველი მეზღვაურების უფლებების მთლიანად დაცვის მიზნით, ჩვენ ვინმობთ საქართველოს კომპეტენტურ ხელისუფლებას სასწრაფოდ მიუერთდეს კონვენციას „საზღვაო ნაოსნობაში შრომის შესახებ“.

საკვანძო სიტყვები: მეზღვაურთა მომზადება, საზღვაო განათლება, გემთმფლობელი, დანერგვა

**საზღვაო საკონტეინერო გადაზიდვები და ESG ფაქტორები:
საკონტეინერო გადაზიდვების ინდუსტრიის მდგრადობა COVID-19
პანდემიის კრიზისში**

ჰარმენ ხვედელიძე

*ბათუმის ნავიგაციის სასაზღვაო უნივერსიტეტის რექტორი,
პროფესორი. შორეული ნაოსნობის კაპიტანი
ბათუმი, საქართველო*

COVID-19-ის პარამეტრებისა და ESG ფაქტორების ცვლილება, რომლებიც გავლენას ახდენენ გლობალური კომპანიების კორპორატიული დაფინანსების მომგებიანობა-სა და შედეგებზე, განხილული აქვს მრავალ მკვლევარს, მათ შორის: Xiong, H., Shi, W., Xu, S. и Shen, H. (2021). მიუხედავად ამისა, ლაინერებსა და საკონტეინერო გადაზიდვების ინდუსტრიაზე პანდემიის გავლენის შესახებ კვლევების რაოდენობა ჯერჯერობით ისევ მწირია. ზოგიერთი ავტორი ფოკუსირებულია პორტების მახასიათებლებზე (Notteboom, T., Pallis, T., & Rodrigue, J.P., 2021), ზოგმა ავტორმა კვლევები ინდუსტრიის სხვა კომპონენტებს მიუძღვნა. მაგრამ უნდა აღინიშნოს, რომ ლაინერების მოქმედება-უკუქმედების მახასიათებლები შესწავლილი დღემდე არ არის. გარდა ამისა, ეს პერიოდი არასაკმარისადაა მიმოხილული იმის გამო, რომ დაავადება და მისი თანმდევი ქაოსი 2020 წლის პირველ ორ კვარტალში მოხდა.

ეს ნაშრომი მიზნად ისახავს იმის დამტკიცებას, რომ აღდგენის პერიოდი გავლენას ახდენს კონტეინერის გადამზიდავი კომპანიების ფინანსურ მოგებაზე და მასთან დაკავშირებულ პარამეტრებზე. ეს კი ნიშნავს, რომ ESG ფაქტორები და პარამეტრები, რომლებიც დაკავშირებულია ამ პერიოდთან, შეიძლება წარმოადგენდეს ამ ინდუსტრიაში არსებული მიმდინარე პოზიტიური შემოსავლისა და ეკონომიკური განვითარების ძირითადი ახსნას. მონაცემები მოპოვებულია შემდეგი წყაროებიდან: ეს არის Refinitiv და ინდუსტრიაში მოქმედი სხვა ორგანიზაციების (Alphaliner და UNCTAD) საზღვაო ტრანსპორტის კვლევის ანგარიშები.

წინამდებარე სტატია შეიცავს აღდგენის პერიოდის პარამეტრების და მათი შედარებითი ESG ფაქტორების გავლენის ანალიზს ძირითადი კომპანიების ფინანსურ ანაზღაურებაზე. ამდენად, ეს კვლევა ფოკუსირებულია იმ ცვლადის ზემოქმედებაზე, რომელიც ასახავს Refinitiv-ის ლიდერი კომპანიების მიერ საშუალო ჯამური აქტივების კოვიდის შემდგომი აღდგენით პერიოდს.

ამ კვლევით შევძელით იმის დამტკიცება, რომ მიმდინარე პერიოდი და მასზე დამოკიდებული ESG ფაქტორები დადებითად ზემოქმედებს საკონტეინერო გადაზიდვის ინდუსტრიის წარმომადგენელი ძირითადი შესწავლილი კომპანიების საშუალო მთლიანი აქტივების ანაზღაურებაზე. შედეგების მნიშვნელოვნების საკმარისი დონე საშუალებას გვაძლევს დავასკვნათ, რომ დადებითი გავლენა უწყვეტია ყველა კვარტალის მანძილზე.

ამ სტატიის ძირითადი წყაროა ფინანსური მონაცემების უნიკალური წყარო; საშუალო მთლიან აქტივების რენტაბელობა და კომპანიის ზომა, რომლებიც ადებულია

Refinitiv-ზე ხელმისაწვდომი ინფორმაციის საფუძველზე. თუმცა უნდა აღინიშნოს, რომ ინდუსტრიის წარმომადგენელი ცალკეული კომპანიისთვის მონაცემები არ იძებნება. გარდა ამისა, მხოლოდ ათი კომპანიაა შესწავლილი. აქედან გამომდინარე, გაურკვეველი რჩება, შეიძლება თუ არა ამ სტატიაში გამოტანილი რეგრესიებისა და დასკვნების შედეგების განზოგადება მთელ ინდუსტრიაზე.

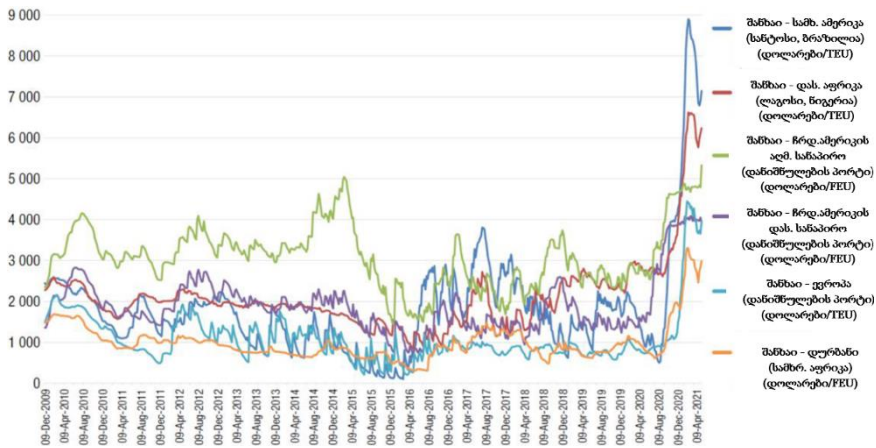
მსოფლიოს სხვადასხვა ქვეყნების ეკონომიკების საჭიროებები არ არის მსგავსი არც შინაარსით, არც სტრუქტურით, არც მოცულობით. ჩვენ შეგვიძლია შევადაროთ ჩინეთისა და ევროპის ქვეყნების იმპორტის საჭიროებები: ჩინეთი ძირითადად აიმპორტირებს სპეციფიკურ საქონელს საქონლის წარმოებისთვის (რესურსები და სხვა), ხოლო ევროპის ქვეყნების საჭიროებებს შორის ძირითადად მზა საქონელი და IT პროდუქტები (საერთაშორისო სავაჭრო ცენტრი, 2021).

სხვადასხვა ქვეყნისთვის ეს საჭიროებები, რომლებიც წარმოადგენს თითოეული ეკონომიკის იმპორტს, განსხვავებულია. მსგავსი დასკვნის გაკეთება შეიძლება ექსპორტზეც. რიკარდოს შედარებითი უპირატესობის თეორიის მიხედვით, ქვეყნები დაინტერესებულნი არიან სპეციალიზაციით იმ საქონლის წარმოებასა და გაცვლაში, რომელშიც ისინი ყველაზე კონკურენტუნარიანები არიან (აშშ. შრომის სტატისტიკის ბიურო, 2021). ჩვენ შეგვიძლია დავაკვირდეთ ამ სურათს ახლაც, როცა გაცვლამ გლობალური ხასიათი შეიძინა: ეკონომიკური განვითარების დიფერენცირებული ღონის მქონე ქვეყნების ექსპორტი, ისევე როგორც იმპორტი, განსხვავდება როგორც ბუნებით, ასევე მოცულობით. მაგალითად, იაპონია, რომელსაც აქვს ახალი ტექნოლოგიების წარმოების მაღალი მაჩვენებელი. მისი ექსპორტი ძირითადად, მაღალტექნოლოგიური IT პროდუქტებისგან შედგება, ამავე დროს იაპონია ახორციელებს სურსათის ან სასოფლო-სამეურნეო პროდუქციის იმპორტს (ITC, 2021 წ.), რადგან კულტივირებული მიწის ფართობი ძალზე მცირეა ასეთი დიდი მოსახლეობის მქონე ქვეყნისთვის, როგორც ის წარმოადგენს.

ბოლო პერიოდში ძლიერად განვითარებულ საკონტინენტო გადაზიდვის ინდუსტრიას ასევე უწევს ESG-ის სოციალურ ფაქტორებთან გამკლავება. COVID-19-ის პირველმა აფეთქებამ საზღვაო ბაზარზე პორტის შესასვლელებთან საცობები გამოიწვია. შედეგად დამდგარი აჟიოტაჟური მოთხოვნა იყო მთელს მსოფლიოში მომხმარებელთა ქცევის ცვლილებების შედეგი. ელექტრონული კომერციის ინტერნეტ პლატფორმებსა და ვებ-საიტებზე პროდუქტებზე წარმოდგენილი შეკვეთების რაოდენობის ზრდასთან ერთად გაიზარდა პროდუქტების მიწოდების მასშტაბებიც. საყოველთაოდ ცნობილია „საცობი“, რომელიც 2020 წელს ამერიკის შეერთებულ შტატებში წარმოიქმნა, იყო სატვირთო ხაზების გამტარუნარიანობისა და მოწყობილობებისა და აღჭურვილობის არასაკმარისი სიმძლავრე.

2020 წლის პირველი და მეორე კვარტალში ეპიდემიის დროს საკონტინენტო გადაზიდვის ინდუსტრიის დაუზუსტებელმა სიმძლავრემ გამოიწვია გადაზიდვის მაღალი ტარიფები.

შანხაის კონტეინერის გადაზიდვის ინდექსზე დაფუძნებული მაგალითი ნაჩვენებია სურათზე 1 (UNCTAD, 2021). იმისდა მიუხედავად, რომ გემების გამტარუნარიანობა გაიზარდა, ამან ვერ გადაწყვიტა გადატვირთულობის პრობლემას.



სურათი 1: Shanghai Containerized Freight Index, weekly spot rates, 18/12/2009 - 9/04/2021

შესაბამისად, საკონტეინერო გადაზიდვის ინდუსტრია და განსაკუთრებით გადაზიდვის კომპანიების მომგებიანობა დამოკიდებულია არა მხოლოდ მათ ხარჯებზე ან აქტივებზე, არამედ, რა თქმა უნდა, დაინტერესებული მხარეების მრავალ განსხვავებულ ფაქტორზე.

REFERENCES

1. Xiong, H., Shi, W., Xu, S., & Shen, H. (2021). Impact of COVID-19 on corporate liabilities in the energy & power industry. *Energy Research Letters*, 2(1), 18936.
2. Fu, M., & Shen, H. (2020). COVID-19 and corporate performance in the energy industry. *Energy Research Letters*, 1(1), 12967.
3. International Trade Center, Trade Map - Trade statistics for international business development. (2021).
4. Retrieved 20 November 2021, from <https://www.trademap.org/>
5. U.S. Bureau of Labor Statistics - *Glossary* (2021). Retrieved 20 November 2021, from <https://www.bls.gov/bls/glossary.htm>
6. United Nations Conference on Trade And Development - UNCTAD (2021). *Review of Maritime Transport 2021*, tech. rep.
7. Danish Ship Finance (2021) *Shipping Market review – November 2021*.
8. COVID-19 Map - *Johns Hopkins Coronavirus Resource Center*. (2021). Retrieved 20 November 2021, from <https://coronavirus.jhu.edu/map.html>

CHALLENGES OF AQUACULTURE DEVELOPMENT IN THE UKRAINIAN BLACK SEA

REGION

Olga Iermakova

Doctor of Economics, Professor, State Organization "Institute of Market and Economic&Ecological Researches of the National Academy of Sciences of Ukraine",
Odessa, Ukraine
Email: impeer@ukr.net

Viktor Koval

Doctor of Economics, Professor, State Organization "Institute of Market and Economic&Ecological Researches of the National Academy of Sciences of Ukraine",
Odessa, Ukraine

Victoriia Mykytenko

Institute of Environmental Economics and Sustainable Development of the National Academy
of Sciences of Ukraine
Kyiv, Ukraine

Aquaculture (fish farming) - breeding and commercial cultivation of aquatic organisms in controlled conditions that provides about a third of all fish products in the world, provides the population's need for fish products without destroying natural fish stocks. Due to the intensive use of biological resources of the hydrosphere, humanity annually receives 20-25% of animal protein [1]. Aquaculture in Ukraine is the third most important source of animal protein after livestock and poultry. The development of aquaculture has a positive impact on the development of small and medium enterprises, job creation, food security.

Aquaculture in the Odessa region nowadays is carried out on 1/3 of the total number of water bodies in the region, which includes more than 900 ones. Due to complicated procedures for renting water bodies, this amount is almost not increasing. In the conditions of global climate change and aridization of the territory of the south of Ukraine, a significant part of small shallow water bodies has dried up. There are not enough water resources for natural filling of reservoirs. Significant electricity costs are required to artificially inject floodplain ponds. There are environmental problems of water bodies. An important issue for the functioning of aquaculture farms is the quality of water.

In 2020, the consumption of fish and fish products in the Odessa region amounted to 35.8 thousand tons according to official data, and consumption per capita - 15.1 kg [2, p. 216] (a physiological norm is 20 kg per capita). The Odessa region has the opportunity to provide aquaculture products to other regions of Ukraine in conditions of import substitution.

One of the promising directions of aquaculture development is cage fish farms. Recirculation aquaculture systems are becoming increasingly popular. This is a high-tech, modern and promising technology, which allows to expand significantly the aquaculture species composition.

Currently, there is no regional program for the development of fisheries and aquaculture in the Ukrainian Black Sea region. At the same time, the systematic development of fisheries and aquaculture, as well as the introduction of appropriate financial incentives are effective within regional sectoral programs.

In order to finance program activities for the development of aquaculture in the Odessa region, it is proposed to create a regional Fund for Fisheries and Aquaculture Development. The functioning of the Fund will provide funding for the aquaculture sector according to the European model that means that funds, generated by the sector, are directed to its development [4]. Financial resources from local and regional environmental funds, gathered as a compensation for damage to fish stocks, were previously used for the construction and reconstruction of fish farms, and now are used for environmental measures that are not related to replenishment of fish stocks and fish farming [5].

For the implementation of investment projects in the sector, in particular such as the creation of aqua-techno parks, it is advisable to consider attracting international investment funds specializing in the aquaculture sector, including the following: Aqua-Spark, Neptune NRCP, S2G Ventures, Ferd, New Protein Capital and others.

It is possible to create the Fund through self-organization of farmers. Creating farm development funds can provide competitive access to small grants or loans for farmers or groups of farmers who want to innovate or do business. The scheme of operation of such funds is as follows: farmers participating in the fund make their financial contribution to the joint fund; they can then apply on a competitive basis for funding or a grant to implement their project; the results of the implementation of the innovation project, financed from the fund, are disseminated among farmers participating in the fund, that promotes the diffusion of innovative solutions [3].

Conclusions. The growing demand for fish together with reduced fish catches in the Black Sea basin and inland water bodies challenge the Ukrainian fishing industry to find reserves. Aquaculture should become such a reserve capable of replenishing the reduced volumes of fishing.

REFERENCES

1. Kononeko, R., Shevchenko, P., Kondratiuk, V., Kononenko, I. (2016) *Intensive technologies in aquaculture*: textbook. K: «Центр учбової літератури», 410 с. (In Ukrainian).
2. *Statistical Yearbook "Agriculture of Ukraine 2020"*. K: State Statistics Service of Ukraine, 2021, 230 p.
3. *Agricultural Innovation Systems: An Investment Sourcebook* [Electronic resource]. Washington: World Bank, International Bank for Reconstruction and Development, International Development Association, 2012, 658 p. Mode of access: <https://openknowledge.worldbank.org/handle/10986/2247>.

4. Kvach, Y., Koval, V., & Hrymaliuk, A. (2018). Tourism and hospitality industry in the context of global economic development. *Economics. Ecology. Socium*, 2(4), 11-21. doi.org/10.31520/2616-7107/2018.2.4-2

5. Savina, N., Kovshun, N., Kostrychenko, V., Voronenko, M., & Koval, V. (2021). Bayesian networks application to forecast the national economies development taking into account the water factor. In *IOP Conference Series: Earth and Environmental Science* (Vol. 915, Issue 1, p. 012033). IOP Publishing. <https://doi.org/10.1088/1755-1315/915/1/012033>

CORPORATE CULTURE OF TEAMWORK BASED ON ESG

Victor Zamlynskyi

National University Odesa Polytechnic,

Odesa, Ukraine,

E-mail: zam.agrariy@gmail.com

A.M.A.S. Al Ali

National University Odesa Polytechnic, Odesa, Ukraine

Balla MoussaCamara

National University Odesa Polytechnic, Odesa, Ukraine

Today, personnel behavior management as a new scientific direction and field of activity of modern management is developing in the context of the socio-cultural management paradigm. A close relationship between the levels of security and development is possible if the state and society develop on the basis of public-state morality and human values. Each enterprise is the center of a unique culture. The history of the global economy is made up of micro levels: relationships, public morality, the traditions of ancestors, who bequeathed primarily the spiritual, and not the material, which society certainly shares, but really exists in a parallel reality dominated by crises, wars and enrichment by all possible means to the maximum. short time (Me mortuo terra misceatur igni) ... The most developed concept of global development is a sustainable development that takes into account the fundamental needs of human civilization (morality, mythology, religion and art originated in primitive society, and most of humanity in the 21st century is at the bottom of the hierarchy of human needs according to Abraham Maslow) and the limited capabilities of natural systems.

The culturological view of the enterprise allows us to understand the essence of human behavior and its role not as a mechanical component of management, but as a special value of the team, which, due to its unique features, can increase the success of the organization. According to scholars (Hatano, G., & Wertsch, J. V., Mary Gauvain, Heidi Beebe & Shuheng Zhao, Tajfel, H., & Turner, J. C. [1-3]) The most successful and correct characteristic of the model of cognition of human behavior in an organization based on a sociocultural approach is, first of all, its inalienability, that is, the ability to adapt to the existing system of norms and values. behavior of the particular social system into which it is introduced. Due to this property, most of the staff positively perceives the modeled mechanism of influence on behavior. Tajfel and Turner (1979) proposed social identity theory (SIT) to explain that people's concept of self-identity is derived, at least in part, from the groups they belong to. People belong to many groups, such as their family, school community, workplace and sports teams. SIT proposes that people derive much of their identity from the behavior of other people within these groups.

Concern for the environment, self-identification in the team and the well-being of employees is becoming an increasingly relevant cultural trend in HR management. Today, ESG

is undergoing a business transformation as generations of millennials are more concerned with the ESG program than others. It is important for them to influence the reduction of the harmful impact on the environment, build high-quality relationships between business and society and create maximum transparency of the economy. Companies that ignore this risk losing investor money and consumer support. Investor interest in the risks that affect the ESG rating is steadily growing. Therefore, increasing public awareness of environmental issues greatly increases the negative value of portfolio companies.

Environmental, Social and Corporate Governance (ESG) is a set of corporate governance features that ensure that a specific company team is involved in addressing environmental, social and governance issues.

A study of the opinions of institutional investors showed that investor dissatisfaction with the information received about ESG risks is constantly growing. This fact can only be alarming, as 91% of respondents also noted that non-financial indicators play a major role for them in making investment decisions. This explains the interest of the investor community in ensuring that companies have proper governance structures, review and control processes in place when preparing ESG disclosures [6].

Thus, we can conclude that companies that do not meet the expectations of investors on environmental, social and governance factors risk losing access to capital markets. Against the backdrop of a gradual reduction in the global number of non-renewable energy sources, the production of renewable energy sources is rapidly developing around the world. By investing in environmentally friendly and long-term sustainable projects, there is an opportunity not only to capitalize and pass on to future generations, but also to make a significant positive contribution to society and the world now and in the future.

Since in the 21st century the main factors of innovative development are knowledge, sustainable development and culture, management tools will be effective if they are directed primarily not at the technical component, but at the human factor. Transformation processes in the economy are carried out by a team of like-minded people who share a system of values, rules, norms of behavior, traditions and business models, united by the concept of corporate culture. Corporate culture refers to complex material and spiritual phenomena, the study of which faces a number of problems that increase the growing interest in considering it as an internal source of organizational change and a finely planned management tool. The study of the factor of culture today is gradually turning from academic knowledge into a necessary component of practical activity, as we are witnessing total crises: political, economic, environmental, spiritual.

The success of the movement towards sustainable development, aimed at environmental, social and corporate governance, largely depends on economic opportunities and awareness of the need to take measures to harmonize the relationship between man and nature, both for the company's management and for each individual employee. Usually the essence of the problem is that people do not know what they can realistically do for sustainable development. What exactly the set of business management characteristics

consists of and how the individual employee, team and company will participate in solving the environmental, social and ethical component of business processes. In their official duties and communication links, the algorithm of actions is not clearly formulated. Therefore, the need for enlightenment, environmental education and enlightenment, the formation of environmental culture is emphasized. With all the obvious importance of the complicity of employees, the reaction to this information is no less important, which is largely determined by the level of culture. If you look closely at what is happening, it becomes clear that culture decisively determines everything in our lives. Her role cannot be overestimated. Today, the question of the optimal income gap becomes fundamentally important. And this is largely a matter of culture - choosing the path of development in favor of an economy based on resources, or a knowledge economy and sustainable development. Only highly cultured and far-sighted people who are ready to sacrifice the benefits of civilization for the sake of a decent life for their descendants can adopt strict laws, reduce profits by several times, and make this the rule for all companies and countries without exception. Caring for the environment, the problem of climate change should become a reputational priority. It would be a mistake to pass laws just because they often don't work or are ineffective. Only internal motivation and reputational culture of a person and a company can radically change the situation. Laws must ensure strict observance of the rules of behavior and lifestyle consciously chosen in society, which is determined by culture. Today, the priorities of public activity in developed countries are more likely not in "rule-making", in the hope that the state will solve the problems that concern everyone - many issues are resolved at the household level on the basis of personal interest (including separate waste collection, composting of organic waste, conservation of flora and fauna in densely populated areas, the use of wind and solar installations). Not so much government decisions, but the speeches of the most prominent representatives of society, and above all representatives of culture, turned the society in these countries towards sustainable development [7].

In this regard, perhaps the most reliable way to change the situation is to invest in human capital and, above all, in culture. Before our eyes, the natural and social anomalies resulting from our misbehavior are increasingly becoming the "norm of life", and only culture can turn us towards what we call sustainable development. Public figures, representatives of culture unconditionally recognize the importance of the ideas of sustainable development and environmental problems. And they certainly form constructive proposals for solving environmental and economic problems and determine the priority of projects on ecology and culture in order to form the worldview and practical activities of civil society in the direction of sustainable development. Ideas about ecological culture have changed over time. Initially, it was believed that ecological culture is independent of the general culture, it is based on its own principles and it is necessary to develop them to solve the corresponding problems. These ideas were replaced by the understanding that ecological culture is a part of universal culture. Now it is becoming more and more obvious that ecological culture is a feature of the development of culture. A high level of culture in itself determines the "ecology" of human

behavior. As practice shows, often people who are well aware of environmental issues and sustainable development issues do not use this knowledge in their daily lives, while a person of high culture without special knowledge in these areas turns out to be deeply “ecological” in practice, sincerely not understanding how to behave differently. The choice of a behavior model is usually based not on professional knowledge, but on the basis of internal motivation and need. Moreover, the presence of such a trend is again clearly visible, both when comparing different groups of the population within the country, and when comparing different countries. Supporting the development of culture is a sine qua non for it to be able to lead people, ensuring further development. When “self-sufficiency” is needed, it finds itself in a position to more easily and quickly satisfy the fact that money is given, and begins to play the opposite role, not helping, but hindering further development. Only culture can seriously improve the economy, technology and legal framework, provide a serious long-term solution to socio-economic, demographic and environmental problems. To ensure sustainable development, the efforts of specialists alone are not enough; the interest of the population is necessary, which implies a certain level of culture. A reliable basis for this is the cultural and natural heritage, the attitude towards which determines the level of development of any society and the possibility of its further development.

ESG criteria are beginning to seep into business strategy, with more companies making them part of their corporate culture as a strategic priority. A strong culture is the consistency of the values of the company and its employees, carries sustainability, the ability to withstand risks in the shortcomings of natural resources. In addition, the presence of leaders and a team will strengthen the company's position in confronting environmental and social problems in the long term. Achieving the goals of the ESG should be a fundamental goal of the company's strategy. The time when social projects were unforeseen costs is gradually being superseded by building a sustainable ESG business model.

Organizations are increasingly involved in relevant environmental, social and governance issues, therefore, increased attention to corporate culture is relevant as an important mission-defining factor in organizational behavior and results improvement and factors influencing long-term profitability and reputational growth. The focus on ESG signals a paradigm shift away from the outmoded trend of maximizing short-term value. Much of the value of an organization is tied to the reputation of each team member. Management of ESG issues can negatively or positively influence public perception. Consumers are becoming more aware and prefer to financially and morally support those organizations that make social well-being and ESG management a priority. An effective enterprise in the future will increasingly develop through a cohesive team of employees, an ESG business process system and an appropriate culture within the team. Those who do not accept the above principles will be limited in the possibilities of potential cooperation up to the rejection of joint projects. Consequently, the introduction of ESG factors and ESG business principles becomes an imperative, and the corporate culture becomes a sustainable competitive advantage of the organization.

REFERENCES

1. Hatano, G., & Wertsch, JV (2001). Sociocultural Approaches to Cognitive Development: The Constitutions of Culture in Mind. *Human Development*, 44 (2/3), 77–83. <https://www.jstor.org/stable/26763504>
2. Mary Gauvain, Heidi Beebe & Shuheng Zhao (2011) Applying the Cultural Approach to Cognitive Development, *Journal of Cognition and Development*, 12:2, 121-133, doi: [10.1080/15248372.2011.563481](https://doi.org/10.1080/15248372.2011.563481)
3. Tajfel, H., & Turner, JC (1979). An integrative theory of inter- group conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of inter-group relations* (pp. 33–47). Monterey, CA: Brooks/Cole
4. Kryukova I., Stepanenko C., & Zamlynska O. (2022). Coaching as a tool of corporate business strategy for sustainable development of agricultural companies. *Modeling the development of the economic systems*, (1), 55–63. <https://doi.org/10.31891/mdes/2022-3-7>
5. Zamlynskyi, V., Minakova S., Livinskyi A., Al Ali, Camara Balla Moussa (2022) Information and communication technologies as a tool and incentive for strategic decision making. *Naukovyi Visnyk Nationalnoho Hirnychoho Universytetu*. 2022, (2): 129 - 134. <https://doi.org/10.33271/nvngu/2022-2/129>
6. Arsawan, I. W. E., Kariati, N. M., Shchokina, Y., Prayustika, P. A., Rustiarini, N. W., & Koval, V. (2022). Invigorating employee’s innovative work behavior: exploring the sequential mediating role of organizational commitment and knowledge sharing. *Business: Theory and Practice*, 23(1), 117–130. <https://doi.org/10.3846/btp.2022.15684>
7. Atstaja, D., Koval, V., Grasis, J., Kalina, I., Kryshtal, H., & Mikhno, I. (2022). Sharing Model in Circular Economy towards Rational Use in Sustainable Production. *Energies*, 15(3), 939. <http://dx.doi.org/10.3390/en15030939>

BUSINESS DEVELOPMENT IN SITUATIONS OF WAR AND POST-WAR CONSTRUCTION OF UKRAINE: MAIN DIRECTIONS, PROBLEMS, SUPPORT OF COMPETITIVENESS

Oksana Bondar-Pidhurska

Doctor of Economics, Associate Professor of Management,

University of Ukoopspilka

"Poltava University of Economics and Trade",

Ukraine, Poltava,

bondarpodgurskaa@gmail.com

Russia's full-scale invasion of Ukraine has forced us to reconsider approaches not only to managing the national economy and traditional forms of doing business, but also to reengineering the value system of the majority of the population as part of vital interests of society and the state. Thus, *the urgency of the research topic* is due to the need to resolve the contradiction between the need to meet the vital interests of the majority of Ukraine and business destroyed by the war, the need to achieve sustainable development of the XXI millennium and the growing threat.

The purpose of the article is to study the level of competitiveness of the national economy and its place in achieving the goals of sustainable development of the UN, as well as highlighting the main problems and areas of business development in wartime and postwar development of Ukraine.

The main content. The goals of sustainable development (SDG) are aimed at ending wars, poverty, environmentally protecting the planet, and preserving the world. At the same time, the needs of the current generation must be met without harming future generations. At the UN Summit on Sustainable Development in 2015, Ukraine approved 17 global SDGs, taking into account the specifics of national development. Benchmarking benchmarks for achieving by 2030 were established on the basis of calculation and forecasting work using scenario approaches to determine the directions of the country's development in the long run. However, even before the start of hostilities, the ranking of achieving the UN Sustainable Development Goals ranked Ukraine 91st [1].

Now it is clear that pleasure vital interests of the majority of the population and the goals of sustainable development of the XXI millennium are hampered by new challenges and threats: informational, psychological, spiritual, political, scientific and technical, economic, military. Today in Ukraine information and military dominate.

One of the ways to confront current challenges and threats is to intensify and adapt business actions to work in new conditions and maintain its competitiveness. The main criteria for assessing the competitiveness of countries were proposed by the International Institute of Management. Thus, the overall competitiveness rating is based on various indicators, which are grouped into four key aspects of economic life: "Economic condition", "Government efficiency", "Business environment", "Infrastructure condition" [2].

In 2020, new criteria were added to reflect the importance of achieving the UN Sustainable Development Goals. Ukraine had the best positions in 2013-2014. Advancing in the 2019 Competitiveness Rankings, it deteriorated to 55th in the 2020 rankings and remained the least competitive in Western and Eastern Europe during this period, largely due to inadequate

business conditions. This is evidenced by the results of the World Bank's assessment of the countries' creation of favorable conditions for doing business. Thus, the results of his research were published in the publication "Doing Business", where in the ranking of 2020 Ukraine ranked 64th out of 190 [1, c. 13].

The Ministry of Economy of Ukraine hoped to increase Ukraine's rating in 2021-2022, thanks to improved legislation that was supposed to make investment activities easier, more secure and more attractive, despite the impact and consequences of COVID-19. However, Russia's invasion of Ukraine did not allow hopes to come true. This year, according to various estimates, Ukraine is losing from 35% to 50% of GDP [3].

Given the level of increasing challenges and threats, today it is worth proposing effective measures and highlighting the main recommended areas for maintaining business competitiveness as a basis for achieving the goals of sustainable development of Ukraine in the current challenges and threats: 1) reorganization of national industries as an economic cluster during the crisis and the need for systemic change. It is advisable to create two types of clusters: a) industrial-agricultural cluster, which would combine the production of industrial products for agriculture (agricultural machinery), the development of the agricultural sector and structures that control the production of environmentally friendly products; b) industrial production, ie production of industrial products for extractive industries (oil and gas). As the cluster develops, information and communication, credit and financial, pharmaceutical, electrical, legal and other institutions and industries are "pulled up" to it, finding new niches for their activities here. That is, awareness of the socio-economic importance of the cluster involves the implementation of cluster initiatives - comprehensive measures purposefully implemented for its development, which should unite the efforts and resources of all stakeholders: a) enterprises interested in cooperation; b) public administration bodies; c) organizations-carriers of intellectual resources [4-6].

2) development of the strategy of industrial development of Ukraine in the context of a sustainable innovation socially oriented vector. The development of a strategy for the development and reconstruction of Ukraine should be developed now and offer its developments to Western partners. It is very important that Ukraine is the author of the strategy of reconstruction and development, and not get ready-made solutions from outside. Because countries that are deprived of their own plan become only a tool of governance in someone else's game. That is, a timely developed and implemented strategy for the development of Ukrainian industry in the context of a sustainable innovation socially oriented vector will combine significant resources, including financial, and meet the vital interests of the majority of the population as quickly as possible. In addition, we should recommend such areas as:

- 3) activation of e-commerce;
- 4) support of information hygiene, formation and implementation of digital culture, ensuring information security of business;
- 5) support for the formation and development of business through tax instruments;
- 6) relocation of enterprises to safer regions of the country for the period of hostilities (business relocation), and intensification of the practice of migrating enterprises;
- 7) changing the raw material model of the economy to a productive one, which focuses on industrial development, innovation and human capital. This will allow us to return to the pre-war level as soon as possible, introducing the Marshall Plan as a lever and resource for the new economic model. Here are some arguments in favor of the Marshall Plan. "First, it is one of the most successful and large-scale economic development projects in human history.

Second, the Marshall Plan addresses not only US financial assistance to European countries, but also a comprehensive program of economic and social transformation. The plan did not focus solely on humanitarian aid or rebuilding destroyed infrastructure. It included programs to increase productivity, training, industrial development, market opening. There are a number of important things in it that often go unnoticed. *Third*, the Marshall Plan was a geopolitical project that gave a new economic impetus to Europe. And this is exactly the approach Ukraine needs now" [3].

It is important to understand that in the context of globalization it is advisable to use the Marshall Plan for Ukraine as a tool for implementing the sustainable development paradigm. Therefore, to ensure the competitiveness of the national economy, where agriculture plays an important role in the context of sustainable development, it is advisable to consider the dynamic process of managing the competitiveness of the national economy based on three factors: *resources*, *innovation* and *knowledge* (Fig. 1) [7].

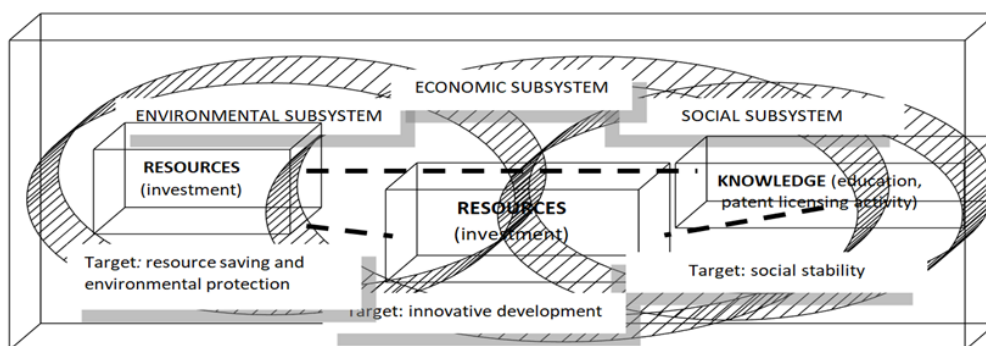


Fig. 1. Visualization of Ukraine's competitiveness in the context of sustainable development: wartime and postwar construction

Source: improved and adapted by the author based on the study of the source [7].

The original "Marshall Plan" (74 years ago) provided that the United States provided assistance to more than ten European countries. Today we are talking about the support of Great Britain, the United States and the EU for Ukraine. Ukraine is becoming an outpost of Western civilization, so the implementation of this mission requires serious support. This should be more than just financial assistance to Ukraine. It is important that the Ukrainian Marshall Plan radically changes the economic model, making Ukraine economically viable, strong and self-sufficient. The future Marshall Plan should be based on grant support with different formats and structures, but the principle of "grant" should apply to at least 80% of the assistance.

Therefore, the implementation of the proposed measures will contribute to satisfaction vital interests of the majority of the population of Ukraine through the development of business and maintaining its competitiveness as a basis for achieving the goals of sustainable development in martial law and postwar development of the country.

Key words: *business development, wartime, postwar construction, competitiveness, situation*

REFERENCES

1. Конкуренентоспроможність України 2020-2021. Інформаційний огляд та ситуаційний аналіз. Київ: Департамент розвитку електронних комунікацій Адміністрації Держспецзв'язку, 2021. 71 с. [Competitiveness of Ukraine 2020-2021. Information review and situational analysis. Kyiv: Department of Electronic Communications Development of the State Special Communications Administration, 2021. 71 p.].
2. Уніят А. В. Критерії та оцінка конкурентоспроможності країн на міжнародному рівні. *Галицький економічний вісник. Серія: Світова економіка й міжнародні економічні відносини*. 2009. № 2. С. 7-13. [Uniat A.V. Criteria and assessment of the competitiveness of countries at the international level. *Galician Economic Bulletin. Series: World Economy and International Economic Relations*. 2009. № 2. pp. 7-13].
3. Галасюк Віктор. Що допоможе відновити Україну. 14 червня. 2022. Офіційний сайт: ТОВ «Видавничий дім «МЕДІА-ДК» 2014 – 2022. URL: <https://biz.nv.ua/ukr/experts/yak-vidnoviti-krajinu-plan-marshalla-dlya-ukrajini-50248935.html>. [Galasyuk Victor. That will help restore Ukraine. June 14, 2022. Official site: MEDIA-DK Publishing House LLC 2014 - 2022. URL: <https://biz.nv.ua/ukr/experts/yak-vidnoviti-krajinu-plan-marshalla-dlya-ukrajini-50248935.html>].
4. Бондар-Підгурська О. В. Можливості реалізації кластерного підходу до формування інноваційної інфраструктури в Україні. *Економічний форум*. 2015. № 3. С. 29–39. [Bondar-Pidhurska O.V. Possibilities of realization of cluster approach to formation of innovation infrastructure in Ukraine. *Economic Forum*. 2015. № 3. С. 29–39].
5. Бондар О. В. Становлення та еволюція концепцій ситуаційного менеджменту в період опанування інноваційної моделі розвитку економіки України та євроінтеграції. *Науковий вісник Полтавського університету споживчої кооперації України*. Серія: Економічні науки. 2008. № 4 (31). С. 114–119.
[Bondar O.V. Formation and evolution of situational management concepts in the period of mastering the innovative model of Ukraine's economic development and European integration. *Scientific Bulletin of Poltava University of Consumer Cooperation of Ukraine. Series: Economic Sciences*. 2008. № 4 (31). Pp. 114–119].
6. Бондар О. В. Інноваційна політика України в контексті сталого розвитку та євроінтеграції. *Інноваційна економіка*. 2011. № 6 (25). С. 13–16. [Bondar O.V. Innovation policy of Ukraine in the context of sustainable development and European integration. *Innovative economy*. 2011. № 6 (25). Pp. 13–16.]
7. Глебова А. А, Бондарь-Подгурская О. В. Зернюк О. В. Устойчивое инновационное развитие экономики Украины в контексте управления изменениями: возможность реализации плана Маршалла. *Инновационное и предпринимательское развитие национальной экономики в условиях глобализации: монография / под ред. Д. М. Мадияровой, М. О. Рыспековой*. Астана: Евразийский национальный университет им. Л. Н. Гумилева, 2018. С. 36–46. [Glebova A.A., Bondar-Podgurskaya O.V., Zernyuk O.V. Sustainable innovative development of the Ukrainian economy in the context of change management: the possibility of implementing the Marshall plan. *Innovative and entrepreneurial development of the national economy in the context of globalization: monograph / ed. D. M. Madiyarova, M. O. Ryspekova*. Astana: Eurasian National University. L. N. Gumileva, 2018. Pp. 36–46].

THE MAIN APPROACHES TO MANAGING THE INTERNATIONAL BUSINESS ACTIVITY OF ENTERPRISES IN THE CONTEXT OF GLOBAL CATAclysms

Oleksiy Mints

D.Sc. (Economics), Professor, SHEI "Pryazovskyi State Technical University", Ukraine, Mariupol
mints_a_v@pstu.edu

Hanna Doroshkevich

Postgraduate student, SHEI "Pryazovskyi State Technical University", Ukraine, Mariupol
anna.doroshkevich37@gmail.com

The term "cataclysm" was originally defined as a global catastrophe, in the conditions of organic nature, in a wide area of the earth's surface, under the influence of destructive external factors. However, in the XX century, this term became more common and now any destructive turn in nature or society called a "cataclysm". The meaning of the word "cataclysm" is similar to the meaning of the word "catastrophe", but has a more global character.

It should be noted that cataclysms are destructive by definition, i.e. the primary consequences are always negative. But in the long run, after overcoming the cataclysm, the natural or economic system has a great chance to reach a new level of efficiency. That is, in the long run, cataclysms are an important factor in sustainable development.

Analysis of the cataclysms overcoming experience shows that there are always existing groups that have been less resistant to catastrophic consequences [1]. Thus, during the financial crisis of 2008, banks that did not have a large portfolio of derivative financial instruments and mortgage securities showed greater resilience. The 2020 pandemic has affected almost all sectors of the economy, with the exception of companies focused on the remote services or goods delivery [2]. The blockade of the Suez Canal by "Evergiven" container ships in March 2021 had a positive impact on the financial performance of companies offering alternative logistics routes. Finally we do not yet know all the consequences of the conflict between Russia and Ukraine, but we can definitely say that in this case, some companies will be in a better position than others. For example, these will be companies whose activities are related to the green economy.

Thus, one of the areas of effective management the international business activity in the event of cataclysms is the diversification of economic relations, which allows you to respond quickly to negative external factors in order to minimize their impact.

Another area of management the international business activity of enterprises in conditions of global cataclysms is the minimization of risks by increasing the effectiveness of insurance support of the international business activity. Since any insurance is a paid service for the company, it is important to ensure flexible insurance management so that on the one

hand to minimize the main risks associated with international activity, and on the other - not to exceed the eligible costs of insurance. Currently, insurance processes are statically organized in most enterprises. In other words, there is almost no connection between the analysis and forecasting of the economic situation and insurance.

A systemic approach to the management efficiency of international business activity involves the analysis of a whole system of factors influencing the end result of such operations. But now most companies do not use it. One of the reasons for this is the traditional view that global cataclysms are almost impossible to predict. But now it is clear that this applies only to the immediate causes of cataclysms. At the same time, the cyclical nature of economic phenomena, the assessment of the global state of the economy, the identification of weak factors make it possible to predict cataclysms with a high probability at least a few months before their actual manifestation.

One of the ways to manage the international business activity of enterprises in the context of global cataclysms is the special organizational measures. It becomes promising to use the concept of antifragility proposed by N. Taleb. One of his claims is that if enterprise system free for mistakes for a long period (since they have been eliminated from the system), this worsens its error response in the future. Paradoxically, with this approach, efficiency is seen as synonymous with fragility. The elimination of inefficiency creates a close relationship between systems and processes, which can lead to cascading effects. If something goes wrong somewhere in the system, then the ripple effect can lead to the complete destruction of the enterprise. Fragility exists if the cumulative harm from small impacts is less than the harm from a single shock which equivalent to the cumulative strength of these small shocks [1].

One of the methods to reduce fragility is to ensure free adaptive responses to changing circumstances or the occurrence of unexpected events. That is, it is necessary to create such an organizational and economic structure of the enterprise's international business activity, which would allow to respond effectively to any cataclysms.

Keywords: *international business activity; cataclysms; catastrophe; fragility; antifragility.*

REFERENCES

1. Taleb N. N. (2012). *Antifragile: Things That Gain from Disorder*. Random House. 525 p.
2. Voronkova O.N. (2020) *New "black swans" of the global economy and risk management policy*. Colloquiumjournal. 2020. №9(61). #6. p.5-9.

STRATEGY FOR BUILDING AND ADAPTING A JOURNAL MODEL THROUGH OJS

Martin Aleksandrov

D.A. Tsenov Academy of Economics, Svishtov, Bulgaria

E-mail: d010321253@uni-svishtov.bg

An important step on the path to indexing the academic journal is the selection and implementation of reliable, freely distributed, standardized software that implements the concept of open access to research results and provides an opportunity to increase the readership of any electronic scientific publication worldwide. (Shishmanov & Alexandrov, 2022).

Electronic open journal systems can be considered as open source software platforms that provide organization and decentralized remote control of the full cycle of the editorial and publishing process of electronic scientific journals, namely supporting the submission, reviewing, literary editing, editing, layout and publishing articles on their storage, distribution and indexing on the Internet.

The article examines the problem of using electronic open journal systems in scientific journals and building a business model for competitive open science through PKP Open Journal Systems (OJS), software that many journal editorials use (in Bulgaria 22, 5 of which are indexed in Scopus). OJS is easy to install and use, so it can adopt appropriate data replication, editing, archiving and publishing policies, and its features are a powerful tool to support publishing.

The business model offers the procedure for introducing a scientific journal into an Internet-based system for servicing, maintaining and managing electronic publications using OJS.

The model is based on the idea in the study of the competitiveness of companies and nations (Porter, 1985; Porter, *Competitive Advantage of Nations*, 1990) and the understanding that a company is successful only when machines, people, money are arranged in processes, systems and activities, in an ecosystem for which the customer is willing to pay a price. The value chain proposed by Porter in today's environment is evolving and moving from a linear management model to a network model that reflects network connections (Pil and Holweg, 2006), as in the current case the main components of the model are developed: target, procedural, evaluation and effective components.

The organizational model of using OJS in the research on the example of CA is substantiated and developed, as the effectiveness of the author's method is to be tested experimentally, as the main results of the research are implemented in the research work of D.A. Tsenov Academy of Economics, Svishtov.

The procedural component of the model describes seven stages of the procedure for implementing an electronic scientific journal with the help of OJS (forecasting, organizational, technical and technological, preparatory, practical, summarizing and promising).

The transition and migration to an automated publishing platform such as OJS leads to a radical change in the entire editorial-publishing process, from the submission of the article

through all stages of reviewing and editing to the final acceptance and publication. To achieve that it is needed to:

- study the structure and quality of the information flow of the scientific publication;
- develop an exemplary management structure of the open system for electronic publications.
- design and structure the platform (the site of the journal) for electronic editions of DA journals;
- provide its technical support, as well as related functional and statistical modules for the purpose of additional information and analytical monitoring (graphic design, site maintenance, technical editor, proofreader, Web design, Cover Design)
- define the algorithm for the implementation of the OJS platform as an integrated system in the main information system of the DA by creating an information page redirecting to the main resources (the whole site must be rearranged, add multiple documents and standards, add plugins for indexing, to provide new indexations)
- have an organizational structure with clearly defined roles in the management of the journal (editor-in-chief, deputy editor-in-chief, management of the Academy)
- define the role of the University Library in the process of integrating the documentary scientific resources of the Academy in the global scientific and information communication space.
- create an algorithm for automatic periodic archiving of data on an independent server and maintenance of resources by administrators of the information department;
- register the localization of OJS in the association of Public Knowledge Project Open Journal Systems

An important stage is the analysis of the readiness for the registration and monitoring procedure in the international scientometric systems. The criteria for selection of scientific periodicals for inclusion in the leading international scientometric and abstract databases Web of Science, Scopus, Directory of Open Access Journals are summarized.

Data migration implies following the steps:

- complete archiving of the site
- install software for editing journals and all plugins
- setting all metadata
- adding all technical documentation
- providing DOI numbers and membership in CrossRef, CrossMark

The result is two main outputs: an OJS plugin that supports data transmission, citation, review, and workflow publishing; and a Dataverse extension that provides a standard deposit API.

Based on the defined structure, the real activities are realized, enabling the management of the system.

The materials of the development can serve as a basis for the implementation and maintenance of electronic scientific journals of scientific institutions and universities.

Keywords: *electronic open journals, Open Journal Systems, electronic scientific journal, scientometric database, abstract database, ICT competence, criteria, model, methodology*

REFERENCES

1. Open Journal System // URL: <http://pkp.sfu.ca/ojs/>
2. Pil Frits K. and Matthias Holweg. Evolving From ValueChain to Value Grid (Breaking free of linear chain thinking and viewing value creation from a multidimensional grid perspective provides the greatest opportunities for innovation). MIT SLOAN MANAGEMENT REVIEW. VOL.47 NO.4, Reprint 47414. Massachusetts Institute of Technology, 2006
3. Porter, M. E. The Competitive Advantage: Creating and Sustaining Superior Performance. NY: Free Press, 1985. (Republished with a new introduction, 1998.)
4. Porter, M. E. The Competitive Advantage of Nations. New York: Free Press, 1990. (Republished with a new introduction, 1998.)
5. Shishmanov, K., Aleksandrov, M. Integration of Bulgarian scientific periodicals in the world scientific and information space: problems and solutions, Kemerovo, 2022

PROSPECTS FOR THE FORMATION OF THE TRANSCAUCASIAN TRANSPORT-LOGISTICS HUB OF GEORGIA

David Katamadze

*Doctor of Economics, Associate Professor of
Batumi Shota Rustaveli State University
E-mail: qatamadze.davit@bsu.edu.ge*

Guliko Katamadze

*Doctor of Business and Management,
Associate Professor of Batumi Shota Rustaveli State University
E-mail: gulokatamadze@bsu.edu.ge*

Introduction

The paper discusses the prospects for the development of the Georgian transport and logistics corridor in the new context in the light of the hostilities between Russia and Ukraine. The rates of handling of our country's transport corridors in the European market of cargo flows of Kazakhstan, Uzbekistan and Turkmenistan have increased during the last three months. In such conditions, Georgia has a chance to establish the image of the most favorable, attractive, main transit hub among the alternatives of the Transcaucasian transport-logistics corridors. The main thing is for the government of our country to adequately respond to the demands, challenges created in the field of transit transportation, to facilitate the dismantling of existing barriers in this field, to reduce transport tariffs for attracting cargo, to increase transit capacity of our country. In the advantage of enjoyment.

The hypothesis of mine processing is that if European and Asian producers prefer to ship their products via Europe from our country to Asia or vice versa - in reverse, it will not be difficult for Georgia to establish its role and place in the Eurasian region. The methodological basis of the paper is the works of Georgian and foreign scientists in the field of logistics system management, data collection and analysis methods.

Basic text

In order to increase the competitiveness of Georgia's transit-logistics channels, it is necessary to improve the connections between the individual links of the logistics chain, which determines the transitivity of the Georgian economy and the degree of integration with the rest of the world. In order to increase the transit capacity of Georgia, it is necessary to properly manage the logistics systems of our country, as well as to establish scientifically substantiated, cost-effective transport hubs in order to optimally transport logistics channels, warehouses, vehicles, transportation and transportation. Neither capacity overloads nor overloads or cargo streams should be evenly distributed in all types of vehicles (tankers, wagons, trailers, cargo planes, warehouses) depending on which freight flow is low-capacity and which transport is high and which A. Sh.

The paper identifies the problems in the distribution of loads between the individual links of the transport and logistics systems of Georgia and its management.

Research results.

In order to increase the competitiveness of the Georgian transport-logistics chain, it is necessary to:

1. Identify the competitive advantages of Georgian transport-logistics companies and give them a complex development opportunity; Improve the professional knowledge of the staff employed in these companies, train their managers at all levels of management;
2. Introduce a sound information technology system in order to obtain the right information in a timely manner and develop the right strategy;
3. Coordinate the distribution-placement of goods and shipping-operations between the units included in the logistics system;
4. The technological means of transportation of goods should be selected correctly and rationally;
5. Logistics companies operating in our country to purchase additional equipment, so that there is a constant coordinated action between the participants in the process to organize the technical side of the logistics system and improve the technological equipment of cargo flows;
6. Optimize logistics network operations to reduce costs and increase economic efficiency.

The results of the research will be available to companies operating in the field of international shipping, air, rail and road.

Key words: Logistics systems management, transport nodes, product distribution-exchange.

BIBLIOGRAPHY

1. L. Makharadze, Logistics in the Georgian economy. Journal "Transport and Logistics". Tbilisi, 2019;
2. N. Kvlividze, Problems of creating a logistics cluster in Georgia. Journal "Transport and Logistics". №2. Tbilisi 2020 March;
3. E. Sheverdashvili, S. Totikashvili, The role of logistics in the development of the Georgian economy. Journal "Economy - XXI Century", Tbilisi 2017;
4. file:///C:/Users/User/Downloads/2009_14_RoleofPromotion_paper%20(1).pdf
5. Resolve logistical issues. <https://www.gw-world.com>
6. <http://www.logisticsworld.com/>
7. <https://www.interpressnews.ge/ka/article/274690-logistikis-rol-i-kartuli-ekonomikis-ganvitarebashi>.
8. <https://mod.gov.ge/ge/news/read/6364/2018-weli-logistikis-wlad-gamocxadda>.
9. <http://www.bm.ge/ka/article/irani-saqartvelos-portebshi-logistikuri-centrebis-ganvitarebas-stavazobs/19236>

CHALLENGES OF CONFLICT MANAGEMENT DURING THE COVID PANDEMIC

Eka Avsajanishvili

*PhD Student, Ivane Javakhishvili Tbilisi State University
Tbilisi, Georgia
avsajanishvilioka96@gmail.com*

The changing environment complicates the functioning of organizations. Main thing in such conditions is optimal resource management, that increases the importance of human resource sciences, among them is conflict management. The environment has become even more volatile under the Covid Pandemic, which began in 2019 and has completely changed the work environment. Under the new reality, both the organizations that were unprepared and the employees' psyche were affected.

Working from home, social isolation, complicating the separation of free and working time have posed a new challenge to conflict management. However, the economic crisis and the situation in organizations in certain sectors, such as the tourism sector, have increased unemployment. Which of course greatly increased the stress and feelings of instability in people. For example, according to Bloomberg, up to 340 companies in the US in 2020 declared bankruptcy, Pandemic was named as a one of the reason.

Conflict is an intense image or severe differences between two or three parties each depends on the others, on basis of inconsistencies in needs, desires, values, beliefs, and attitudes. Since each person is an individual and, at the same time, a social being, conflict in the organization is inevitable. Consequently, the goal of conflict management is not to avoid organizational conflict, but to manage it so that it does not become destructive. Properly managed conflict can increase employees performance. Of course, Covid Pandemic has also had an impact on conflict management. Most organizations have moved to remote work, the role of software / online platform in human resource management has been increased.

The purpose of this article is to highlight the challenges and opportunities of conflict management in Covid pandemic. Also to analyze the factors affecting conflict management and the consequences of their impact.

The article discusses the meaning of conflict management, the path of development of organizational conflict and different views and the importance of its proper management in the organization. The article also covers the causes of organizational conflict. Of course, this is key point for analyzing the impact of the pandemic. It also reviews what new challenges the pandemic has posed to the business environment and organizations, what impact the current processes have had on employees and people in general. For better understanding of the issue, several studies related to the condition of employees, adapting to the new environment and the challenges faced by the pandemic were discussed. Particular attention is paid to stress, which is one of the causes of conflict and which has been particularly affected by the pandemic, the results of various studies are discussed in this regard.

The problem of including remote employees in the organizational environment were even before the pandemic, however, due to increased stress, the situation has become more complicated in this regard. The article also covers the difficulties that conflict management faced in working remotely during the pandemic, including the work-family conflict. The work-family conflict was quite topical even before the pandemic, but with the majority of employees working remotely for months and not functioning, educational institutions, transport, restaurants, etc. increased interest in the issue. To clarify the challenges, several studies conducted in different fields and countries are reviewed.

The example of various studies highlights what new challenges conflict management faces: how did the new reality affect the number of organizational conflicts, their content, what methods are used to resolve them, which factor in the conflict should be given special attention. Of course, the role of managers, the actions taken by them and the decisions made are important in this regard. It also discusses what positive outcomes and opportunities the current situation may have on conflict management. Based on the analysis of research conducted in different fields and countries, the article provides an opportunity to create an overview of the challenges of conflict management during the pandemic.

Keywords: *conflict management, pandemic, remote working, challenges.*

REFERENCES

1. Avsajanishvili, E. (2021). THE IMPACT OF CONFLICT ON PERFORMANCE MANAGEMENT. *Innovative Economics and Management*, Vol.8, No.3. 15-22.
2. Campen, D.N. (2021). *Foresight Leadership Theory: A Grounded Theory Study of the Conflict Management Experiences of Healthcare Managers with Remote Employees*. Nova Southeastern University.
3. Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of business research*, 116, 183–187. <https://doi.org/10.1016/j.jbusres.2020.05.037>
4. Czyz-Szypenbejl, K., Medrzycka-Dabrowska, W., Falcó-Pegueroles, A., Lange, S. (2022) Conflict Sources and Management in the ICU Setting before and during COVID-19: A Scoping Review of the Literature. *Int. J. Environ. Res. Public Health*. 19, 1875. <https://doi.org/10.3390/ijerph19031875>
5. Galanti, T., Guidetti, G., Mazzei, E., Zappalà, S., & Toscano, F. (2021). Work From Home During the COVID-19 Outbreak: The Impact on Employees' Remote Work Productivity, Engagement, and Stress. *Journal of occupational and environmental medicine*, 63(7), e426–e432. <https://doi.org/10.1097/JOM.0000000000002236>
6. Ghislieri, C., Molino, M., Dolce, V., Sanseverino, D., & Presutti, M. (2021). Work-family conflict during the Covid-19 pandemic: teleworking of administrative and technical staff in

healthcare. An Italian study. *La Medicina del lavoro*, 112(3), 229–240. <https://doi.org/10.23749/mdl.v112i3.11227>

7. Jurblum, M., Chee, H. Ng., Castle, D.J., (2020) Psychological consequences of social isolation and quarantine: Issues related to COVID-19 restrictions. *Australian Journal of General Practice*. Volume 49, Issue 12. doi: 10.31128/AJGP-06-20-5481

8. Khan, K., Hussainy, S., Iqbal, Y. (2016). CAUSES, EFFECTS, AND REMEDIES IN CONFLICT MANAGEMENT. *The South East Asian Journal of Management* Vol. 10, No. 2. 152-172.

9. Lange, M., Kayser, I. (2022) The Role of Self-Efficacy, Work-Related Autonomy and Work-Family Conflict on Employee's Stress Level during Home-Based Remote Work in Germany. *Int. J. Environ. Res. Public Health*, 19, 4955. <https://doi.org/10.3390/ijerph19094955>

10. Malandrio, A., Demichelis, E. (2020) Conflict in decision making and variation in public administration outcomes in Italy during the COVID-19 crisis. *European Policy Analysis*. Volume 6, Issue 2. <https://doi.org/10.1002/epa2.1093>

11. Nadjafova, Z., Paresashvili, N., Maisuradze, T., & Nikvashvili, M. (2021). Organizational conflict management during COVID 19. 70th International Scientific Conference on Economic and Social Development Development, Baku, 788-795.

12. Novitasari, D., Sasono, I., Asbari, M. (2020). Work-Family Conflict and Worker's Performance during Covid-19 Pandemic: What is the Role of Readiness to Change Mentality?. *International Journal of Science and Management Studies (IJSMS)*, Volume: 3 Issue: 4. 122-134.

13. Paresashvili N., Abesadze N., Kinkladze R., Chitaladze K., Edzgeradze T., (2021). Georgian Labour Market during the Coronavirus Pandemic. *SHS Web of Conferences* 92, 0 (2021), Globalization and its Socio-Economic Consequences 2020, <https://doi.org/10.1051/shsconf/20219207046>

14. Paresashvili, N., Gurbanov, N., Gechbaia, B., Goletiani, K., Edzgeradze, T. (2020) SIGNIFICANT ISSUES OF ORGANIZATIONAL CONFLICT MANAGEMENT. 55th International Scientific Conference on Economic and Social Development Development, Baku, 457-464.

15. Paresashvili, N., Maisuradze, T., Gechbaia, B., Weis, L., Koval, V. (2021). Conflict management impact on the employee productivity. *SHS Web of Conferences* 111, 01010 (2021), EECME 2021. <https://doi.org/10.1051/shsconf/202111101010>

16. Rahman, F.A., Jody, J.M., Noor, H.N. (2022). Survey on Police Stress and Conflict During The COVID-19 Pandemic. *Asian Journal of Behavioural Sciences* e-ISSN: 2710-5865, Vol. 4, No. 1. 62-75.

17. Schieman, S., Badawy, P.J., Milkie, M.A., Bierman, A. (2021). Work-Life Conflict During the COVID-19 Pandemic. *Socius: Sociological Research for a Dynamic World* Volume 7. <https://us.sagepub.com/en-us/journals-permissions>

18. Zia, Y.A. and Syed, P.H. (2013), "An exploratory study into the causes of conflict and the effect of conflict management style on outcome in a competitive workplace", *Journal of Managerial Sciences*, Vol. 7 No. 2, pp. 299-314.

TOPICAL ISSUES OF METHODOLOGICAL SUPPORT OF SUSTAINABLE FINANCING IN GEORGIA

Merab Vanishvili

*Doctor of Economics, Professor of Georgian Technical University,
Georgia, Tbilisi
m.vanishvili@gtu.ge*

In the scientific article, on the basis of newest literal sources and actual materials there are studied such important question of theory of finances and financial policy as methodic provision of sustainable financing in Georgia.

There are examined global tendencies in direction of sustainable financing. In connection to this, sustainable financing is presented as unity of two important parts: (1) leading finances to such projects which would support sustainable and inclusive growth; (2) improvement of financial stability in the process of decision making by taking into consideration environmental, social and managerial factors.

There is investigated course of support of sustainable financing in Georgia, besides, there is documented that National Bank of Georgia supports strengthening of the role of financial sector in sustainable development of the country and develops green, social and sustainable financing frame for this purpose.

There are analyzed actions planned by National Bank of Georgia for development of sustainable development- guideline of sustainable development including four basic directions: (1) improving of consciousness and qualification; (2) flows of sustainable financing; (3) ESG risk management; (4) transparency and market discipline. Besides, there is made a conclusion on the necessity of creation of working group of sustainable development by the National Bank for successful realization of sustainable development guideline and provision of timely inclusion of interested parties in this process.

various countries worldwide, in order to support sustainable development, developed UN Agenda for Sustainable Development at UNO summit of 2015. In the same year there was achieved Paris Agreement on Climate Change. All the mentioned became basis of new beginning for sustainable development.

Paris Agreement that was signed in 2015 by 195 countries is the first initiative unifies by many countries under one general purpose. And the latter supposes making of some ambitious steps serving to the growth of sustainability toward climate change and reduction of global warming up to 2°C. By signing these initiatives countries selected such way of development which will not meet requirements of nowadays generation on account of interests of future generation. Georgia is participator of both initiatives.

According to the requirement of Paris Agreement, Georgia has made national level contribution in United Nations Frame Convention on Climate Change (UNFCCC), what means taking of such measures which will reduce emission of greenhouse gases and processes that negatively affect environment. These international obligations comply with the national policy of the country and social-economical development strategy of Georgia "Georgia 2020".

Challenges of sustainable development faced by our country need urgent response in order to suit public policy to new reality. And this all requires conduction of such reforms which will provide support of mobilization of financial resources for green, stable and inclusive economic growth [1].

According to EU Commission, “sustainable financing” unifies two important components: (1) leading of finances to such projects which will support sustainable and inclusive growth; and (2) improvement of financial stability in the process of making of investment decision, by taking into consideration environment protection, social and managerial factors.

It is already generally confessed that problem connected to sustainability can become a source of financial risks. These risks are created by two basic channels: physical damage caused by climate change; and structural changes needed for moving to low emission economy. Physical and transiency risks affect macroeconomic environment and can cause important financial losses.

Influence of physical risks on financial instrument can be direct. Example of this will be reduction of cost of assets and pawn, increased insurance losses or delays of business operations. In case if losses are insured the damage will be reflected directly on insurance companies, and in case of non-insurance the whole load will be beared by internal economies, corporations and state [2].

Transiency risk is such financial risk which can occur after realization of changes needed for moving to low emission economy. In result of changes of environment protection policy, technologies and market moods there can be reevaluated such assets as stocks, obligations, derivatives and other forms of capital existed in the economy. It is still unclear at what rates reevaluation will be made, but it can greatly influence on financial stability and sustainability of financial institutes.

Evaluation and study of influence of physical and transiency risks over financial stability and individual financial institutes is responsibility of central banks and financial supervision. More central banks and financial supervisors make concrete steps for overcoming these challenges in developed and developing countries. Within the last four years quantity of actions and policy conducted for support of green and sustainable financing significantly increased [3].

Except of argument of financial risk, UN Environment program focuses attention on more two arguments why central banks shall response to challenges of sustainable development [4]:

- *Market failure*- availability of bank credits to harmful for environment businesses can be considered as failure of credit market. Environmental regulations and carbon pricing are priority policies for correction of the mentioned failure of the market. Although in case of absence of environmental policy and its non-effective execution, it is wishful for central banks to support creation and distribution of credit within the frameworks of their authorities. Although, different form of market failure is “non-existed markets” – situation, when effective, free market, which provides “pareto” effective distribution of resources, does not exist. In this case, central banks can play certain role in formation of “non-existed” segment of the market for supporting development of green financing, for example, such as green obligations market.
- *Role of central bank, as of reliable and authorized institute, especially in developing countries.* In general, provision of issues connected to environment protection in the analytical frame is an obligation of all central banks or financial supervisor. Although, role of central banks and financial supervisors are more important in developing countries where environmental regulations are being executed comparatively weakly. In developing countries central banks and financial super-

visors belong to advanced and authorized public institutions. Even more, within frameworks of supervision of financial sector they can pay proper attention to the risks connected to environmental social issues, what will be reflected on private investment solutions. Even more, central banks, by the use of expertise of financial markets and international contacts can support conduction in financial sector of reforms corresponding to the best international practice.

In many countries central banks and financial supervisors as well as financial institutes study these risks more deeply. Although, because of insufficiently developed tools and methodologies a lot of challenges exist. For example, availability and quality of services are limited, taxonomy and explanations are still at development stage and process of transformation into information, needed for evaluation of financial risk of theoretical knowledge shall be still improved. Correspondingly, successful switching to sustainable development requires simultaneous realization of a range of subsequent and suitable actions.

Georgian National Bank supports strengthening of the role of financial sector in sustainable development of the country and for this purpose develops the frame of green, social and sustainable financing. This frame means consideration of social and environmental issues by participators of financial sector and capital market and management of related risks, and this is important as for financial stability so for sustainable development of the economy. National Bank makes concrete steps for support of sustainable development.

The first step from this standpoint was membership in Sustainable Banking Network, SBN in September 2017. From this time National Bank actively works with various international organizations such as SBN, International Financial Corporation (IFC), Organization of Economic Cooperation and Development for development of sustainable financing frame in Georgia. For the purpose of improvement of consciousness about sustainable financing, the National Bank of Georgia by cooperation with private sector has translated into Georgian language the principles of green, social and sustainable development obligations of International Capital Markets Association, which were published on the website of ICMA [5].

On September 26, 2018 the National Bank, together with IFC/SBN has hosted working meeting of sustainable financing. At the working meeting there were participating experts of IFC, representatives of SBN member countries and central banks of region. The meeting was also attended by representatives of the ministries of Economy and Sustainable Development, Finances, Environment Protection and Agriculture, presidents/ executive directors of financial institutes and other interested parties.

At the working meeting participators examined existed challenges of sustainable financing, possibilities of development of social and green obligations market and green credit and significance of disclosure of environmental issues. Special attention was focused on the role of financial supervision, existed regulatory experiences and initiatives. After discussions and consultations conducted within frameworks of working meeting the National Bank has decided to create guidance of sustainable financing.

Sustainable Financing Guidance is the list of actions planned by the National Bank of Georgia for development of sustainable financing. Guidance unifies all those possible changes which are planned for realization in direction of sustainable financing by the National Bank for the next three – four years. Main purpose of the guidance is creation of reliable, predicted and stable regulator frame which will prepare the market for switching to the sustainable financing. By conduction of subsequent and suitable actions and by giving of time for adaptation

the Guidance supports consideration of issues of sustainable development in decision making process.

Sustainable financing Guidance includes four basic directions:

- Improvement of consciousness on sustainable financing, development of guiding principles and improvement of market qualification in direction of sustainable financing;
- Supporting the growth of capital flows and investments in sustainable direction for achievement of green and socially inclusive economy;
- Consideration of ESG factors in the frame of financial institutes and corporations risks management and in the process of decision making;
- Increasing of transparency and market discipline by regulation of minimal requirements of disclosure of ESG for financial institutes and corporations [6].

Improvement of consciousness and qualification: One of the reasons causing low consciousness on sustainable financing in Georgia is only short term analysis of risks and deficiency of information on advantages of sustainable financing. Correspondingly, it is important to improve the consciousness and qualification for solving of this problem [7].

For implementation of sustainable financing, participators of financial market of Georgia can be guided by various international standards. For the purpose of improvement of consciousness about sustainable financing, the National Bank of Georgia by cooperation with private sector has translated into Georgian language the principles of green, social and sustainable development obligations of International Capital Markets Association, which were published on the website of ICMA.

Initiation of conduction of workshops, working meetings and trainings, their organization and support are one more means for improvement of consciousness on sustainable financing. On September 26, 2018 the National Bank, by cooperation with SBN/IFC has hosted working meeting on sustainable financing. Within frameworks of this meeting there were examined actual issues of sustainable financing and current challenges and there was made a decision on developing of guidance. And also there is planned to conduct various trainings and working meetings in the future by cooperation with international organizations. This will assist not only to improvement of consciousness but will enable National Bank to consider more characteristics of Georgian market during planning of future steps in direction of development of sustainable financing.

Flows of sustainable financing: Sustainable financing plays an important role in sustainable development. For making the capital flows compatible with aims of sustainable development and climate change, it is important to explain the term “sustainable”. Definition of what type of investments / credits are qualified as “sustainable” will help market participators to better make their activities compatible with sustainable development. Taxonomy compatible to international interpretations will support growth of international investments. Compliance of taxonomy with local requirements will assist the local institutes with making of their own contribution in achievement of purposes of sustainable development of Georgia. Therefore, National Bank plans to introduce taxonomy of sustainable financing compatible to international practice and corresponding to the taxonomy of EU. This can include interpretations of green credit, green, social and sustainable development obligations and other products of sustainable financing [8].

One more important document development of which the National Bank is planning is Guidance on Sustainable Financing. This document will unify all existed interpretations of

sustainable financing products, among them on green, social and sustainable obligations and green credit; guidance of issuance of green obligations; reviews ESG risk management requirements; and summarizes consideration of ESG issues in the Corporate Management Code, together with corresponding principles of reporting and information disclosure.

ESG risk management: ESG risk management means consideration of ESG risks during issuance of loans, in order to avoid or reduce financial losses, reputation risks or damages to humans or environment caused by projects financed by banks. Increase number of marks recognizes the risk of climate changing as separate factor which affects condition of debtor and lender.

ESG risk management is one of the main components of the guidance on sustainable financing. National Bank has already begun working in direction of consideration of ESG factors in the Corporate Management Code of capital markets and commercial banks. According to the Corporate Management Code, ESG shall be part of the company strategy, and inclusion of ESG risks shall be realized in the risks management system. Besides, Corporate Management Code provides reporting and disclosure of ESG issues. All of the mentioned provides adequate evaluation and consideration of sustainability risks by the companies.

The next step is development of technical guideline on ESG risks management and tools. ESG risks management guideline will be compatible to the best international practice, which, as a rule, requires estimation of due diligence of environmental and social issues, study of ESG risks containing credits and continuation of supervision over ESG risks after crediting. Definition, estimation and management of social and environmental risks during making of decision about the credit are still new for banks and other financial institutes. Correspondingly, in order financial institutes could provide ESG risks, inclusion and guiding by National Bank is very important [9].

Transparency and market discipline: Transparency is one of the important parts of sustainable financing development. Corporate Management Code regulates requirements for commercial banks and capital markets regarding ESG reporting and information disclosure, what will make markets more oriented on environment protection. National Bank of Georgia, by cooperation with Economical Cooperation and Development Organization, is working on principles of reporting and information disclosure for financial institutes. These principles is based on such international standards of disclosure of information on sustainable development issues as: Sustainability Accounting Standards Board, SASB, Task Force on Climate-related Financial Disclosures, TCFD, UN Principles for Responsible Investment, PRI, Reporting Frame 2018, Global Reporting Initiative, GRI.

and finally, as conclusion there shall be noted that successful realization of sustainable financing guidance requires close cooperation and coordination between various interested parties. For successful realization of action plan and provision of timely inclusion of interested parts into this process the National Bank shall necessarily create working group of sustainable financing. Group members shall be representatives of corresponding ministries and other public institutions, financial institutes and other interested parties working in this direction. Working group will meet regularly in order its members could share ideas, inform each other about novelties on current events in the sphere of sustainable financing and examine role and responsibility of each of them in realization of plans defined by guidance.

Keywords: *sustainable financing, physical risk, transientrisk, market failure, financial supervision, green credit, green obligation, long term cost, obligatory care.*

REFERENCES

1. Vanishvili, M., & Katsadze, I. (2021). BANK FINANCING OF GREEN ECONOMY: REVIEW OF MODERN RESEARCH. Scientific Collection «InterConf», (95): With the Proceedings of the 2 Nd International Scientific and Practical Conference «Scientific Goals and Purposes in XXI Century» (January 19-20, 2022). Seattle, USA: ProQuest LLC, 2022., № 95 | January, 2022, 120–143.
2. Vanishvili, M., Katsadze, I., & Vanishvili, N. (2021). PUBLIC FINANCE REFORM AND STATE TRANSFER POLICY IN GEORGIA. Theoretical and Empirical Scientific Research: Concept and Trends: Collection of Scientific Papers «ΛΟΓΟΣ» with Proceedings of the II International Scientific and Practical Conference (Vol. 1), Oxford, May 28, 2021. Oxford-Vinnitsia: P.C. Publishing House & European Scientific Platform, 2021., 1, 26–30.
3. Vanishvili, M., & Lemonjava, L. (2016). Public Financial Management System in Modern Georgia. Refereed and Peer-Reviewed International Scientific-Practical Journal “Globalization & Business,” 6, 129–133 (In Georgian).
4. Vanishvili, M., & Lemonjava, L. (2017). Modern Budget Classification in the Public Finance System of Georgia. Globalization & Business, 12, 47–50 (In Georgian).
5. Vanishvili, M., & Sreseli, L. (2022). CHALLENGES OF GENDER MUNICIPAL BUDGETING IN GEORGIA. Scientific Collection «InterConf», (97): With the Proceedings of the 9 Th International Scientific and Practical Conference «International Forum: Problems and Scientific Solutions» (February 6-8, 2022). Melbourne, Australia: CSIRO Publishing House, 2022. 612 p, № 97 | February, 2022, 108–112.
6. Vanishvili, M., & Kharitonashvili, T. (2020). METHODOICAL SUPPORT OF SUSTAINABLE FINANCING IN GEORGIA// Science and education: problems, prospects and innovations. Abstracts of the 2nd International scientific and practical conference. CPN Publishing Group. Kyoto, Japan. 2020. Pp. 126-137. URL: <https://sci-conf.com.ua/ii-mezhdunarodnaya-nauchno-prakticheskaya-konferentsiya-science-and-education-problems-prospects-and-innovations-4-6-noyabrya-2020-goda-kioto-yaponiya-arhiv/>.
7. Otinashvili Ramaz, Vanishvili Merab. (2020). COMPETITIVE STRATEGY IN BUSINESS // The world of science and innovation. Abstracts of the 4th International scientific and practical conference. Cognum Publishing House. London, United Kingdom. 2020. Pp. 127-133. <https://sci-conf.com.ua/iv-mezhdunarodnaya-nauchno-prakticheskaya-konferentsiya-the-world-of-science-and-innovation-11-13-noyabrya-2020-goda-london-velikobritaniya-arhiv/>.
8. Shanava, Z., & Vanishvili, M. (2021). ANALYSIS AND EVALUATION OF FINANCIAL EDUCATION OF THE POPULATION IN GEORGIA. International Journal of Innovative Technologies in Economy, 4 (36), 77–88. https://doi.org/10.31435/rsglobal_ijite/30122021/7740
9. Vanishvili, M., Lemonjava, L., Katsadze, I., & Vanishvili, N. (2021). LOAN LIABILITIES AND DEBT BURDEN OF THE POPULATION IN GEORGIA. Grundlagen Der Modernen Wissenschaftlichen Forschung Der Sammlung Wissenschaftlicher Arbeiten «ΛΟΓΟΣ» Zu Den Materialien Der I Internationalen Wissenschaftlich-Praktischen Konferenz, Zürich, 10. September, 2021. Zürich-Vinnitsia: BOLESWA Publishers & Europäische Wissenschaftsplattform, 2021., 1, 29–35. <https://doi.org/DOI.10.36074/logos-10.09.2021>

VALUE ADDED TAX IN THE TAX SYSTEM OF GEORGIA: ANALYSIS AND EVALUATION

Merab Vanishvili,

Doctor of Economics, Professor of Georgian Technical University,

Georgia, Tbilisi

m.vanishvili@gtu.ge

On the basis of modern literary resources and factual materials, current article focuses on a value added tax (VAT) due to the fact that the country follows the strategy of approaching European Union and further - gaining membership of it. One of the fundamental requirements of EU intergration is existance of a value added tax (VAT). Another circumstance that should be taken into account is the fact that there is Assosiation Agreement formed between European Union and Georgia that will strengthen relationship between Georgia and EU from the point of development of optimal payment policy (Shanava, 2021).

Taxation is important instrument and has a fundamental effect on economic activity performers and social life levels as well (Shanava & Vanishvili, 2021b).

From the functional viewpoint, taxes are divided into two parts: fiscal and regulatory. Fiscal function is essential one which implies formation of necessary financial resources for implementation of governmental functions and their accumulation in the budget and other central funds of bankroll finances. Regulatory function of taxes is expressed via payment by government for influence on social production process.

Consequently, there are two functions derived: incentive and disincentive. Disincentive function is performed by taxes directly as a result of influence on request provisioned while incentive one – through other tax benefits (subsidy, grants etc.).

There direct and indirect taxes. Value-added tax belongs to the direct one which finally puts a burden on a costumer (Gechbaia et al., 2017).

Taxation regime can vary in different countries, for instance, value-added tax in two countries may be 20%, however, in one country taxation may occur on everything while in another, there could be some subsidies provided on different products and services (Shanava & Vanishvili, 2021a).

In case implementation of scientifically proven tax policy, successful country will be the one which could establish taxes with the least negative pressure on economics and enable business development in the country (Vanishvili & Sreseli, 2022).

It is proven through research and economic practices that value-added tax (VAT) is indirect tax imposed commonly by government which is collected on every stage of distribution and production of products and services in the budget. For every country, VAT is one of the important taxes introduced by French economist Maurice Lauré in 1954 (Vanishvili & Lemonjava, 2016).

VAT was established in Georgia in 1992. Unfortunately, at that period our country did not have experience of tax functioning mechanism and particular problems occurred during the starting stage of its administration. After that, many changes were introduced in calculation and collection of VAT, tax rates and determination numbers of deductible amount of VAT (Vanishvili et al., 2021).

As a result of experience of European Union, each country can prioritize particular product/service and government imposes subsidies on them. For instance, in Germany tax is

not charged on international transport (automobiles, railway and submarine). Likewise, there are no taxes on international and sea transport, daily and weekly press editions in Belgium etc (Vanishvili & Lemonjava, 2017).

In accordance with current Georgian Legislation physical (natural) or legal person is able to register voluntarily or through obligatory rule as a taxpayer if the total amount of taxable transactions carried out exceeds 100 000 GEL during 12 consecutive calendar months. Georgian legislation differentiates three types of taxpayers who possess: Deductible value added tax; VAT with the right of deduction; VAT without right of deduction.

According to the current Tax Code of Georgia exemption from value added tax is divided into two groups: a) exempt without the right of deduction b) exempt with the right of deduction (so called VAT at “zero percent”);

In addition, there are operations in the country that are not considered to be granted value-added tax, consequently, the issue of their exemption does not exist. They include: a) money provision; b) any service which implies transfer of the ownership rights over money; c) working on hiring; d) providing products (services) out of Georgia; e) operations of temporary import, export, re-export and import out of Georgia.

An excise taxable transaction is excisable object of value-added tax such as import, export, re-export etc. Current calculation is specific. For instance, in accordance with the Tax Code of Georgia, during import process products with the value of 300 GEL and over are granted value-added tax while during temporary import 0,54% per each incomplete month but not more than 18%.

In order to mobilize amounts of money in the budget of government, one of the most important taxes is VAT and this is the reason why its mobilization and administration is fundamental in the budget.

Current statistical analysis present the figures which reveal the fact that in 2020 value-added tax composed 44,1% in the Joint Budget Tax revenue while in 2021 the figure increased up to 45,2%. Also, an important part is played by tax revenue while the third place is obtained by the excise tax. It should be noted hereby that 90% of tax revenue is derived from these three taxes into the Joint budget of Georgia (Vanishvili Merab et al., 2021).

It should be taken into account that in order to reach solid improvement in economic processes and taxation environment, Georgia has signed Association Agreement which gives obligations and our country faces great challenges. In particular, obligation mentioned above is connected with Value-added Tax and implies that since January 1,2022 on EU territory, main directive of value-added tax 2006/112 EG was altered by a new one. These new regulations refer to trade among companies of EU countries only while directives of companies of non EU countries are regulated unaltered (Vanishvili & Katsadze, 2021).

As a result of taxation principles, there are three types of taxes differentiated: progressive, regressive and proportional. As a consequence of taxation revenue maximization, we assume that value-added tax should be transformed from proportional to progressive not through shock therapy but gradually. In as much as value-added tax is indirect tax, taxable turnover should be considered as an initial base, for instance, in 12 months. For the purpose, it is necessary to establish limits for regulating bound of value-added taxpayer registration. This type of bound varies in EU. For instance, in Greece it consists of 10 000 € for small enterprise, 17 500 € in Germany, 6 713 € in Denmark etc. We assume that it is considerable to lower VAT registration limit of 75 000 GEL for small businesses in Georgia (Vanishvili & Shanava, 2022).

As for the VAT deduction, example of Great Britain can be followed in this case, particularly, VAT Flat Rate Scheme. In compliance of this scheme, there are relevant rates established for economic activity types, for example, advertisement 11%, computer services 10,5% etc.

And finally, nowadays, middle class does not actually exist in Georgia due to the fact that lower class is spender and that is why proportional tax system is not correct method for tax burden distribution. Consequently, it is necessary to work out progressive tax system which will enable to heighten well-being level without increasing tax burden.

Keywords: tax code, payment policy, indirect payment, value added tax, carousel fraud, fiscal functions, regulatory function, Subsidy, grant.

REFERENCES

1. Gechbaia, B., Vanishvili, M., & Mushkudiani, Z. (2017). Segmentation of Georgian Population According to Financial Capabilities and Money Management Style. *Representation of Azerbaijan International Diaspora Center in Georgia. SCSJAR.*, 4–9.
2. Shanava, Z. (2021). INTEGRATION POLICY OF GEORGIA IN THE EUROPEAN UNION INTO TRANSPORT NETWORK DEVELOPMENT. *InterConf*, 13–18.
3. Shanava, Z., & Vanishvili, M. (2021a). ANALYSIS AND EVALUATION OF FINANCIAL EDUCATION OF THE POPULATION IN GEORGIA. *International Journal of Innovative Technologies in Economy*, 4 (36), 77–88. https://doi.org/10.31435/rsglobal_ijite/30122021/7740
4. Shanava, Z., & Vanishvili, M. (2021b). FINANCIAL EDUCATION OF THE NATION: CHALLENGES AND PERSPECTIVES. *International Journal of Social Science and Economic Research*, 06(12 "December 2021"), 4646–4672. <https://doi.org/10.46609/IJSSER.2021.v06i12.012>
5. Vanishvili, M., & Katsadze, I. (2021). BANK FINANCING OF GREEN ECONOMY: REVIEW OF MODERN RESEARCH. *Scientific Collection «InterConf», (95):With the Proceedings of the 2 Nd International Scientific and Practical Conference «Scientific Goals and Purposes in XXI Century» (January 19-20, 2022). Seattle, USA: ProQuest LLC, 2022., № 95 | January, 2022, 120–143.* <https://doi.org/10.51582/interconf.19-20.01.2022>
6. Vanishvili, M., Katsadze, I., & Vanishvili, N. (2021). PUBLIC FINANCE REFORM AND STATE TRANSFER POLICY IN GEORGIA. *Theoretical and Empirical Scientific Research: Concept and Trends: Collection of Scientific Papers «ΛΟΓΟΣ» with Proceedings of the II International Scientific and Practical Conference (Vol. 1), Oxford, May 28, 2021. Oxford-Vinnitsia: P.C. Publishing House & European Scientific Platform, 2021., 1, 26–30.* <https://doi.org/DOI.10.36074/logos-28.05.2021.v1>
7. Vanishvili, M., & Lemonjava, L. (2016). Public Financial Management System in Modern Georgia. *Refereed and Peer-Reviewed International Scientific-Practical Journal "Globalization & Business,"* 6, 129–133.
8. Vanishvili, M., & Lemonjava, L. (2017). Modern Budget Classification in the Public Finance System of Georgia. *Globalization & Business*, 12, 47–50. <https://doi.org/DOI:10.35945/gb>

9. Vanishvili, M., & Shanava, Z. (2022). Challenges and Perspectives of Corporate Governance in Georgia. *American Research Journal of Humanities & Social Science (ARJHSS)R*, Volume-05(Issue-04), pp-118-127.

10. Vanishvili, M., & Sreseli, L. (2022). CHALLENGES OF GENDER MUNICIPAL BUDGETING IN GEORGIA. *Scientific Collection «InterConf», (97): With the Proceedings of the 9 Th International Scientific and Practical Conference «International Forum: Problems and Scientific Solutions» (February 6-8, 2022). Melbourne, Australia: CSIRO Publishing House, 2022. 612 p, № 97 | February, 2022, 108–112.*

11. Vanishvili Merab, Kokashvili Nanuli, & Osadze Lali. (2021). THE SAVING CULTURE AND FINANCIAL GOALS OF POPULATION IN GEORGIA. *European Science Review*, 9–10, 35–40.

POTENTIAL AND CAPABILITIES OF GEORGIA AS A TRANSIT REGION IN CONTAINER SHIPPING

Amiran Tsilosani

PhD(c) Batumi Shota Rustaveli State University,

Batumi, Georgia

Email:atsilosani@gmail.com

Pandemic-related events in 2019-2021 and the war between Ukraine and Russia, which the first led to the closure of world borders globally, caused delays in the movement of maritime cargo and the second led to disruptions in container shipping in the Black Sea basin. Under these conditions, for several countries, land transport has become the only solution, which has revived interest in land transport corridors, in particular, these global challenges turned into new opportunities for Georgia and revival of its transit potential.

One such transport corridor is the "Middle Corridor", also known as "TITR - Trans-Caspian International Transport Route" (hereinafter TITR), which has not operated at its full capacity since its inception but has great potential for future development. The TITR starts from Southeast Asia and China and runs through Kazakhstan, the Caspian Sea, Azerbaijan, Georgia, and further to European countries. TITR Development Coordination Committee was established in 2013 by Georgian, Azerbaijani, and Kazakh transport companies, including "Georgian Railway", "Aktau International Seaport", "Azerbaijan Caspian Shipping Company," "Azerbaijan Railway", "Baku International Sea Trade Port" and "Batumi Seaport". The activities of the Coordination Committee resulted in coordinated cooperation between transport companies in the field of technology and the approval of integrated rates for transportation[1].

There have also been positive shifts in the Caspian Sea section, which lies in the development and expansion of the Baku International Seaport infrastructure. Within the framework of this project, the Government of Azerbaijan plans to turn the country into a logistics hub of the Caspian Sea, and effective steps have already been taken in this direction. The port infrastructure is being actively upgraded, and it is also planned to create a free economic zone, which will cover 400 hectares and where companies will benefit from significant tax benefits[2]. Also, no less important, Azerbaijan has put a regular feeder service on the Baku-Turkmenistan-Baku route, which will significantly reduce cargo handling, which until now has often been the case due to the lack of regular feeder service.

It's becoming more visible importance and possible development paths and perspectives of the TITR about the ongoing processes in the region when Iran remains under the US sanctions and on top of that Russia also has been sanctioned, due to its invasion of Ukraine. The current geopolitical and economic processes in the Eurasian region forced the transportation companies to revisit the structure and architecture of shipping routes.

If previously, there were alternative land-based routes and transport corridors, the current situation has drastically changed the situation in favor of Georgia and its potential as a transit country as part of TITR. This is obvious and could be explained by the following:

- Shipping lines suspended their activity in Russia[3]. Also, cannot be used Trans-Siberian Railway for transportation from China and the Middle East to Europe.

- The International North-South Transport Corridor (INSTC) is inactive due to two member countries of this corridor, in particular Russia and Iran, being sanctioned.

- TRACECA most probably won't be considered due to some of the member countries are part of The Eurasian Economic Union (EAEU) founder of which is Russia, also some of them had tense relations, due to war conflict recently (Armenia with Azerbaijan and its ally Turkey) and Ukraine, where are ongoing war and all its ports are seized.

The current state of the TITR, its competitiveness as compared to other alternative transport corridors, as well as the identification of existing and potential perspectives and the ways to achieve them is obvious and a proof of this can be provided lately interest of TITR members to the transit potential of the transport corridor. Already been launched a few cargoes by containers in pilot mode. The latter could be considered as the first steps for the future development and full-fledged operations through the TITR as a result of deepening trade relations and increasing freight traffic between the EU, China, and Central Asian countries.

The main challenge of TITR remains the underdevelopment and low quality of logistics infrastructure which is compounded by the abundance of intermodal operations and differences and difficulties at border cross in terms of customs procedures, which significantly increases transport costs as well as delivery times.

TITR has recently seen some activity due to the activation of block trains from the China-Kazakhstan border to Georgia. The share of cargo transported using this corridor in China-Central Asia-EU shipments is negligible. The main stopping factor for the development of the TITR is its high cost and unreliability, which is reflected in the fact that rail transport through the "Central Corridor" from Central Asia to EU countries is 22% more expensive and 50% longer than the route within "Eurasian Economic Union"[4]. Luckily for TITR, the mentioned union with its transport corridors dropped off the list of competitors. As an advantage of the TITR should be mentioned "Baku-Tbilisi-Kars" (BTK) railway, which officially opened in October 2017 and connects three countries, namely Georgia, Azerbaijan and Turkey, and which established the passenger and freight link between Europe and China, bypassing Russia and Armenia[5].

Clearly, all of the above will have a positive impact on the future effectiveness of the TITR, as well as US-imposed sanctions on Iran and Russia are in favor of the corridor.

The importance of TITR was also has been declared at the World Economic Forum in Davos in 2022, where has emphasized the increased importance of regional cooperation and that the TITR became an important route not only for the region but also for cargo flow from China to Europe[6].

Worth to mention the project of "Asia-Pacific countries (Asia-Pacific region)" which provides mixed cargo transportation from China to Europe through the territories of Kyrgyzstan, Uzbekistan, Turkmenistan, Azerbaijan, Turkey and Georgia. As part of the project, it is planned to deliver most of the goods by container trains by rail. According to the Association

of TITR, consisting of big state transport companies of the region, transshipment of cargo through Middle Asia and the Caucasus will increase six times in 2022 compared to the previous year – up to 3.2 million tons[7].

Conclusions. The events of the first half of 2020, which were related to the pandemic declared by the World Health Organization and also the total closure of the world borders, showed how much the world economy is dependent on China, which led to a significant break in the previously functioning supply chain. In addition, the lockdown of Chinese maritime ports in 2020 and after 2022 and the war in Ukraine has made participants in the transportation industry rethink alternative ways of transportation routes, in order to maximize the risk diversification in case of such a situation in the future.

In our opinion, transportation of goods from the EU and to the Middle East and China and vice versa will be managed through the TITR as an alternative counterbalance land-line transportation route to the maritime transportation. Due to the complexity of the TITR route related to intermodal operations all cargo will be shipped by containers, to avoid additional problems with loading/unloading of bulk cargo and minimized handling.

Member states of TITR and namely Georgia should transform the existing tough situation and challenges in the transportation sector to their advantage and enhance the potential of transit transportation by containers and develop infrastructure to meet all the needs of the transportation industry not only in the period of sanctions, which is profitable for Georgia and other TITR members states but also after when sanctions will be lifted, to establish an attractive, reliable and effective route for all participants of the transportation business and assert TITR as a cost-effective and functional transit corridor.

Key Words: *Eurasia, Transit, Containers, TITR*

REFERENCES

1. <https://middlecorridor.com/ru/ob-assotsiatsii/history>, 2017;
2. Mehdiyev, M., Azerbaijan Creates Free Economic Zone Offering Competitive Advantages, <https://caspiannews.com/news-detail/azerbaijan-creates-free-economic-zone-offering-competitive-advantages-2020-5-26-29/>, 2020;
3. Turner J., Maersk, CMA CGM the latest lines to drop Russia shipments, <https://www.porttechnology.org/news/maersk-msc-the-latest-lines-to-drop-russia-shipments/>, 2022;
4. Dobarjginidze, Giorgi, Georgia as a Middle Corridor Maritime Gate, Forbes Georgia, 2019;
5. <https://www.rferl.org/a/baku-tbilisi-kars-railway-line-officially-launched-azerbaijan-georgia-turkey/28824764.html>, Baku-Tbilisi-Kars Railway Line Officially Launched, Radio Free Europe/Radio Liberty, 30-Oct-2017;
6. <https://www.azernews.az/business/194118.html>, 2022;
7. Georgian Business Week, A NEW MULTIMODAL TRADE CORRIDOR WILL PASS THROUGH THE TERRITORY OF AZERBAIJAN, LINKING CHINA AND EUROPE, N 1300, 6-12 June 2022;

THE IMPACT OF BUSINESS COMMUNICATION ON RAISING THE IMAGE OF GEORGIAN COMPANIES

Maria del Carmen Otero Neira

Doctor of Marketing,

Professor at the University of Vigo. Vigo, Spain.

E-mail: cachu@uvigo.es

Mariam Katamadze

Batumi Shota Rustaveli State University,

First year Master of Business Administration

E-mail: mariam.katamadze.99@gmail.com

Introduction

Creating an image in the eyes of the customer and rise of reputation is one of the main problems of modern Georgian companies. From this point of view, establishing the right business communication is extremely important in raising the image of the company, because business communications is a system of specially organized communications that ensure the development of the image of Georgian companies. Business communications are norms of behavior that structure the repetitive relationship between Georgian companies. Therefore, by establishing the right business communications, managers will be able to perfect the image of their company. In this regard, there are many problems in the development of business communications of modern Georgian companies. There are no sharply separated rights and responsibilities within companies, their place and role in the industry, their strategic vision, mission and goal are not clearly defined. The business communications of modern companies need further refinement to help them improve the company's image.

The hypothesis of the paper processing is to raise the image and reputation of European companies at the expense of improving their business communication. If Georgian companies ensure that the quality of their products is brought closer to the level of European standards, rebrand them, adapt consumer properties to European requirements, rebranding Georgia will not be difficult to establish the image of a productive country within the EU. The methodological basis of the paper is the works of Georgian and foreign scientists in the field of business communications management, methods of information collection and analysis.

Basic text. Business communication largely determines the success of an organization. Effective business communication allows a company to provide a clear flow of information with the organization to sell products to target customers. Therefore, effective business communication helps to gain a competitive advantage by communicating products effectively with consumers. Georgian consumer market analysis provides an opportunity to assess the internal and external business environment of Georgian companies. In this regard, it is vital that Georgian companies carefully monitor both the internal and external aspects of their

business, as the business strategy they choose will have a corresponding impact on the formation of their image as companies. This will provide Georgian companies with main features that will play a crucial role in expanding the production of their products, their success and brand formation.

The habits of effective communication of Georgian companies, in the context of differences in cultural values, will greatly contribute to their active involvement in the EU, the reduction of cultural barriers and the achievement of maximum results. The characteristics that define European business communication are based on the goals that Georgian companies are trying to achieve. They are formed depending on what the firms of our country are trying to achieve. Business communications established by Georgian companies should be so clear that European partners can understand the essence of the information. Otherwise, business communications established by Georgian companies with European partners will lose their dignity. Sending a business letter correctly is crucial to minimize misunderstandings between European and Georgian companies.

In the framework of the paper, in order to market and establish the products of Georgian companies in the EU, to raise their image, to select appropriate business communication strategies and forms, we conducted a study on the example of the European (in particular, Spanish) company "Zara".

Research results.

In conclusion, the approach of the Spanish company "Zara" can be used to make recommendations to Georgian companies, in particular, in order to raise the image of Georgian companies in the European market, promote and establish their products, the following measures need to be taken:

1. Georgian companies should select the methods of business communication that are most suitable for the form and specifics of their business organization, so that the chosen strategy of business communication helps to raise the image of the company, to establish them as a brand.

2. In order to raise the awareness of Georgian products in the European market Georgian companies need to develop and implement in practice such forms and strategies of business communication that will be most tried and tested, acceptable to European partners and customers;

3. Georgian companies focused on the European market should embrace European cultural values and traditions that will be easily understood and accepted by European partners and companies.

4. It is important for marketers, managers and other members of Georgian delegations of Georgian companies involved in negotiations with European partners to adopt a European approach to conducting business transactions, in order to facilitate the conclusion of agreements with European partners.

Following these recommendations will help Georgian companies to select the right forms and strategies of their business communications, to promote and establish their

products in the EU market, to shape their products as a firm in the European market, to establish their products as a brand.

Key words: Business communications, firm image, company reputation, rebranding.

BIBLIOGRAPHY

1. Andrade, Horatio. (2005) Comunicación organizacional interna: process, discipline and technology. Spain: Gesbiblo, S. L. (<https://ka.nsp-ie.org/comunicacion-empresarial-2446>)
2. European Cultural Heritage Strategy for the 21st Century. 2021: <https://rm.coe.int/st21-21-/168093b>
3. Mghebrishvili Babulia (Dodo). Marketing and corporate image formation. 2021: <http://eprints.tsu.ge/1230/1/%E1%8pdf>
4. Karkashadze, N., Kakauridze N. Mikabadze S. The Role and Importance of Business Communications in the Modern Stage 2015: <https://ejournals.ats>
5. Karchava L. Problems of business communication development and ways to solve them in Georgia (dissertation). Tbilisi, 2011:
6. Khikhadze L. The problems of intercultural communication and the main directions of its perfection in global business. 2019;
7. Jincharadze L. The role of business communications in company management. Tbilisi; 2018. p. - 62; <https://openscience.ge/bitstream/1/71/1/Lana%20Djincharadze.pdf>
8. <http://www.nplg.gov.ge/gwdict/index.php?a=term&d=5&t=3863>
9. <http://www.cfin.ru/press/marketing/1998-1/04>.
10. Longman Dictionary of contemporary English Person Education Limited harlow. England, 2005.
11. <https://ru-bis.ru/ka/electric-fireplaces/vidy-i-formy-delovogo-obshcheniya-delovoe-obshchenie-ego-vidy-i.html>
12. <https://goaravetisyan.ru/ka/vidy-i-formy-kommunikativnoi-deyatelnosti-ponyatie-kommunikacii/>
13. <https://pantort.ru/ka/economy/formirovanie-imidzha-kompanii-formirovanie-polozhitelnogo-imidzha/>

COMPETITIVE HIGHER EDUCATION FOR SUSTAINABLE DEVELOPMENT

Olha Popelo

*Dr. of Economic Sciences, Associate Professor,
Department of Management and Civil Service,
Chernihiv Polytechnic National University, Ukraine,
e-mail: popelo.olha@gmail.com*

The urgency of studying the issues of achieving and increasing the competitiveness of higher education is due to the need to ensure sustainable development. Today, higher education is one of the leading factors in the development of the country's economic system. Permanent social development in modern conditions of globalization and digitalization is a single and multifaceted area of interconnections and interactions of social institutions, cultural factors, national aspects, worldviews and worldviews, which inevitably affects both the level of national education systems and global educational paradigm and its transformation.

Seventeen Sustainable Development Goals (SDGs) [1] identify specific areas of activity that require a clear understanding of the need to achieve them to ensure a decent future. One of the areas of conscious attitude towards the goals of sustainable development is education, which is also the goal of sustainable development, which is now formulated as follows: providing inclusive, equal and accessible quality education for all and encouraging lifelong learning. Education in the context of sustainable development, in conditions of limited resources and scarcity, as well as a large set of related problems, should be aimed at creating a suitable environment for peaceful and free life. To this end, it is necessary to carry out systemic transformations in the socio-economic, in particular educational space. Education not only disseminates information about existing problems, but also contributes to the establishment of sustainable development communications and its implementation. Education is an integral part of sustainable development, the focus of which includes the learning process and the education system. The latest goals determine the directions of sustainable development in the socio-economic and ecological system. Education and its development should contribute to the realization of all seventeen goals, but the fourth goal is education: ensuring quality, equal and inclusive education and promoting lifelong learning. In view of this, the reform of higher education is aimed at forming a competitive domestic higher education system integrated into the European educational space.

The current state of higher development is characterized by transformational conditions of functioning and development and the need to adapt it to the processes of globalization and digitalization. Currently, the domestic higher education system is facing challenges such as funding and employment of graduates, creating fair conditions for access to education, the need to improve the skills of education workers, insufficient level of international cooperation and collaboration. Current trends in higher education include: increasing the number of models of scientific products and increasing the participation of higher education institutions in commercial research projects and programs due to reduced investment and funding in higher education, increasing international mobility of applicants

and teachers, the emergence and development of new species international partnership [2, p. 4]. Thus, the system of higher education, showing the ability to lead to change in public life, at the same time undergoes significant transformations caused by various factors. These trends require in-depth study of the competitiveness of higher education at all levels and the preparation of practical recommendations and actions to improve it in the context of sustainable development (Fig. 1).

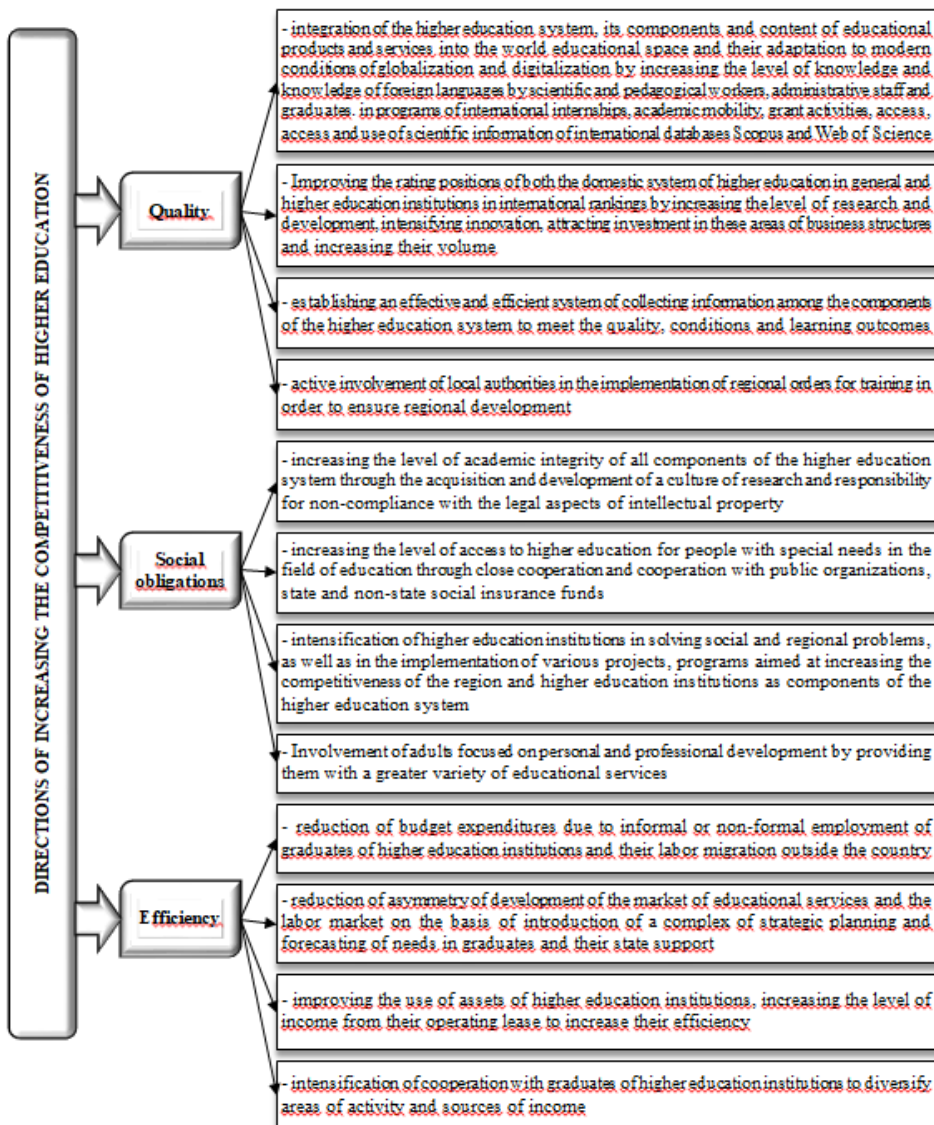


Fig. 1. Directions for increasing the competitiveness of higher education in the context of sustainable development

Source: formed by the author on the basis [3-7].

Sustainable development requires the formation of such a concept of education in general and higher education in particular, based on the implementation of systematic and dynamic approaches, which include the development of critical thinking, social orientation of learning, social activity and more. Thus, higher education in the context of sustainable development is related to environmental and socio-economic aspects. From these positions, one of the most important components of higher education is ethics, morality, justice. Accordingly, higher education institutions should become centers for the implementation of education for sustainable development, meeting modern conditions and meeting the dynamic needs of the labor market. This can be achieved through the rapid opening of new specialties that are in demand during the introduction of sustainable development, monitoring of educational and scientific achievements and achievements in sustainable development, courses, programs for government and regional authorities, NGOs, etc. on the basis of sustainable development. Such measures will promote the perception of the higher education system as an innovation and investment sphere of social development, improve its quality and competitiveness in the context of sustainable development.

Key words: *sustainable development, higher education, competitiveness, transformation, digitalization*

REFERENCES

1. Ziele der Agenda 2030 für nachhaltige Entwicklung. <https://www.bundeskanzleramt.gov.at/entwicklungsziele-agenda-2030>.
2. The shape of things to come: higher education global trends and emerging opportunities to 2020 (2012) (p. 4). www.britishcouncil.org/higher-education.
3. Tsarenko, I.O. (2018). *Mekhanizm derzhavnoho rehulivannia konkurentospromozhnosti vyshchoi osvity Ukrainy [The mechanism of state regulation of the competitiveness of higher education in Ukraine]* [PhD dissertation; Tsentralnoukrainskyi natsionalnyi tekhnichnyi universytet].
4. Hrynkevych, O.S. (2018). *Upravlinnia konkurentospromozhnistiu vyshchoi osvity Ukrainy (metodolohiia analizu i systemy monitorynhu) [Management of competitiveness of higher education of Ukraine (methodology of analysis and monitoring system)]* [PhD dissertation; Ivan Franko National University of Lviv].
5. Verkhohliadova, N.I. (2004). *Ekonomichniy vymir yakosti vyshchoi osvity yak skladovoi natsionalnoi konkurentospromozhnosti [Economic dimension of the quality of higher education as a component of national competitiveness]*. Vyd-vo DNU.
6. Klimova, H.P. (2016). Yakist vyshchoi osvity: yevropeyskyi vymir [Yakist vyshchoi osvity: yevropeyskyi vymir]. *Visnyk Nats. un-tu «Iurydychna akademiia Ukrainy imeni Yaroslava Mudroho» – Visnyk Nats. un-tu «Iurydychna akademiia Ukrainy imeni Yaroslava Mudroho»*, (1), 203-210.
7. Khovrak, I.V. (2020). *Sotsialna vidpovidalnist zakladiv vyshchoi osvity yak katalizator zbalansovanoho rehionalnoho rozvytku [Social responsibility of higher education institutions as a catalyst for balanced regional development]*. PP «Bitart».

SYSTEMATIZATION OF DIRECTIONS FOR IMPROVING THE COORDINATION OF THE PROCESS OF PUBLIC-PARTNERSHIP INTERACTION

Nataliia Tkalenko

*Dr., Professor,
Chernihiv Polytechnic National University,
Chernihiv, Ukraine
Email: tnv2504@gmail.com*

Olena Mykhailovska

*Dr., Associate Professor,
Chernihiv Polytechnic National University,
Chernihiv, Ukraine
Email: m-olena@ukr.net*

The experience of different countries shows the importance of the coordination function in the public administration system, provided for the establishment of adequate public-partnership interaction between the subsystem of public administration, local government and civil society institutions, as well as between constituent elements within these subsystems.

At the present stage of development of the theory and practice of public administration, the system of public administration seeks to improve quality, efficiency and effectiveness. Public-partnership interaction aims to create interaction between the subjects of the system, which will allow to solve issues that cannot be resolved in a clear regulation. It is important that the process of public-partnership interaction should be consistent and continuous, considering the joint actions and tasks. This can be achieved by coordinating with it.

It should be noted that the implementation of direct managerial influences on public-partnership interaction is impossible due to the construction of such interaction on a democratic basis. Therefore, the best direction is coordination as an effective function of management. Note that to date there is no common vision for coordination as a management function. In particular, coordination is defined as a management function that is an integral part of management processes and is to coordinate, streamline the actions of different parts of the managed system.

According to the dictionary of the modern Ukrainian language, coordination is interpreted: 1) as coordination, reconciliation, establishing a relationship, contact in the activities of people, between actions, concepts; 2) as the coordination of movements, actions, etc. [1, p. 572]. We emphasize that the implementation of non-organ functions can lead to mistakes.

The term "coordination" (late Latin *coordinatio*, from Latin *co...* - "prefix" meaning "community", "compatibility", and *ordinatio* - "ordering") means coordination, combination, bringing to a certain order or in accordance with the tasks of the components of something (concepts, actions, things, etc.) [2, p. 166].

It should be noted at the outset that some scholars believe that the difference between interaction and coordination is that coordination is achieved through the entity's own powers, while interaction is achieved through agreements of equal partners [3].

In [3, p. 11] states that the cause can be considered coordination, and the consequence - interaction, given that the consequence of coordination may not always be interaction, as well as the cause of the latter - coordination, and that the possible interpenetration of these concepts into each other, with which the author clearly agrees. But first of all, it should be emphasized that under the condition of coordination, the interaction acquires a better quality and focus on the relevant result.

In classical science, management is based on the definition of "coordination" proposed by the founder of the administrative school of management A. Fayol [4]: adapting tools to goals "[5]. It should also be emphasized that A. Fayol under "coordination" defines the "organization of interaction". We also agree with the statement of G. Shtompel, who notes the growing importance of coordination as "an act of interdependence management between the activities carried out to achieve the goal" [6].

Thus, "coordination": 1) is the process of streamlining the elements of the system in order to ensure and coordinated functioning of its components; 2) possible only under the condition of in-depth specialization and delimitation of competence; 3) solves problematic issues of differentiation and integration of system elements; 4) plays a crucial role in ensuring the coherence of all actions, taking into account the links and dependencies between the elements of the system; 5) it is the will of the participants in joint actions, which is subject to the will of the subject of coordination; 6) these are objects that are not subordinate to each other, are subject to coordination and may be interconnected by solving certain tasks (interact) or act separately from each other; 7) different areas of coordination regulation: rights, responsibilities, functions, methods, forms, time, etc.

The author's vision is based on the fact that the synergetic effect of partnership in the system of public administration forms its potential, and coordination acts as an organization of such public partnership. Therefore, coordination in the system of public administration is a management activity aimed at coordinating the functioning of the elements of the system, which ensures the effective / effective achievement of goals, the interaction between the elements of public administration.

Note that some scholars divide interaction and coordination into separate management functions, but the author does not quite agree with this division, because the interaction is manifested in different aspects, and without interaction coordination cannot exist. Thus, both coordination and interaction serve as a means of achieving coherence.

The process of coordination of public-partnership interaction is carried out in several stages (Fig. 1). The main tasks of such coordination are: 1) organization of resource support of interaction; 2) active work in the search for and implementation of innovative technologies for the organization of the interaction process; 3) coordination of international activities; 4) accumulation of experience; 5) implementation of information support of public-partnership interaction, etc.

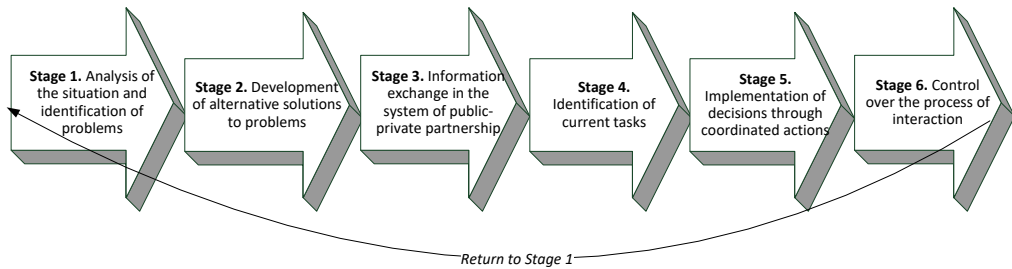


Fig. 1. The main stages of coordination of public-partnership interaction

Source: [7]

There is work in the modern scientific literature on public-private partnerships, public-private partnerships and social partnerships. In this case, the emphasis is on partnership and cooperation as components of the activities of civil society organizations at different levels; covers a wide range of tasks, including the private sector.

Each component of public-partnership interaction and information support is multicomponent and multifunctional. It includes a set of internal and external connections. Given the weak development of public-partnership cooperation in Ukraine, it is advisable to suggest certain areas to improve coordination at the territorial level (Fig. 2).

These areas will help solve problems of public administration system, considering the social characteristics of the territory.

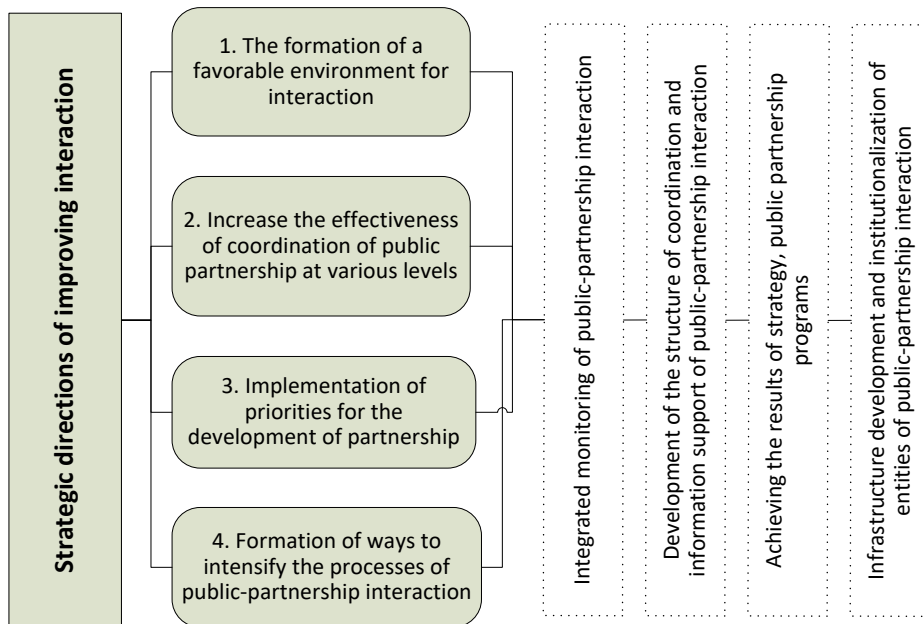


Fig. 2. Directions for improving the coordination of the process of public-partnership interaction

Source: suggested by the authors

Conclusion. The implementation of the proposed areas should begin with an analysis of the state of public-partnership cooperation at the level of individual territories. In this case, the implementation of the coordination function should include mandatory procedures: 1) coordination at the macro level of interaction processes in the public administration system; 2) forecasting the future state (efficiency or effectiveness) of the coordination system; 3) introduction of a quality system of monitoring public-partnership interaction; 4) modeling the further development of public administration; 5) adjustment of targets in accordance with forecast indicators.

Keywords: *public administration, system, management, process.*

REFERENCES

1. Великий тлумачний словник сучасної української мови (з дод. і допов.) / Уклад. і голов. ред. В. Т. Бусел. Київ ; Ірпінь : ВТФ «Перун», 2002. 1728 с.
2. Топчій В. В. Взаємодія та координація в діяльності органів внутрішніх справ з виявлення та розкриття злочинів. *Науковий вісник Ужгородського національного університету. Серія : Право.* 2015. Вип. 30. Т. 2. С. 165-169.
3. Назар Ю. С. Взаємодія органів внутрішніх справ із місцевими органами виконавчої влади та органами місцевого самоврядування у профілактиці адміністративних правопорушень : монографія. Львів : Львівський державний університет внутрішніх справ, 2012. 160 с.
4. Revisiting Fayol anticipating contemporary management, Lee D Parker and Philip A Ritson, *British Journal of Management.* 2005. Sep. Vol. 16, no 3. Pp. 175-194.
5. General and Industrial Management, Henri Fayol (revised by Irwin Gray). London : Pitman, 1984.
6. Штомпель Г. О. Сучасний менеджеризм і координація професійного зростання в освітній організації. *Вісник післядипломної освіти.* 2010. № 1 (1). С. 216-232.
7. Михайловська О. В. Концепція громадського прогресу в науці публічного управління : *монографія.* Мена : ТОВ «Домінант», 2020. 308 с.

LOGISTICS SERVICE PROVIDERS IN BULGARIA - TRENDS AND PROSPECTS

Marin Marinov

*PhD in Economics, Associate Professor,
Department of Finance and Credit, Faculty of Finance,
D. A. Tsenov Academy of Economics, Svishtov, Bulgaria
E-mail: m.marinov@uni-svishtov.bg*

Milen Dinkov

*PhD in Economics, Head Assistant Professor
Department of Management,
Faculty of Management and Marketing
D. A. Tsenov Academy of Economics,
Svishtov, Bulgaria
E-mail: m.dinkov@uni-svishtov.bg*

Taking the logistics market in Bulgaria under consideration, it can be stated that the role and concept of logistics are constantly changing. Innovative concepts are constantly being developed and new approaches are being designed with the aim of reaching logistics efficiency and flexibility and dealing with complex situations in today's dynamic world. In recent years, the importance of strategic management has increased due to the enhanced role of logistics in the strategic configuration of business organizations. The general trend towards strengthening global cooperation has led to a change in logistics processes and the occurrence of specific problems. In that regard, logistics is one of the major tools for strategic management of organizations in our country. It affects the organizational strategies aimed at gaining sustainable competitive advantages and ensuring long-term market sustainability. To achieve the goals, logistics connects organizations, suppliers and customers. Thus, logistics includes the overall planning, management and implementation, as well as the control of all internal and external flows of products and information.

The purpose of this study is to analyze the role of logistics service providers in the supply chain. **The object** of study is the companies that provide logistics services in Bulgaria. **The subject** of the study is the important role of logistics service providers in the implementation of logistics services as a basic prerequisite for achieving efficient and quality customer service.

The main tasks that have to be performed in order to achieve the goal are related to analyzing the present state of the logistics services market in Bulgaria; identifying current problems, trends and future challenges facing the market for these services; analyzing the competitiveness of Bulgarian organizations that deal with the provision of logistics services; and making recommendations to logistics service providers to improve the quality of the process.

What has been proven in this study is that logistics and logistics processes affect all aspects of human activities directly or indirectly. They have long been a recognized tool for increasing the efficiency and competitiveness of organizations, as well as the quick adaptation

to dynamically changing market conditions. The connection of logistics with all phenomena in everyone's life is determined by the fact that the logistics information systems include natural, human, financial and information resources. Therefore, as a result of their functioning, flows that are fundamental for the world economy are ensured.

Key words: *logistics, logistics services, logistics market, organization, strategic management, supply chain*

REFERENCES

1. Koval, V., Mikhno, I., Petrova, M. 2020. *Management in the field of waste management in the conditions of transition to the circular economy in UKRAINE*. ACCESS Press Publishing house. 122 p. <https://access-bg.org/monograph/management-in-field-of-waste-management.pdf>
2. Mitkov, M. (2022). Impact of Public Expenditures on the Dynamics of Economic Development of the Republic of Bulgaria. *Economics. Ecology. Socium* 2022, 6, 22-30. DOI <https://doi.org/10.31520/2616-7107/2022.6.1-3>
3. Mitkov, M., Radukanov, S., Petrova, M. (2021). Risk management in maritime transport of goods through insurance. International Conference on Sustainable Transport System and Maritime Logistics ISTSML 2021, June 24, 2021, Batumi, Georgia. MATEC Web of Conferences 339, 0100 (2021) /01003. <https://doi.org/10.1051/matecconf/202133901003>
4. Mushkudiani, Z., Gechbaia, B., Gigauri, I., Gulua, E. 2020. Global, economic and technological trends in human resource management development. Access to science, business, innovation in digital economy, ACCESS Press, 1(1): 53-60. DOI: [https://doi.org/10.46656/access.2020.1.1\(4\)](https://doi.org/10.46656/access.2020.1.1(4))
5. Paresashvili, N., Tikishvili, M., Edzgeradze, T. (2021). Employees discrimination issues based on the statistical analysis using SPSS (Case of Georgia, Republic of). Access to science, business, innovation in digital economy, ACCESS Press, 2(2): 175-191. [https://doi.org/10.46656/access.2021.2.2\(5\)](https://doi.org/10.46656/access.2021.2.2(5))

**POST-WAR RESTORATION AND DEVELOPMENT OF MARICULTURE IN UKRAINE IN
THE CONTEXT OF INSTITUTIONAL ENSURING OF SUSTAINABLE MARITIME
TRANSPORT SYSTEM**

Hanna Tiutiunnyk

*PhD, Researcher, Scientific secretary of the Department
of economic&ecological development of coastal regions,
SO "Institute of Market and Economic&Ecological Research of the
National Academy of Sciences of Ukraine",
Odesa, Ukraine
ecoregnatures@ukr.net*

World experience includes a wide variety of regulations and other documents, the subject of which is mariculture as a specialized industry. Mariculture as a highly productive industry based on sustainable development practices is the key to food and environmental security, a sustainable seafood supply chain and significant socio-economic benefits for coastal areas.

Institutional support for the sustainable development of mariculture in the world, similar to the situation in the European Union is not disclosed and is not developing among all countries specializing in this field. The most prominent representatives of the sustainable development of the specialized mariculture industry are the countries, leaders are Brazil, Australia, the United States, Peru, and the United Kingdom. According to the information on the legal framework of the world, you can take into account and consider the institutional support of countries such as Brazil, Peru, Australia, the United States, the United Kingdom.

Information from legal documents and a small number of scientific works of the world on the development of mariculture shows that for the most part, this industry is considered as an activity for growing mollusks, algae and crustaceans. Some countries include fish farming in this list. In a number of countries, namely the United Kingdom, Spain, Africa and Brazil (South America), the understanding of the sphere of production is being extended to the concept of marine organisms. The most detailed interpretation of mariculture in the list provided by the Ministry of Fisheries, Livestock and Dairy Industry of the Government of India. From the above we can conclude that the term "mariculture" is not presented in sufficient detail. It is necessary to detail the interpretation of mariculture as a specialized (separate) industry, taking into account the specifications as a result of biological, environmental, economic differences in aquaculture and mariculture species in all areas of development (species, feed, breeding site, goals, effects, etc.).

Mariculture can be defined as a variety or specialized branch of aquaculture, which aims to grow and breed marine organisms (marine animals and plants, including algae, invertebrates, fish and other aquatic living resources) in controlled (semi-controlled) and natural conditions, including the creation favorable environment through a series of measures (re-settlement, acclimatization, biological reclamation, changes in environmental parameters) for

the production of food and other products of animal origin that have economic and aesthetic value.

Analysis of regulations of the world among the available sources allows us to conclude that the most detailed, large in content is the institutional support of Peru and Brazil.

The qualitative content of the legal framework varies from country to country, but among a number of developed legal acts, the Dorset Mariculture Strategy 2020-2025 (Dorset Coast Forum, 2020) can be separated and considered as the most detailed document. Addressing the development of the mariculture market plays an important role in the Dorset Strategy. It focuses on researching new markets and increasing demand through research. Achievement happens by:

- Cooperation between research, marketing and industry for detailed research and realization of the potential of new markets and species (through new technologies and investments);
- Research of the feed supply chain and incubators, increasing demand in the entire supply chain;
- Improving education and knowledge in the field of seafood, among the general public and schools through education and promotion.

In general, the Dorset Strategy can be a reliable basis for the development of regulatory support for mariculture, if the implementation of its main aspects, including those relating to the types of mariculture, zoning, sustainable development and strategic priorities.

Of particular importance are the provisions on the sustainable development of mariculture. Because compliance with the principles of sustainable development is defined in a small number of regulations of world powers. Some of them suggest:

- introduction of directives on the economic development of the sea, aimed at the sustainable exploitation of living and non-living marine resources and the transition to a blue economy;
- guidelines for maritime transport aimed at safety, efficiency, quality and sustainability of services provided;
- development of scientific research, conservation and increase of marine resources;
- development, implementation and evaluation of strategies and policies aimed at clearly defined and sustainable development of marine resources, encouraging and preferring private initiative;
- regulation and control of public and private operators in the seaport area, sustainable development of marine resources and spaces (FAO, 2021).

Principles and features of sustainable development of mariculture in different countries are intertwined in regulations. Many provisions in a number of laws are similar. However, not all regulatory frameworks recognize the impact of maritime transport management and regulation as a basis for sustainable mariculture development. Of all the publicly available among the countries of the world are the following:

- Decree-Law № 35/2019 establishing a sanction regime for commercial marine fisheries (Portugal) (FAO, 2019a). The decree-law is aimed at improving the effectiveness of the legal framework governing the practice of industrial fishing. The application of the rules of the Common Fisheries Policy (CFP), to which Portugal is committed, aims to ensure that fisheries and aquaculture contribute to the long-term environmental, economic and social sustainability of resources. Establishes a regime of sanctions applicable to commercial fishing activities at any stage of production, including processing, marketing, industry, transportation, import, export, re-export and re-import of fishery products, as well as marketing of aquaculture products.
- Order-Law № 27/2018 approving the structure, organization and activities of the Ministry of Maritime Affairs (MMG) (Cape Verde) (FAO, 2018). The Order-Law approves the structure, organization and activities of the Ministry of Maritime Affairs (MMG). It establishes the composition, duties and responsibilities of the IMG, a government department whose mission is to develop, propose, coordinate, implement and evaluate public policy in the areas of maritime policy, economics and the maritime industry, marine resources, fisheries, aquaculture, harbor and maritime affairs. transport.
- Decree-Law № 59/2021 on the establishment, organization and functioning of the Ministry of the Sea (MM) (Cape Verde) (FAO, 2021). The decree-law approves the structure, organization and activities of the Ministry of the Sea (MM). It establishes the composition, duties and responsibilities of MM, a government department whose mission is to develop, propose, coordinate, implement and evaluate public policy in the areas of maritime policy, blue economy, maritime industry, marine resources, fisheries, aquaculture, ports and maritime affairs. transport.
- Decree № 106-2015 – General Law on Fisheries and Aquaculture (Honduras) (FAO, 2017). The purpose of this General Fisheries and Aquaculture Act is to establish a regulatory framework for the regulation, protection and promotion of hydrobiological resources relevant to the fisheries and aquaculture activities of the State of Honduras, including their extraction, cultivation, use, processing, transportation, marketing and other related activities.
- Law № 7191 on Amendments to the Law on Fisheries (Turkey) (FAO, 2019b). The law introduces radical changes to the Basic Law with special emphasis on the prevention, definition and elimination of IUU catches. Fishing license and permit obtained, renewed or revoked by the Ministry of Agriculture and Forestry for domestic and foreign fishermen, as well as fishing vessels and other vehicles engaged in fishing and fish farming.

In the normative-legal, together with the delineation of working conditions of maritime transport in the context of sustainable development of mariculture, the characteristics of all directions of mariculture should be shortened, taking into account the development of market

relations (non-commercial, commercial, sanitary-commodity), according to their existing scientific classification and more specifically:

- Non-commercial mariculture (reproductive - reproduction and increase in the number of endangered, including as a result of industrial activities of marine organisms; sanitary - cultivation of marine organisms for purification of coastal waters);
- Commercial (growing marine animals and plants for commercial purposes);
- Sanitary and commercial (cultivation of marine organisms for the purification of coastal waters, with their subsequent commercial use).
- Types of mariculture: onshore, offshore, intetidal, inshore.

The essence of the commercial direction should be revealed with the presentation of economic, aesthetic, environmental (cosmetic) effects, etc.

It is necessary to identify and economically justify suitable for cultivation species of mariculture in the context of natural and climatic conditions (eg mussels), to conduct research and organizational activities for their breeding, including marine and coastal environment to equip infrastructure and ancillary equipment, intensify the development of research farms.

Conclusions. It can be concluded that a significant part of the issues related to the development of the aquaculture industry, especially mariculture, has not been disclosed and requires research and implementation of proven world experience for its harmonious development..

Keywords: *mariculture, maritime transport, institutional ensuring, post-war restoration, sustainable development.*

REFERENCES

1. Dorset Coast Forum (2020). Dorset Mariculture Strategy 2020-2025. 27 pp. https://www.dorsetcoast.com/wp-content/uploads/2020/08/Dorset-Mariculture-Strategy-2020-2025_WEB-FINAL.pdf.
2. FAO (2021). Decree-Law No. 59/2021 establishing structure, organization and functioning of the Ministry of the Sea (MM) (Cabo Verde). www.legis-palop.org.
3. FAO (2019a). Decree-Law No. 35/2019 establishing the sanction regime applied to the commercial maritime fishing activity. dre.pt.
4. FAO (2018). Decree-Law No. 27/2018 approving the structure, organization and operation of the Ministry of Maritime Economy (MEM). www.legis-palop.org.
5. FAO (2021). Decree-Law No. 59/2021 establishing structure, organization and functioning of the Ministry of the Sea (MM) www.legis-palop.org.
6. FAO (2017). Decreto Nº 106-2015 - Ley General de Pesca y Acuicultura www.lagaceta.hn.
7. FAO (2019b). Law No. 7191 amending the Fisheries Law. www.jo.gouv.sn.

CONCEPTUAL FUNDAMENTALS OF DIGITAL ENTERPRISE DIGITAL MARKETING DEVELOPMENT TOOLS

Tetiana Zabashtanska

*PhD, Associate Professor,
National University "Chernihiv Polytechnic",
Chernihiv, Ukraine
Email: tamza.cn@gmail.com*

The presence of a developed communication system at the enterprise, able to quickly adapt to the requirements of the internal and external environment, in modern conditions determines its competitiveness, the ability to implement its own trajectory of strategic development. At the same time, the development of the information society on a global scale has created the preconditions for the rapid development of new technologies, as well as the formation of business entities the opportunity to apply technological innovations that can transfer the production process to a completely new technological level.

However, the development of the information society has led to the formation of excessive consumer information, information overload, significant spread of information barriers, which in turn formed the basis for methodological and methodological justification for the use of certain marketing tools in digitalization, changing approaches to the formation and implementation of communication enterprise policy [1].

In our opinion, the information noise of the digital marketing system should be understood as a set of external factors, the synergistic effect of which leads to overload of potential consumers with excessive or redundant information, the perception of which slows down the decision-making process or leads to its transformation. The formation of information noise occurs as a result of active actions of competitors, as well as consumers of goods, works and services, and due to a number of reasons. At the enterprise level, the formation of information noise is due to its desire to increase market share by attracting new customers, and thus ensure the effectiveness of communication policy and financial and economic activities [2]. At the level of consumers, the formation of information noise is due to their desire to maximize the satisfaction of existing needs with minimizing the cost of their coverage.

Currently, among the key tools of the digital marketing communication system are the following:

- site optimization among existing search engines (SEO);
- Search Engine Marketing, (SEM);
- implementation of a customer-oriented strategy for enterprise development on the Internet (e-Customer Relationship Management, ECRM);
- contextual advertising;
- SMM (social media marketing);
- Big Data technology;
- RTB (real time trading);

- viral marketing (Word of Mouth Marketing, WOM);
- creating the image of the company on the Internet (Public Relations, PR 2.0);
- marketing of video systems (Video Search Marketing, VSM);
- Affiliate Marketing (AM);
- retargeting.

The intensification of globalization processes and further digitalization of marketing relations has also led to the emergence of Internet communities, which as a result of their own interaction provide incentives for the sale of goods, works and services, built on their own experience, called Crowd Marketing. The emergence of this phenomenon is due to the synergistic effect of a combination of certain types of digital marketing tools, among which are:

- reputation management;
- sales promotion by establishing communication channels with the target audience;
- site optimization among existing search engines (SEO).

According to many scientists today, among the main tools of crowd marketing are the following:

1. Google - search for questions and reviews about the product on sites and forums;
2. Google Alerts and Talkwalker - notifications of new feedback and questions;
3. Disqus - tracking product comments on blogs;
4. Kribrum - monitoring of social networks and forums;
5. Tagboard, LiveTweet, Tweetdeck - monitoring the social network Twitter;
6. Facebook, Google Plus, Vkontakte, Twitter - communication with potential customers;
7. Google Analytics - analysis of conversions to the site with the product and consumer behavior on this site [4,6,7].

Conclusions. The effect of digital marketing tools of enterprises should be considered both individually and collectively, as their combination allows to obtain a synergistic effect. Given that the construction of a marketing system in the enterprise, as well as the development and deepening of marketing relations requires appropriate management decisions, many companies in the process of their own activities use only certain digital marketing tools. This can also be justified by a number of reasons, both external and internal: the existing concept of building marketing management in the enterprise, as well as strategic priorities for its development; the existing competitive position of the enterprise, as well as the type of existing market environment; the level of segmentation of the market of goods, works and services of the enterprise according to key criteria; the level of financial capacity of the enterprise required for the use of appropriate tools of the digital marketing system, the level of penetration of the digital environment, technical and technological availability of opportunities to introduce the latest tools in the marketing activities of the enterprise; the availability of human resources of the enterprise and skilled workers who are able to timely and effectively apply the relevant digital marketing tools; others.

REFERENCES

1. Karpenko N.V., Yaloveha N.I. (2012) Kompleks marketynhovykh komunikatsii u stratehichnomu upravlinni marketynhovoio diialnistiu pidpriemstva [Complex of marketing communications in strategic management of marketing activity of the enterprise] : monohrafiia. Poltava : PUET. 278 s
2. Kotler F. (1996) Osnovy marketinga [Fundamentals of Marketing]. M. 634 p. (in Russian)
3. Lavlok K. (2005) Marketyngh uslugh: personal, tekhnologhyja, strateghyja [Marketing of services: personnel, technology, strategy]. M. :Viliams. (in Russian)
4. Kuzyk O.V. (2014) Stratehichne upravlinnja marketynghovymy komunikacijamy na suchasnykh pidprijemstvakh [Strategic management of marketing communications at modern enterprises]. Strategy of economic development in Ukraine, pp. 130-135. (in Ukrainian)
5. Kudenko N.V. (2002) Marketynhovi stratehii firmy [Marketing strategies of the firm]: monohrafiia. K.: KNEU. 245 p. (in Ukrainian)
6. Lylyk I.V. (2008) Marketynh v ukrainskii ekonomitsi [Marketing in the Ukrainian economy]: monohrafiia. K.: KNEU. 243 p. (in Ukrainian).
7. Rohovy A.V. (2014) Zastosuvannia instrumentiv marketynhovykh komunikatsii pidpriemstv uprodovzh innovatsiinoho tsykladu produktsii. [Application of marketing communications tools of enterprises during the product innovation cycle]. Naukovyi visnyk ChDIEU. № 4(24). P. 72-78.
8. Romanenko O.O. (2014) Vydy marketynhovykh internet-stratehii. [Types of Internet marketing strategies]. Ekonomika: realii chasu. № 6 (16). P. 70-76. [Elektronnyi resurs]. Rezhym dostupu: <http://economics.opu.ua/files/archive/2014/n6.html>. (in Ukrainian)

DIGITIZATION OF THE ECONOMY AND ENVIRONMENTAL FRIENDLINESS IN AN EXPERIMENTAL SETTLEMENT IN THE ADAPTATION OF UKRAINIAN CITIES

Inesa Mikhno

PhD, National Aviation University,

Kyiv, Ukraine

Email: inessa.mihno@npp.nau.edu.ua

Liliya Filipishyna

Doctor of Economic Sciences, Professor,

Admiral Makarov National University of Shipbuilding, Mykolaiv, Ukraine

Oleksandr Tkach

Institute of Market and Economic-Ecological Researches

of the National Academy of Sciences of Ukraine,

Odesa, Ukraine

In Ukraine, after the start of hostilities, a situation has arisen where most of the housing and infrastructure of some cities where active hostilities took place cannot be rebuilt, so it would be more appropriate to demolish destroyed buildings and infrastructure, create a new city plan, restructure infrastructure based on location buildings and areas where historic buildings that will be reconstructed and those objects that should be left in the state in which they are currently with the introduction of new technologies and digitalization of the economy.

On the example of other military conflicts, it can be concluded that the reconstruction of premises may have higher risks in operation than the construction of new buildings and infrastructure, while to neutralize environmental factors should use only innovative technologies that affect the ecosystem as a whole, including on the state of soils, air, biodiversity, water resources that require significant investment and must be restored in accordance with international environmental standards, taking into account the automation of the environment and building an environmentally friendly society [1].

Military action also causes a deterioration in the quality of the health care system and can increase the incidence of local population, caused by emotional, environmental and deteriorating living conditions, economic downturn, while among the military these problems are even more important and can lead to premature death. . This creates the urgency of reorganizing the health care system, building modern hospitals, free access to treatment and neutralization of existing threats in the post-war period, which will lead to the complete reconstruction of settlements in Ukraine [2].

As a result of hostilities in Ukraine, almost all economic and production indicators of economic and industrial activities have changed dramatically, leading to imbalances in the balance of supply and consumption of resources, destroyed or shut down most large industrial facilities located in hostilities, many of which it would be expedient to restore by changing the

technology and complete restructuring of the production process, which remained mostly from the times of the Soviet Union to the latest forms of organization of production and full digitalization of economic processes and automation. Such areas of industry include metallurgical production, production of finished metal products, except machinery and equipment, most mining enterprises (mostly located in Donetsk, Luhansk, Zaporozhye regions), chemical industry and others.

In 2022, both the old economic system, which had a large percentage of the shadow economy, and a large number of industrial facilities that need to be reconstructed using new technologies, introducing maximum automation and disposing of obsolete equipment by sorting materials and recycling, could help to address the lack of primary resources in the postwar period.

The first stage of reconstruction of old cities is a comprehensive design according to the needs of local residents, modern achievements of STP and buildings that remained after the military conflict and will be reconstructed. It is expedient to implement a new system of housing infrastructure with the necessary communications with the presence of sensors to control the quality of resources and accident prevention, with the ability to work autonomously or disconnect from the general network of communications without disabling others. It is advisable to use common tunnels that combine several types of communications to save resources on the construction or repair of retaining structures [3, 4]. The digitalization of all urban processes will be comprehensive, as is the case in developed countries, and should be transparent, which will provide advantages in building an open economic system in the country.

One of the aspects of the functioning of new cities is the automation not only of communications, but also of most objects of economic infrastructure designed for comfortable living, based on energy saving and free access to the management of these structures by the community of the area. On the one hand, this can make automation systems less secure, on the other hand, automated systems should have control systems based on education and awareness of local residents, raising their cultural level and responsibility, which can be monitored by local authorities and community leaders in the early stages, which should create a system of rules and penalties in case of non-compliance.

One of the factors of successful project development and implementation will be active participation of citizens in the modification of the city, public initiatives, the ability to digitize most areas of life and use equipment with artificial intelligence, the ability to use the maximum opportunities of "smart green" city by most citizens. inclusion and special needs.

For the reconstruction of Ukrainian cities, this model can be supplemented by a generalized indicator of innovation (In), characterized by the share of financial investments in the structure of total investment in science and technology (Na), which can be further determined by the number of patents, licenses and research objects (Ii), which can be calculated by calculating the share of innovation projects (planned over the past 10 years) in the structure of the overall structure of infrastructure development, development of innovation business (Bi)

in the overall structure of entrepreneurship, freedom index (S_i) forms the function of innovation (f) for a certain period of time (t).

$$In = \frac{(\sum_{i=1}^n (In+Ii+Bi+Si)f)df}{dt} \quad (1)$$

If x, y is $(0; \infty)$; z, p is $[0; 1]$, the state variables change in discrete time, according to the recurrent environment, when the next iteration for each indicator is characterized by certain changes (g) that can describe the stability of the settlement.

$$g(x, y, z, p) = \frac{z}{1-z} e^{dz^p - wf(x,y,p),i} \quad (2)$$

According to the Wonderland model, there are 15 more parameters in the solution, one of which is w, d, p , which show demographic changes in society and other indicators, however, this model offsets innovative changes that are fundamental in designing a new city.

The responsibility of every city dweller is to create social cybersecurity together with other cybersecurity systems and protect the new city, based on increasing the cultural and educational potential of residents, everyone's interest in improving the quality of life, creating opportunities for realizing their potential, digitalization of the economy. Along with the launch of complex automated infrastructure facilities and systems, the number of people with specialized education and paid for improving the quality of the city will increase, which will also affect the responsibility of the population for actions in the city and can promote educational courses on development, management, using the latest technologies.

Improving the quality of life of the population is also accompanied by increasing financial security and increasing the level of gross domestic product per capita.

There is a need to change cultural orientations aimed at intolerance of corruption and the desire of each individual to increase the function of public welfare through democratization and transparency of relations between economic entities. It is offered to each enterprise of the "green" city at registration of signing of the "Anti-corruption declaration" which non-observance of points of which leads to administrative and criminal responsibility, the system of penalties and penalties is developed. At the same time, it is necessary to create an incentive system for enterprises with zero levels of corruption by reducing the tax burden and creating special conditions for international development. All data on income and property rights of residents and employees of the city must be open and constantly updated to monitor economic activity. All this should be accompanied by an increase in trust in law enforcement and local authorities, which would operate in the "green" city on the rights of autonomy for the better development of these territories for at least the first five years of the settlement in the postwar period.

Conclusions. In Ukraine, after the war, some settlements were destroyed and it is impossible to restore them, except for complete reconstruction, so the principles and recommendations for future implementation at the end of the military conflict, related to the restoration of affected areas all aspects of life. The basic principles of building Ukrainian cities

in the postwar period are based on reducing risks to society, environmental friendliness, maximizing public welfare, strategic planning, using the latest developments and coordinated work of management and residents, transparency, maximizing freedoms and responsibilities for all businesses.

The concept of future cities was based on the Wonderland model, which is integrated and has a long-term positive effect, which will increase the amount of benefits for each individual in society and promote the development of both the city and the state as a whole.

The reconstruction of Ukrainian cities is also proposed to be based on a system of "smart digital green" cities with the possibility of constant modernization, which are partially used in developed countries and meet the principles of energy efficiency, environmental friendliness, economy, social orientation.

Thus, in the vicinity of cities it is proposed to build national parks and leisure areas, which will improve the environmental condition of regions and can bring profits through economic activities, while the city itself should be as technological and innovative, which can be promising in attracting investment for international companies, funds and investors.

REFERENCES

1. Ali, W. H., & Uduku, O. Passive Façade Retrofit in War-Affected Dwellings in Syria.
2. Goniewicz, K., Burkle, FM, Horne, S., Borowska-Stefańska, M., Wiśniewski, S., & Khorram-Manesh, A. (2021). Вплив війни та конфліктів на інфекційні хвороби: швидкий огляд історичних уроків, які нам ще належить засвоїти. *Сталість*, 13 (19), 10783.
3. Cudečka-Puriņa N, Atstāja D, Koval V, Purviņš M, Nesenenko P, Tkach O. (2022). Achievement of Sustainable Development Goals through the Implementation of Circular Economy and Developing Regional Cooperation. *Energies*, 15(11), 4072. <https://doi.org/10.3390/en15114072>
4. Koval, V., Borodina, O., Lomachynska, I., Olczak, P., Mumladze, A., & Matuszewska, D. (2022). Model Analysis of Eco-Innovation for National Decarbonisation Transition in Integrated European Energy System. *Energies*, 15(9), 3306. <https://doi.org/10.3390/en15093306>

SUSTAINABLE DEVELOPMENT AND GREEN ARCHITECTURE AS A NECESSITY FOR TODAY

Ani Edzveradze

GTU student

Email: aniedzveradze24@gmail.com

Today, as never before, fresh air and the environment have become crucial and compulsory. Nature is our home and one of the main determinants of our existence and quality of life, so a close connection with nature and its protection and preservation is one of the main challenges and a given need. Every epoch has its own urgency and accent, and the main focus of the 21st century is the introduction and implementation of green architecture and harmony with nature. Otherwise, the question arises - will the biosphere be able to survive humans in a few decades? Therefore, it is necessary for not only architects and urban planners but also representatives of other professions to take care of and contribute to the development of ecology and greenery. It is necessary to activate the media, develop quality technologies and at the same time increase the level of knowledge. When we talk about the strategy of saving humanity, one of the main driving forces of this strategy is ecological education. Man is a natural being, who lives in nature, and cannot exist without it and unlike other living beings has more ability to surpass the environment. Such aspirations are naturally embedded in human beings. Ecological education has a special place in the protection, preservation, and improvement of the environment, not only of public institutions but also of each individual.

The formation of the ecological culture of the individual should become part of the activities of the whole education system. Based on the current situation in Georgia Sustainable development is especially important when Georgia has naturally and climatically diverse resources, but today, unfortunately, the level of public awareness and responsibility is quite low, as these issues are not properly addressed in our educational or media agenda. The development of world technical progress, population growth, and irrational use of the Earth's resources led to an ecological catastrophe, which requires an immediate solution from the local level to the international one. It depends not on the life of the single city, but on humanity as a whole. In recent years, the sustainability concept has become a common interest of numerous disciplines. The reason for this popularity is to perform sustainable development.

The Concept of Green Architecture, also known as "sustainable architecture" or "green building," is the theory, science, and style of buildings designed and constructed in accordance with environmentally friendly principles. Green architecture strives to minimize the number of resources consumed in the building's construction, use, and operation, as well as curtailing the harm done to the environment through the emission, pollution and waste of its components. To design, construct, operate and maintain buildings energy, water and new materials are utilized as well as amounts of waste causing negative effects on health and the environment is generated. In order to limit these effects and design environmentally sound and resource-

efficient buildings; “green building systems” must be introduced, clarified, understood, and practiced. Sustainable and eco-friendly architecture is one of the main aims that humans for creating a better life have made as to the ultimate model for all their activities. For this reason, moving towards a greener architecture is well-thought-out the main goal of the present architecture of our time (Mahdavinejad, 2014).

At the rate the development needs of this world is using the scarce and limited resources found on the earth, it is becoming obvious that unless there are major changes to Man's thinking and behavior, the future of civilization as known today is dubious. This complex subject has no straightforward solution, especially considering that sustainability is a goal for all to reach as they continually strive to reach it. Green architecture produces environmental, social, and economic benefits. Environmentally, green architecture helps reduce pollution, conserve natural resources and prevent environmental degradation. Economically, it reduces the amount of money that the building's operators have to spend on water and energy and improves the productivity of those using the facility (Thomas, 2009). It is known that a properly designed bioclimatic house reduces heating costs by 75% which only increases the construction budget by 5-10 percent. Green architecture is not a field of luxury, greenery has always been a natural source of livelihood and demand for human beings. At the same time: “Vegetation, as we know, softens the temperature of the climate Variability due to proximity to the earth's surface and reduces solar radiation Thermal action. Green plants lower the air temperature by 1.5 - 2.5 Degrees, the intensity of solar radiation by 40-50%, air pollution by 25- By 40%.In addition, landscaping the area increases the relative humidity of the air By 7-12%. Planting trees in the right places and using their shade is one of the healthiest ways to protect your home.” (Tevzadze, 2005)

From the current situation, covid-19 has really shown us the importance of nature and the environment. COVID-19 can be seen as a ‘late lesson’ from an early warning. Environmental degradation increases the risk of pandemics. COVID-19 emerged and escalated through the complex interplay between drivers of change, such as ecosystem disturbance, urbanization, international travel, and climate change. The pandemic has shown that our societies have immense potential for collective action and change when faced with a perceived emergency.

Therefore, we must all feel our own responsibility to our home, to the earth, and contribute to its sustainability and survival. All this is vital and necessary not only for us but also for the next generation. It is time to act.

REFERENCES

1. Goldstein, J.R. and Lee, R.D., 2020. 'Demographic perspectives on the mortality of COVID-19 and other epidemics', *Proceedings of the National Academy of Sciences of the United States of America* 117(36), pp. 22035-22041
2. Tevzadze, "Fundamentals of Architectural Planning - Climatic Conditions" , GTU-2005
3. Strand, R., Kovacic, Z., Funtowicz, S. (European Centre for Governance in Complexity), COVID-19: lessons for sustainability? <https://www.eea.europa.eu/publications/covid-19-lessons-for-sustainability>
4. Peters, G.P., et al., 2012, 'Rapid growth in CO₂ emissions after the 2008-2009 global financial crisis', *Nature Climate Change* 2(1), pp. 2-4.
5. Kraus, S. and Koch, N., 2021, 'Provisional COVID-19 infrastructure induces large, rapid increases in cycling', *Proceedings of the National Academy of Sciences of the United States of America*, 118(15), e2024399118
6. IPBES, 2020, Workshop report on biodiversity and pandemics of the Intergovernmental Platform on Biodiversity and Ecosystem Services, Daszak, P., et al., IPBES Secretariat, Bonn, Germany
7. https://www.matec-conferences.org/articles/matecconf/pdf/2018/52/matecconf_esci2018_01033.pdf
8. <https://www.sciencedirect.com/science/article/pii/S1877042815062552>
9. <https://www.eea.europa.eu/publications/covid-19-lessons-for-sustainability>

DEVELOPMENT OF THE LOGISTICS SYSTEM OF INLAND WATER TRANSPORT OF UKRAINE

Iryna M. Zaporozhets

*Candidate of Technical Sciences, Associate Professor
Admiral Makarov National University of Shipbuilding, Mykolaiv, Ukraine
E-mail: iryna.zaporozhets@nuos.edu.ua*

Antonina B. Trushliakova

*Candidate of Economic Sciences, Associate Professor
Admiral Makarov National University of Shipbuilding, Mykolaiv, Ukraine
E-mail: antonina.trushliakova21@gmail.com*

Historically, inland waterways (IW) meet the needs of mankind for cargo and human transportation. IW are an important and integral part of both domestic transportation and play a significant role in international transportation. Most of humanity lives near river deltas and coastal areas.

The use of waterways for the transportation of goods remains a relevant type of cargo transportation, given the fact that the globalization of the economy leads to a steady increase in the total volume of cargo transportation.

Ukraine has a powerful system of waterways connected by sea with the river arteries of Europe through inland waterways. The Association Agreement between Ukraine and the EU obliges us to constantly improve the state regulation of inland water transport. Currently, Ukraine works closely with the European Commission and international organizations to develop a mechanism for the development of inland waterways. The main areas of cooperation include the following steps:

- development of a strategy for the development of river transport in cooperation with the EU;
- inclusion of river transport in the system of multimodal transportation and network of priority transport routes;
- implementation of the norms of European law in the direction of inland water transport to the national legislation.

Ukraine has adopted the Law on Inland Water Transport (1054-IX dated 03.12.2020), which regulates relations in the field of inland water transport, use of ships, inland waterways, determines the legal regime of river ports and terminals, inland water transport infrastructure. The Law states that inland waterways are surface waters (except for seaports, navigable canals and inland waters), classified by the Cabinet of Ministers of Ukraine in the prescribed manner to the category of navigable [2].

Accordingly [2], inland water transport is a type of transport to which vessels belong, business entities that carry out and provide the transportation of goods, passengers, luggage and mail mainly by inland waterways, is used for fisheries activities, provide other services

using inland navigation vessels, ensure navigation on inland waterways, maintain infrastructure facilities of inland waterways, carry out navigational and hydrographic support for navigation.

Water transport of Ukraine is divided into sea and river transport. The State Management of water transport in Ukraine is carried out by the Ministry of Infrastructure of Ukraine and the State Inspectorate for Safety in Maritime and River Transport.

The main inland waterways of international importance, defined by the European Agreement, are the Danube (P80), Dnieper (P40), Dniester (P90) rivers.

The Danube River belongs to the river shipping routes of the highest category. Ukrainian ports are located on the Danube (Reni, Izmail, Ust-Dunaisk). The “Danube-Black Sea” deep-sea waterway is included in the List of Inland Waterways of International Importance (waterway category E 80-09) of the European Agreement on the Most Important IW of International Importance. The Danube IW includes:

- from the border of Ukraine and Moldova to Cape Izmail Chatal (54.0 km, Waterway E 80, Class VII - according to the UNECE classification) – international route;
- from Cape Izmail Chatal- Kiliya distributary channel and Old Istanbul to the estuary of the Bystre (105.0 km, Waterway E 80-09, Class VII – according to the UNECE classification);
- The Bystre estuary and sea channel (12.9 km, Waterway E80-90, Class VII – according to the UNECE classification) [13].

The infrastructure of the Dnieper River includes 6 locks, 16 river ports, port stations, terminals. The total length of the Dnieper River is 2220 km. The development of river transport on the Dnieper River will make it possible to revive shipbuilding and ship repair.

The issues of construction and operation of transport vessels and use of inland waterways are a necessary support for the development of the country's economy and for the world economy. The use and continuous development of inland waterways have significant competitive advantages in the transportation of goods over a considerable distance, which also considers the factors of safety, sustainability, economic efficiency compared to other types of transport.

An important factor in the competitiveness of inland waterways is reliability and environmental friendliness. Modern technologies for the construction and operation of vessels make it possible to implement projects with “clean”, highly environmentally friendly engines that significantly reduce emissions into the atmosphere.

The Law of Ukraine “On Inland Water Transport” is the basis for recovering the development of shipping and shipbuilding in the country, and recovering of which can guarantee the state an economic breakthrough. Inland waterways of Ukraine have a high navigable potential, the length of which is 6200 km suitable for exploitation [12]. Through the rivers of Ukraine, 10-12 million tons of cargo per year can be transported. Modern infrastructure of river berths is used for 10-15% of its capacity, as it does not meet modern international technical standards. There are certain problems of water transport in the country, and it should also be added that significant taxes and fees have reduced transportation by river freight

transport and passenger transportation at times. More than 200 medium and large vessels [11] owned by Ukrainian shipping companies operate under a foreign flag. There is currently no state support for the shipbuilding industry. As a result, only 3% of cargo in Ukraine is transported by water.

Ways of development of inland water transport:

- Transport routes of the Dnieper (P40), Dniester (P90), Danube (P80) rivers are identified by the EU as the most important inland routes and are rivers of international importance;
- Revival of the E40 river route connecting the Black and Baltic Seas through the Dnieper-Vistula corridor. This route will restore the competitiveness of river transportation, bring logistic relations with the EU to a qualitatively new level, and as a result, resume navigation on inland waterways through the development of shipbuilding in the country;
- Restoring the competitiveness of shipping creates investment attractiveness for shipbuilding. Shipbuilding develops related sectors of the economy, where the creation of one workplace in the shipbuilding industry creates 8 workplaces in related sectors of the economy. The transfer of cargo from the road to the river allows unloading and have significant savings on road repairs.

REFERENCES

1. The Law of Ukraine "On Sea ports of Ukraine" of May 17, 2012 № 4709-VI (Revised as of January 1, 2022)
2. The Law of Ukraine on Inland Water Transport, 1054-IX dated 03.12.2020.
3. White Paper on Efficient and Sustainable Inland Water Transport in Europe. 63rd session, Geneva, 2019.
4. Water transport of Ukraine. Available at: https://uk.wikipedia.org/wiki/%D0%92%D0%BE%D0%B4%D0%BD%D0%B8%D0%B9_%D1%82%D1%80%D0%B0%D0%BD%D1%81%D0%BF%D0%BE%D1%80%D1%82_%D0%A3%D0%BA%D1%80%D0%B0%D1%97%D0%BD%D0%B8
5. Shipping company LLC "Ukrferry". Available at: <https://uk.wikipedia.org/wiki/%D0%A3%D0%BA%D1%80%D1%84%D0%B5%D1%80%D1%80%D1%96>
6. Shipping company "Ukrichflot". Available at: <https://urf.ua/>
7. PJSC "Ukrainian Danube Shipping Company". Available at: https://uk.wikipedia.org/wiki/%D0%A3%D0%BA%D1%80%D0%B0%D1%97%D0%BD%D1%81%D1%8C%D0%BA%D0%B5_%D0%94%D1%83%D0%BD%D0%B0%D0%B9%D1%81%D1%8C%D0%BA%D0%B5_%D0%BF%D0%B0%D1%80%D0%BE%D0%BF%D0%BB%D0%B0%D0%B2%D1%81%D1%82%D0%B2%D0%BE
8. Shipping company LLC JV "Nibulon". Available at: [https://uk.wikipedia.org/wiki/%D0%9D%D1%96%D0%B1%D1%83%D0%BB%D0%BE%D0%BD_\(%D1%81%D1%83%D0%B4%D0%BD%D0%BE%D0%BF%D0%BB%D0%B0%D0%B2%D0%BD%D0%B0_%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D1%96%D1%8F\)](https://uk.wikipedia.org/wiki/%D0%9D%D1%96%D0%B1%D1%83%D0%BB%D0%BE%D0%BD_(%D1%81%D1%83%D0%B4%D0%BD%D0%BE%D0%BF%D0%BB%D0%B0%D0%B2%D0%BD%D0%B0_%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D1%96%D1%8F))

9. LLC «Argo Shipping Group». Available at: https://uk.wikipedia.org/wiki/Argo_Shipping_Group

10. Shipbuilding industry of Ukraine. Available at: https://uk.wikipedia.org/wiki/%D0%A1%D1%83%D0%B4%D0%BD%D0%BE%D0%B1%D1%83%D0%B4%D1%96%D0%B2%D0%BD%D0%B0_%D0%BF%D1%80%D0%BE%D0%BC%D0%B8%D1%81%D0%BB%D0%BE%D0%B2%D1%96%D1%81%D1%82%D1%8C_%D0%A3%D0%BA%D1%80%D0%B0%D1%97%D0%BD%D0%B8

11. Explanatory note to the draft Law of Ukraine dated March 7, 2018 № 2475a-4 On inland water transport. Available at: <https://ips.ligazakon.net/document/GH1WR7LA?an=11>

12. Center for Transport Strategies. Available at: <https://cfts.org.ua/blogs/rozvitok-vnutrishnikh-vodnikh-shlyakhiv-doroga-do-evrointegratsii-251>

13. State Commission of Ukraine on Mineral Reserves. Available at: <https://www.dkz.gov.ua/ua/140-dev-yata-sesiya-ekspertnoji-grupi-eek-oon-z-klasifikatsiji-zapasiv-i-resursiv-korisnikh-kopalin-unece-resource-classification-week-2018>

PECULIARITIES OF HUMAN RESOURCE MANAGEMENT IN THE BANK SYSTEM

Khatuna Shalamberidze

*Doctor of Economic, Associate Professor
Akaki Tsereteli State University*

Sopo Mikabadze

*Doctor of Business Administration, Assistant Professor
Akaki Tsereteli State University*

Irine kopaliani

*Doctor of Business Administration, Invited Professor
Akaki Tsereteli State University*

Abstract. Management of human resources is a significant direction for the bank system. As it is tightly connected to increasing the income of the business. Today one of the main issues is that the banks need professional staff. To keep the best employees in the company, they should be treated properly. In that case, the bank depends on three directions to improve and keep the mentioned persons there – education, the relationship between the employer and the employee, and factors that affect the working environment.

In the present work, there is discussed the history of the origin of human resources, what roles it has in modern companies and what should Georgian banks can do to improve their companies' proper functioning. Here is figured out what problems Georgian banks meet today.

In the end, here are given conclusions-recommendations to be improves Georgian sector human resource management.

Introduction. Knowledge and application of the fundamental principles of banking management are important for the development of the banking business. As we know, management is a market model of economic management, which is focused on maximizing profits, while banking management is a scientific system of management of banking activities and personnel employed in the banking sector. It is based on the scientific methods of management concretized by the practice of conducting banking activities.

Human resource management policy is characterized by a number of features in the banking system, which are mainly related to the economic situation of the country.

The history of human resource management began under the name of personal administration in the United States in the 1920s, although functionally even then it meant structuring the company relationship. Formerly, the human resources manager was also called the "welfare secretary".

Today, the main challenge for all organizations is the need for professional staff. In this process, the human resources manager has a crucial responsibility. It ensures the management of labour relations between employees and the company. Coordinates the administra-

tive functions of the organization, and the smooth running of communication, which is reflected in the overall productivity and results of the company. Says British business tycoon Richard Branson: "Teach as much as you can go, but behave so that you do not want to". According to him, the reason for a correct and loyal attitude towards the employee should not be just striving for the success of the company, it should be done by the organization because of the professional appreciation and mutual respect of the staff [1].

Human resource management is a continuous cycle that includes human resource planning, selection, job management and development. Effective management of human resources ensures the achievement of organizational goals based on the skills and abilities of employees [2].

The practice of human resource management is complicated by the specific mentality of a significant number of employees, the most negative facts for the average senior staff can be attributed to An insufficiently responsible approach to both the employer and the service as a whole; Unwillingness to take responsibility for a particular decision; In a market economy, ignorance of the demands placed on employees, including attitudes towards wages, not just for the work done but for taking the place at the job; Low level of regional staff mobility that hinders market formation; High level of social activism, propensity for covert and direct conflict with the administration.

The functioning of a bank is impossible if its employees do not have the necessary skills, written and unwritten laws, and do not choose a defined attitude towards their work, the bank, customers and colleagues. It is precisely these skills, views, norms of behaviour, and rules of the organization that create the organizational and effective functioning of the bank. All of these features of human resources must be taken into account when organizing a particular operating subsystem [3].

Discussion. The success of a bank depends on the following factors: 1. Education, in particular: the introduction of new methods of work - technology. In order to use high-tech processes not only for money transfer and accounting production but all levels of staff must also be trained accordingly. These technologies include electronic information systems, word processors, and publishing systems (modern information technologies). This includes raising the professional qualifications of the Bank's staff within the framework of the Continuous Development Program for staff training and retraining. In addition, to in-house training on "mandatory" banking products and procedures, the Bank should periodically outsource training to all companies on important issues such as, modern management methods, time management, negotiation strategy, effective communication, sales, emotion management, and crisis management. All these training services staffs to develop the skills of the bank that are important for the successful performance of the duties assigned to them. It is a fact that conducting this type of external training is associated with quite solid financial costs for the full staff of the bank, but the purpose of the training justifies this cost.

2. The relationship between the employer and the employee, in particular, the control of the bank's human resources, provides for the maintenance of the balance between

incoming and outgoing staff, which is necessary for the optimal management of the banking business. It is noteworthy that modern legislation provides that an employee may not be unfairly dismissed after a probationary period. The growing role of trade unions abroad is leading to the development of labour legislation that protects the interests of employees. It is important for the bank to be able to maintain a highly efficient staff in both managerial and ordinary positions. Periodic turnover is typical for the staff, however, if it is beyond reasonable limits and simply put, there is a shortage of staff in the bank, it indicates that the bank's human resource management policy should be reconsidered. It is a fact that after working in the same position for 5-10 years, an ordinary employee loses motivation and it is less effective for the bank, but the right human resource management policy means to see the skills of employees with long experience that will make him more effective in another position. Will be used properly and will increase employee motivation. On the one hand, the employee should have a sense of stability, and on the other hand, the opportunity to receive innovation and realize oneself there.

3. Factors affecting the working environment - external factors:

- * Income level - If there is a high demand for banking products and services, employees expect managers to be able to increase their pay levels.
- * The level of competition - if it is high, it affects the ability and willingness of the bank - to provide themselves with high monetary rewards.
- * Unemployment rate - affects employee relations to work.
- * Legal restrictions - will be able to affect all participants.

- Technological factors:

- * The human capital capacity of the banking business determines the importance of remuneration as a cost factor.
- * Key staff - If the staff involved in the negotiations is vital to the normal functioning of the bank, then this will affect the seriousness of any dispute.
- * The pace of technological change - matters for future employment levels.

- Historical factors:

- * Personnel history - in the employees of the bank and its branches.
- * Management style.
- * Negotiation style.
- * Local culture.

Every organization is characterized by its own philosophy and principles, problem-solving methods, its own business practices, code of values, as well as its own system of internal relations. The organizational culture of the bank is related to the values, beliefs, traditions, work style and internal environment of the organization [4].

Modern fast-changing time management is a very difficult task that cannot be successfully performed based on simple and dry formulas. The manager employed in the management job must simultaneously take into account both the general truths and the great

importance of the many variations due to which one situation may differ substantially from another.

The bank, which is characterized by offering the perfect banking product to the client, pays special attention to its achievements and advantages in order to present itself. The bank's corporate culture is result-oriented, while management activates employees to get the job done better. It becomes important to single out and encourage employees who strive for high results.

The top management of the bank encourages those who are confident in their ideas, those who have the ability - to overcome the bureaucratic barrier, to create a new product. The bank organizes a campaign aimed at making each successful employee feel like an organic part of the bank. Some banks emphasize the importance and status of each employee. Decently value their hard work. Some banks hold corporate meetings once in every three months. Employees share experiences and ideas to succeed. It can be said that perfection is a complex system consisting of practical methods, words, symbols, management styles, values and political faces, combined with the work of ordinary people to achieve the desired result.

The secret to successful strategic management is simple: Develop a good strategic plan, use it, implement it, and get results. But, difficult - is its performance.

A human resource management strategy is a vision of how to manage staff so that the bank achieves the planned results and a set of solutions that should increase revenue and change the behaviour of bank members, therefore, a human resource development strategy should be involved not only human The resource manager, but also the wide circle of the bank's top executives, insofar as it is necessary for the human resource management strategy to be integrated with the bank's strategy.

Communication is the most important factor for the development of the bank. It is especially significant in the relationship between managers and their subordinates. Managers in Georgian banks mainly use such means of communication like e-mail, telephone, meetings and others. In banks, only a small proportion of employees think they are partially involved in this process. Making the right decisions depends on managing (decision-making) the process properly. Collegial structures, working groups and commissions are an important means of involving employees in this process. Working together, employees make better use of their competencies. This means, on the one hand, making better decisions and, on the other hand, involving employees and increasing motivation. All this significantly enhances the sense of self-realization of employees. In this regard, it is important that the Bank's human resource management department develops a scheme that simplifies and actually makes it possible for an ordinary employee to raise a certain issue, or problem, and also to hear his or her vision for solving that problem. All new ideas named by the employee should be encouraged, with a different perception of the problem vision and an individual way of solving it.

For ordinary employees of the bank, who are the absolute majority of the total staff of the bank in terms of quantity, it is very important for them to be personified by the employer company. To achieve this goal, focus groups may be set up within the bank, bringing together

employees from different positions. They will work on a specific issue for a period of time. The results of the group work will be discussed with the top managers, where all the staff working on the issue will be represented and will be given the opportunity to discuss the issue worked out by them. In today's reality when online platforms are very actively used in the day-to-day operations of the bank, this process is much easier to organize. At the same time, when discussing openly with management in similar online meetings, the emotional tension of lower-level employees is much lower, which helps them to openly express their opinion and position.

In general, the larger the banking institution, the more difficult it is to communicate effectively with vertical subordinate employees in this format. Which is evidenced by the reality of our country's banking sector. Most of the staff employed in relatively small banks know each other personally, including members of the top and top management. Dating in person simplifies communication between employees. Which has a positive effect on the level of employee satisfaction, efficiency, and high loyalty to the company and ultimately it reflects on the results. However, this does not really mean that staff at a relatively small bank are more loyal to their company than at large banks. Banks are well aware that a loyal employee is one of the most important tools for attracting and retaining a bank's customers, and in this regard, the bank's human resource management direction works really effectively. However, staff at large banks lack a highly personalized perception, which may lead to conflict between themselves and their immediate supervisor. It is therefore important to develop different models of how all interested ordinary employees get tangible and perceptible co-operation in solving issues important to the bank.

For example, research has shown that support for human resource management by various commercial banks is provided through the **PREDICTIVE INDEX** system. Within the framework of this project, Pasha Bank was equipped with a human resource management platform - Predictive Index. This platform enables Pasha Bank to effectively select and hire employees, increase their involvement, develop a team, discover the potential in existing employees and manage conflicts. Business consulting company PMO **Predictive Index** is the exclusive partner in the Caucasus, as well as Constanta Bank, has developed a strategic plan for various departments. During the project, project management skills were raised at the departmental level. In the first stage, the details of the organization's strategy were observed to assess the capabilities of the organization. As a result, shortcomings were identified that hindered the implementation of the strategic plan. Based on the findings, a project management training module was developed to train the employees of the organization, as well as project management standards were created in the organization. Assisted staff in project management. In the final phase of the project, for three months, a team of consultants oversaw the implementation of the plan, holding weekly meetings with bank representatives to assist in project management [5].

The analysis of human resource management systems in the Georgian banking sector has shown that the roles, powers and responsibilities are distributed among the performers not so purposefully and according to their functions. Significantly, this is due to the high level

of utilization of staff capabilities and skills, which is why it is not always possible to fully solve the strategic tasks of high-quality management and development.

Often, important human resource management issues are not even considered by those in charge of the management structure of the organization. Due to all this, the bank suffers certain types of losses: the provision of highly professional staff is hindered, the current banking processes are hindered, strategically important issues are not resolved in time, the positions in the banking market are weakened and finally the bank fails to reach its target.

Thus, a human resource management strategy, as well as specific initiatives derived from it, is effective only if it is consistent with the overall strategy of the organization, and its goals, and helps the organization achieve its mission. Without a well-thought-out strategy (meaning both a general organizational strategy and a human resource management strategy), an organization is doomed to failure, as its activities will be irrational and unsystematic, and resource expenditure will be inappropriate and ineffective.

Conclusion-recommendation. In order to improve the management of human resources in the banking sector of Georgia, we consider it expedient with the measures already mentioned:

- Bring the human resource management strategy in line with the Bank's overall strategy;
- Establish an organizational structure in the bank based on a thorough understanding of the purpose and proper planning of key processes to ensure maximum use of staff capacity to effectively manage ongoing processes and implement strategies;
- Implement such an effective human resource management policy in the bank, will have a direct positive impact on the employee's qualities, such as involvement in management processes, increase motivation, rational distribution of responsibilities among managers, etc., which will contribute to the overall management of the bank (including human Resource management) quality improvement;

In order to improve the operational processes of human resources, the introduction of complex electronic systems of human resource management ensures the improvement of the quality of general management. Introducing human resource management software projects is important to enhance administrative efficiency, reduce costs, and improve service standards. Human resource management programs have integrated evaluation, motivation, as well as testing functions, which play a major role in the process of achieving the Bank's strategic plan. And, it is the duty of all employees to realize that a positive image of the bank is an important prerequisite for achieving the goals of the bank. The employee is obliged to constantly protect the interests and image of the bank in front of customers and partners.

REFERENCES

1. Digitaledu.ge, "Digitaledu.ge," 18 June 2019. [Online]. Available <https://digitaledu.ge/blog/ra-aris-adamianuri-resursebis-menejmentihrm/>. [Accessed 13 June 2022].
2. Public Service Development Agency "csb.gev.ge," 2022. [Online]. Available: <http://www.csb.gov.ge/navigations/%E1%83%A1%E1%83%90%E1%83%AF%E1%83%90%E1%83%A0%E1%83%9D-%E1%83%A1%E1%83%90%E1%83%9B%E1%83%A1%E1%83%90%E1%83%AE%E1%83%A3%E1%83%A0%E1%83%98%E1%83%A1-%E1%83%A1%E1%83%98%E1%83%A1%E1%83%A2%E1%83%94%E1%83%9B%E1%83%90/%E1%83%90%E>. [Accessed 13 June 2022].
3. Paichadze, N., Human resources management, Tbilisi: Ivane Javakhishvili Tbilisi State University, 2018.
4. Fuhrmann, R., "Return on Equity (ROE) vs. Return on Assets (ROA): What's the Difference?," Investopedia.com, 17 April 2021. [Online]. Available: <https://www.investopedia.com/ask/answers/070914/what-are-main-differences-between-return-equity-roe-and-return-assets-roa.asp>. [Accessed 13 June 2022].
5. PMO - Business Consulting, "Pmo-bc.com," 2022. [Online]. Available: <https://www.pmo-bc.com/ge/project/hr-support-with-predicative-index>. [Accessed 14 June 2022].
6. Shonia, Nana, et al. "Personal Management Challenges in Georgian Commercial Banks." *Problems of Management in the 21st Century* 13.1 (2018).

PROBLEMS AND PROSPECTS OF FINTECH DEVELOPMENT IN UKRAINE²

Ganna Iefimova

Doctor of Economic Science, Professor,

Email: hanna.yefimova@nuos.edu.ua

Andriy Labartkava

Candidate of Technical Science, Professor

Email: andriy.labartkava@nuos.edu.ua

Oleksiy Pashchenko

Candidate of Economic Science, Associate Professor,

Email: oleksiy.pashchenko@nuos.edu.ua

*Admiral Makarov National University of Shipbuilding,
Mykolaiv, Ukraine*

Recently, there are more and more new projects and companies in Ukraine that help to simplify and streamline financial processes and improve customer service. FinTech companies identify points of tension in business processes and offer their own products to solve these problems. The modern world fintech market is an extremely dynamic segment that combines advanced financial and technological achievements. Ukrainian fintech, despite its short period of existence, has all the trends in the world.

FinTech's domestic market regularly accepts new players, and foreign investors are willing to invest in Ukrainian FinTech projects. In addition, fintech industry conferences are held annually in Ukraine, including events such as UAFIN.TECH, FinRetail, Digital Lending and the Business Summit, which helps to keep abreast of the latest fintech developments. The Ukrainian Association of Fintech Companies and Innovative Companies (UAFIC), which aims to promote the development of the domestic financial technology ecosystem, has published its study of the Ukrainian financial technology market for 2021 [3]. There are more than 200 FinTech projects in Ukraine now, with more than 50% started in the last 5 years. According to UAFIC, another 20 domestic FinTech projects will be launched in 2022. About 63% of Ukrainian fintech companies operate in the Ukrainian market, and 78% of them plan to enter the foreign market. 79% of companies are based in Kyiv. Approximately 13 thousand people are employed in the fintech industry, ie about 6.1% of the total number of Ukrainian IT workers [2].

Ukraine, as a potentially promising fintech market, has yet to take a number of important steps to become one of the most important innovation hubs in the European space. In particular, implement legislative initiatives in the fintech environment, primarily the EU Directive PSD2, which will expand the ecosystem of financial services. Implementation of PSD2 will also create conditions for the introduction of remote user identification, which, according to both fintech companies and banks, is one of the main obstacles to the development of the fintech industry in Ukraine. Banking institutions should be focused on developing advanced

² within the project "Digitalization of the economy as an element of sustainable development of Ukraine and Tajikistan" (DigEco) 618270-EPP-1-2020-1-LT-EPPKA2-CBHE- JP

APIs and providing acceptable conditions for interaction with fintech companies interested in creating products that are attractive to both users and banks. It is important to introduce an effective mechanism to protect the rights of consumers of fintech services to strengthen the responsibility of banks and non-banking institutions for the quality of services provided. The formation of favorable conditions for the creation and further development of fintech companies and increasing the level of financial inclusion in the Ukrainian market, free access of the population to the use of financial products and services on the basis of adequate tariffs and legal support remains urgent [1].

Priority is given to solving the problem of attracting capital from external sources of funding, which is possible by reducing the risk of domestic projects through economic stabilization of the country, overcoming corruption and improving the judiciary.

In Ukraine, there is no full-fledged interaction between traditional representatives of the banking sector and flexible fintech companies. The reasons for this are in both sectors. If you take the banking system, historically almost none of the Ukrainian banks was created as a banking business, and, as you know, traditional (non-digital) operating models are difficult to transform. On the other hand, Ukrainian fintech companies look like modern and very interesting "products" of the market. Given the territory of the country and the population, one could expect a much larger number of projects operating in the market and significant attention to the client audience. However, there are about 120 projects, including infrastructure developers, and most of them are focused on the corporate market. This situation is due to a number of factors: general distrust of financial services combined with lack of financial literacy, lack of capital for development, reluctance of traditional banks and private corporations to use these new technologies and approaches and almost complete lack of capital markets in the country.

In general, this is characterized as a "weak domestic market". With weak demand and disposable income within the country, it is known that it is difficult to test business models and start earning. Such startups are forced to test their strength in foreign markets. However, penetrating these markets without a stable «home» business situation and extremely limited funding for marketing processes is equally difficult. Significant marketing costs mean the need for third-party investment capital, but investors are reluctant to invest in unproven business models. Only a small number of entrepreneurs can get out of this vicious circle by moving through a combination of self-financing, progressive, customer-oriented thinking, and simple luck. Given these unfavorable market conditions, we believe that the number of fintech players in the market (albeit small in absolute terms) and the speed of their scaling should be seen as a victory and a clear path in the right direction.

Regulatory reform is also critical in many areas, the most important of which are:

- 1) implementation of the Second EU Payment Service Directive (PSD2) as absolutely necessary to provide the legal and technological basis for a number of financial services that do not exist in Ukraine;

2) creating incubators is a great way to stimulate the rapid development of fintech projects, reducing the risk of violations of the law and ensuring the verification of business models;

3) access to capital, as the development of the financial sector is in dire need of external sources of funding, the lack of which is due to imperfect protection of intellectual property rights and the risks of the judiciary;

4) the cryptocurrency and alternative currencies market is still a challenge even for developed markets, but the legal framework is needed to bring numerous cryptocurrency projects into the legal field and enable them to interact with traditional financial service providers.

Equally important is the continuous work of all stakeholders to find common ground and share knowledge. Banks need to face the realities of the digital age and develop long-term technology-oriented strategies, even if this means cutting margins in the short term. Fintech companies must stop overestimating themselves and start sharing experiences with the "old-timers" of the market. In this case, both camps will benefit from mutual support. Currently, market growth is less dependent on competition and more on raising awareness of the problems and technologies that can solve them. With improved access to capital, stabilization of the economy, renewal of the legal framework and more traditional players in the financial services market using new technologies, Ukraine is likely to grow rapidly in a sector that already outperforms any other high-tech industry in the domestic market.

REFERENCES

1. PSD2 в Україні: що це та як вплине на банки та ІТ [PSD2 v Ukraini: scho tse ta iak vplyne na banky ta IT] URL: <https://ua.software/blog/psd2-v-ukraini-shcho-tse-ta-iak-vplyne-na-banky-ta-it.html>

2. Ukrainian Association of Fintech and Innovation Companies: Market Map. URL: <https://fintechua.org/en/market-map>

3. Ukrainian Fintech Catalog 2021. URL: <https://drive.google.com/file/d/1muA2397xKPsbQEM86Ws8fTame-3jplif/view>

FOREIGN TRADE STATISTICS AS THE MAIN CATALYST FOR IMPROVING MARITIME LOGISTICS IN GEORGIA

Nino Abesadze

Associate Professor

Ivane Javakhishvili State University, Tbilisi, Georgia,

Email: nino.abesadze@tsu.ge

Natalia Robitashvili

Associate Professor

Batumi Shota Rustaveli State University

Batumi, Georgia.

nato.robitchashvili@bsu.edu.ge

Otar Abesadze

Associate Professor, Caucasus University, Tbilisi, Georgia.

Email: o.abesadze@gmail.com

Rusudan Kinkladze

Associate Professor

Georgian Technical University

Tbilisi, Georgia. Email: r.kinkladze@gtu.ge

At the modern stage of society development, proper logistics plays an important role when it is necessary to manage the connection between production and the primary market in the conditions of the established conjuncture. Coordinating activities to manage to create solid guarantees for meeting the customers' needs at the lowest price while delivering goods, services, product movements, and products to customers is focal. Audibly, managing a market economy is not easy. Situational analysis and demand management of the main proportion of market-based conjuncture requires relevant market statistics, which can be the basis for making the proper decision. The above-mentioned factors are especially significant during force majeure situations, such as pandemics and lockdowns, which are so common nowadays. That is why 2020 was a year of extreme changes and transformations in public relations, not only in Georgia but all around the globe. People's lifestyles have drastically changed. Online platforms replaced live communications. Therefore, against the background of market conjunctural changes, trade relations and market statistics altered. Due to the worldwide nature of the problem, coordinated actions on a global scale are necessary to overcome the economic difficulties caused by the pandemic. Only by promoting free trade countries will be able to use their comparative advantage more or less successfully to alleviate the effects of the pandemic economic crisis (Papava, 2020). Per the current market condition, the population needs are met mainly by imported and partially by locally produced products. Imported products enter the country in various ways, a large part of which belongs to maritime transport. That is why in the current circumstances, it is inconceivable to develop foreign trade relations without proper Maritime logistics. Quantitative parameters of maritime trade flows

are improving every year. During the lockdowns and the pandemic, this was arguably the most successfully functioned area. Currently, Georgia is the beneficiary of the Generalized System of Preferences (GSP) with the following countries: the European Union, the USA, Japan, Canada, Switzerland and Norway. The main essence of GSP is to set low base tariff rates on products imported from beneficiary countries, which simplifies the entry of exports from developing countries into the developed markets. In addition, according to the Georgian legislation, exports and re-exports from Georgia are exempt from taxes. Since 1 September 1997, Georgia applies value-added tax to the destination country, and exports from Georgia are exempt from VAT. According to the Tax Code of Georgia, rates of value-added tax and excise tax are equal for locally produced and imported products. In the current situation, the existence of proper statistics is significant. The accurate interpretation of indicators should be in full compliance with statistical ethics. Within the background of the globalization processes in the world economy, one of the principal preconditions for the development of the Georgian economy is the availability of high-quality statistical data depicting the integration processes. This surely means the perfection of the activity of the National Statistics Office and its maximum harmonization with the international standards. In-depth changes and rapid development of the social-economic life have made it necessary to see the theoretical issues of statistics in a new light and develop scientifically proven methodological principles compatible with practice.

Methodology. Both general (analysis, synthesis, induction, deduction, etc.) and specific statistical methods were used in the research process: observation, aggregation and analysis: mean values, ratios, variation analysis, dynamic sequences, selective observations, etc. Methods. The data were processed, and the indicators were calculated based on the computer program SPSS.

Results. At the current stage of globalization, Georgia is actively involved in international integration processes and, consequently, in the world economy through the integration of the national economy. The integration process is necessary as sustainable economic growth must guarantee the development of the country and contribute to solving the most acute social problems. (Gaganidze, Current issues of Georgia's export potential management., 2018). Nowadays, despite the improvement in export figures, the foreign trade balance is negative 5 834.7 million. USD, which accounts for 40.7% of foreign trade turnover.

According to 2021 data, 45.6% of trade turnover was realized by road, 37.7% by sea, and almost equal share of rail and air transport, which amounted to 6.3% and 7.7%, respectively.

Despite small percentage changes, this trend in dynamics has remained unchanged since 2016. Maritime transport holds one of the leading positions in trade relations since 2016. Compared with the previous year, maritime exports increased by 27% in 2021 alone and by 34.5% compared to 2019. The absolute growth trend is in sight, and according to the quarterly data for 2022, the growth trend is maintained. In the case of imports, the picture is a little different. If there was a 16% increase compared to 2020, a decrease of 7.5% compared to

2019 was observed, although this was also expected in the light of economic developments in the world.

What is the commodity structure of exports and imports by sea? What flows mainly from the country by sea? As the study showed, the country mostly exports copper ores and concentrates. Their share in total maritime exports is 40.3%, ferroalloys, which are present in the commodity structure by 19.3%, cars by 6.3% and Nitrogen, mineral or chemical fertilizers, their share in exports by sea 5.5%, etc.

As for the commodity structure of imports, the import goods imported by sea also include three high-specific goods, namely cars, oil and petroleum products, copper ores, and concentrates, respectively 21.4%. With a share of 12.5% and 10.8%, we have been firmly in the lead in dynamics since 2016. During the study period 2016-2021, the foreign trade turnover of maritime transport increased by 8.7% on average. Before the pandemic, however, the average annual growth rate was much higher, at 113%. In 2020 the foreign trade turnover of maritime transport in the first year of the pandemic decreased by 13% compared to the previous, 2019, although the 2021 rate exceeded the pre-pandemic rate and this year, the growth rate is 20.2% compared to 2019.

Most of the local exports go abroad by sea. This was the case before the pandemic, the pandemic period and the current stage. Suffice it to say that the share of exports by sea transport in local exports in 2021 was 57.3%, which is 2.8 percentage points higher than in 2019.

The predominant use of maritime transport for the export of domestic products produced in the country leads to an absolute tendency of export growth in this way. During the whole study period, when exporting locally produced products by sea, its volume increased by an average of 18.1% per year (the average annual growth rate was 118.1%). It should be noted that local exports are dominated by ores and concentrates (45%), ferroalloys, fertilizers minerals or chemicals, nitrogen, nuts and nuts, etc. Before the pandemic, the volume of re-exports by sea was also growing at a fairly rapid pace. For some time, the growth of re-exports was considered one of the main directions of growth of export potential. It should be noted that re-exports are considered by small states as one of the main levers to eliminate the trade deficit. (Gaganidze, Growth Of Export: The Need To Create New Export Products, 2019) Re-export by sea transport in Georgia in 2016-2019, the average annual growth rate was 140.9%, although in 2020 its volume decreased by 22.2% compared to the previous year, and in 2021 increased by 17% compared to 2020. The commodity structure of re-exports, which passes through the country by sea, is interesting. As can be seen from the diagram, the top ten of re-export commodities are led by exports of passenger cars, which account for 61% of maritime transport, followed by undenatured ethyl alcohol, less than 80% alcohol, 12% alcohol and new rubber pneumatics. - 5.2% share.

Given the country's European integration course, it is interesting to see what the maritime shipping statistics are in terms of export and import relations. During the pandemic, in terms of reduced trade relations with the EU as a whole, the volume of maritime export

flows in 2021 decreased by 2% compared to the previous year and by 17% compared to 2019. Although in 2020, export shipments slightly exceeded the level of 2018. As for imports, in the same 2020 increased by 29% compared to the previous year, and compared to 2019 decreased by 4%. Almost the same trends were observed in the analysis of trade flows in the analysis of re-exports, turnover, balance, commodity classifications and local export indicators.

In conclusion, it can be said that maritime transport is actively used in foreign trade relations in Georgia. The rates of exports, local exports, imports, re-exports and trade turnover are systematically increasing. The growth trend was maintained even during the period of severe pandemics and lockdowns, which once again emphasizes the advantages of conducting trade processes by sea and the need to use it for other purposes. Proper maritime logistics is a prerequisite for further increasing its share of trade relations between vehicles in the future. That is why the statistical data, the conclusions made based on the growing trends of maritime trade flows, can be boldly considered as a catalyst for the improvement of maritime logistics.

Keywords: *Maritime Transport, Import, Export, Growth, Analysis.*

REFERENCES

1. Abesadze, N. (2014). Statistical Analysis Of The Economic Integration Of Georgia With The European Union And Prospects For Development. *Economics and Management*, 333-337.
2. Abesadze, N. (2015). The Statistic Indexes of Penetrating the Products Manufactured in Georgia into European Market. *ICEM-2015* (pp. 569-573). Elsevier.
3. Abesadze, N., & Daushvili, M. (2016). Improvement of customs statistics in Georgia. *Intellectual Economics*, 13-17.
4. Abesadze, N., Abesadze, O., & Gelashvili, S. (2015). Expected Trends In Trade Relations Between Georgia And The European Union. *Folia Pomeranae Universitatis Technologiae Stetinensis. Oeconomica Issue 81. Pages 3, 7-46*.
5. Abesadze, N., Kinkladze, R., Giorgobiani, M., Robitashvili, N., & Chitaladze, K. (2021). The main challenges of cruise tourism and statistics of expectations in Georgia. *MATEC Web of Conferences*; . Batumi: EDP Sciences.
6. Gaganidze, G. (2019). Growth Of Export: The Need To Create New Export Products. *Globalization and Business*, 24-31.
7. Gelashvili, S., Abesadze, N., & Abesadze, O. (2015). Expected Trends in Trade Relations Between Georgia and the European Union. *Folia Pomeranae Universitatis Technologiae Stetinensis. Oeconomica*, 37-46.
8. *Nacional Statistics Office od Georgia*. (2022). Retrieved from <http://ex-trade.geostat.ge/ka>
- Papava, V. (2020). *Georgia's European path in the conditions of pandemic de-globalization*. Retrieved from <https://gfsis.org.ge/ge/blog/view/1091>.

ლოგისტიკური სისტემის კონკურენტუნარიანობის რეგიონული ასპექტები

ლეილა ცეცხლაძე

ბათუმის შოთა რუსთაველის სახელმწიფო უნივერსიტეტის
ასისტენტ-პროფესორი
ბათუმი, საქართველო
ელ. ფოსტა: cecxladze.leila@bsu.edu.ge

ნატო ჯაბნიძე

ბათუმის შოთა რუსთაველის სახელმწიფო უნივერსიტეტის
ასისტენტ-პროფესორი
ბათუმი, საქართველო
ელ. ფოსტა: jabnidze.nato@bsu.edu.ge

ბადრი გეჩბაია

ბათუმის ნავიგაციის სასწავლო უნივერსიტეტის
პროფესორი
ბათუმი, საქართველო
ელ. ფოსტა: b.gechbaia@bntu.edu.ge

ქვეყნის ლოგისტიკური სისტემის განვითარებაზე გავლენას ახდენს კვლავწარმოების რეგიონული თავისებურებები. განსაკუთრებით აქტუალურია ლოგისტიკური სისტემის ფორმირების რეგიონული თავისებურებების მხედველობაში მიღება საქართველოსათვის. რეგიონში სოციალურ-ეკონომიკური და ბუნებრივ-კლიმატური ფაქტორების უნიკალური შეთანაწყობა განსაზღვრავს პროდუქციის მოთხოვნასა და მიწოდებას, საფასო პოლიტიკას, ლოგისტიკური შუამავლების საქმიანობის სპეციფიკასა და სხვა რეგიონულ თავისებურებებს. ლოგისტიკური სტრუქტურების სინთეზზე დიდ ზეგავლენას ახდენს რეგიონული სატრანსპორტო კომუნიკაციები, სატრანსპორტო კომპანიები, ასევე, ლოგისტიკური შუამავლების არსებობა, ინფრასტრუქტურის მდგომარეობა და რეგიონული გამანაწილებელი სისტემების საწარმოო-ტექნიკური ბაზა.

რეგიონული ლოგისტიკური სისტემები წარმოადგენს სტოქასტურ სისტემებს, რომელიც ვლინდება ისეთი ფაქტორების შემოქმედებაში, როგორცაა ლოგისტიკურ შუამავალთა დიდი რიცხვი, რეგიონული მატერიალური ნაკადების მრავალფეროვნება, ინფორმაციის ნაკლებობა, რაც ართულებს ლოგისტიკური მართვის პროცესს.

რეგიონული ლოგისტიკური სისტემების მნიშვნელოვან მახასიათებლებს წარმოადგენს საიმედოობა, მდგრადობა და ადაპტიურობა, რომლებიც მიმართულია გარე გარემოს განუსაზღვრლობის პირობებში სისტემის წონასწორობის მხარდაჭერაზე.

რეგიონების საერთაშორისო კონკურენტუნარიანობა მნიშვნელოვნად არის დამოკიდებული მსოფლიო ლოგისტიკური მიწოდების ჯაჭვში მის მდგომარეობაზე. ამასთან, რეგიონული ლოგისტიკური სისტემების მართვის გლობალური ამოცანები შესაძლებელია გადაიჭრას ჰორიზონტალური ინტეგრაციის მეთოდოლოგიით, რასაც თანახლავს მინიმალური რისკები. ვერტიკალური ინტეგრაციის განვითარებისას აქტუალური ხდება დაბალანსებული მაჩვენებლების მისაღებად ისეთი მოდელებისა და მეთოდების გამოყენება, რომლებიც შესაბამისობაში იქნება რეგიონის ეკონომიკის ძირითად სტრატეგიულ მაჩვენებლებთან.

გრძელვადიან პერსპექტივაში საგარეო-ეკონომიკური კავშირების სფეროში აუცილებლობას წარმოადგენს მართვის ხარისხობრივად ახალი მოდელის ჩამოყალიბება, რაც განპირობებულია მსოფლიო ეკონომიკაში მიმდინარე სისტემური ცვლილებებით და ქვეყნის ინოვაციური განვითარების აუცილებლობით, რასაც ბიძგს აძლევს ევროკავშირთან ინტეგრაციის გადრმავებისა და საერთაშორისო კონკურენტუნარიანობის დონის ამაღლების ამოცანები.

ნაშრომში ყურადღება გამახვილებულია ლოგისტიკის განვითარების მნიშვნელობაზე, როგორც ეროვნული ეკონომიკის აღორძინების სასიცოცხლო ფაქტორზე, რასაც განაპირობებს მისი გეოპოლიტიკური მდებარეობა და აღნიშნულ სისტემაში საქართველოს განსაკუთრებული როლის შესრულების პოტენციალი. ასეთ პირობებში მნიშვნელოვანია ლოგისტიკური სისტემების რეგიონული ასპექტების შესწავლა. ამ მხრივ განსაკუთრებული ყურადღება ეთმობა აჭარის ა.რ. პოტენციალის შესწავლას, სრულყოფილად გამოყენების პრობლემების გამოვლენასა და გამოწვევებს. აჭარის რეგიონში ლოგისტიკური სისტემის განვითარება მნიშვნელოვანი წინაპირობაა ქვეყნის ეკონომიკის განვითარებისათვის, ვინაიდან მას აქვს რეალური შესაძლებლობა გაატაროს და გადაამუშაოს დამატებითი ტვირთნაკადები. საქონლის სწრაფი, მაღალი ხარისხით მიწოდება ბიზნესს ეხმარება ხარჯების შემცირებასა და ახლი მომხმარებლების მოზიდვაში. ეს ყველაფერი კი ქმნის შემოსავლების ზრდისა და ბიზნესის განვითარებისათვის საჭირო პირობებს.

ნაშრომში რაოდენობრივი და თვისებრივი კვლევის მეთოდებით შესწავლილია აჭარის რეგიონში მოქმედი ლოგისტიკური სერვისების მომწოდებლები, სატრანსპორტო კომპანიები და ლოგისტიკურ ჯაჭვში მონაწილე სხვა სტეიკჰოლდერები. გამოვლენილია მთი ეფექტიანობის ზრდის ხელისშემშლელი პრობლემები და კონკურენტუნარიანობის ზრდის შესაძლებლობები.

საკვანძო სიტყვები: ლოგისტიკური ჯაჭვი, ლოგისტიკური ჰაბი, რეგიონის პოტენციალი, კონკურენტუნარიანობა.

გამოყენებული ლიტერატურა

1. საქართველოს 2021-2030 წლების ტრანსპორტისა და ლოგისტიკის ეროვნული სტრატეგია.
2. ბ. ქუთელია, კრიტიკული ინფრასტრუქტურის დაცვა: ტრანსპორტი და ლოგისტიკა, ეკონომიკური კვლევის ცენტრი, თბილისი (2020).
3. საქართველოს ეკონომიკისა და მდგრადი განვითარების სამინისტრო
4. ვ. ჭარაია, ო.ანგურიძე, შ. გულბანი, ლ. კურდღელია, მ. ლაშხი, დ.შატაკიშვილი, ჩინეთის ფაქტორი ქართულ ეკონომიკაში. თბ., გვ. 23-24. (2020)
5. საქართველო: შესაძლებლობები კეთილდღეობის მისაღწევად. ქვეყნის ეკონომიკური მემორანდუმი. მსოფლიო ბანკის დოკუმენტი, დეკემბერი, (2014)

6. ე. ჩიქოვანი, სატვირთო გადაზიდვების სრულყოფის ძირითადი მიმართულებები საქართველოში, თბილისი, (2020)
7. ი. მარგალიტაძე, ე. გეგეშიძე, სატრანსპორტო პოლიტიკის კონცეფციები და საზღვაო საქმე, თბილისი, (2016)
8. Д. Мэнгэн , Ч. Лалвани. Глобальная логистика и управление цепочками поставок. JohnWiley&SonsLtd (2016).
9. Yuli AGUSTINA, Agung WINARNO, Heri PRATIKTO, Bagus Shandy NARMADITYA, A Creative Economy Development Strategy: The Case of Trenggalek Creative Network for Trenggalek Regency, Indonesia, *Filianti FILIANTI / Journal of Asian Finance, Economics and Business Vol 7 No 12, 1111–1122, (2020)*
10. Digital economy report, Value creation and capture: implications for developing countries, United Nations, UNCTAD, (2019)
11. J. Arvis, L. Ojala, C. Wiederer, B. Sepherd, A. Raj, T. Kiiski, Connecting to Compete 2018, Trade Logistics in the Global Economy, The International Bank for Reconstruction and Development/The World Bank, (2018);
12. Review of Maritime Transport, UNCTAD, 2020;
13. Trade and Development, UNCTAD, Report 2020;
14. Handbook of statistics, UNCTAD, Geneva, 2020;
15. Technology and Innovation Report, UNCTAD, Geneva, 2021;

WOMEN IN MARITIME

Natalia Tchkonია

Associate Professor,

Batumi Navigation Teaching University,

Batumi, Georgia

Email: n.tchkonია@bntu.edu.ge

Today's women are walking step by step breaking down barriers. It is not rare for women to stand out in historically male-dominated areas such as politics, business, and athletics, among others. But there's a lot more.... women have a lot of powerful aspects that should be noted.

Women's strengths, skills, and abilities, ranging from kindness to the patience, are what make them powerful and attractive every day. They are seen as a reliable and equal partner. It is true, today's entrenched stereotype haven't been totally break out, but it's a testament to the strength and professionalism of today's women that their perspectives are shifting. It's wonderful to know that such people exist in Georgia, both at sea and on land.

Feminism is a worldview in which women's economic, social, civic, political, and cultural rights should be respected. Women have come a long, tumultuous, and fascinating way to achieve this. They were distinct on the one hand, and they battled to overcome cultural norms that oppressed them differently on the other.

The idea of commemorating International Women's Solidarity Day was conceived in the early twentieth century. In 1908, 15,000 women took to the streets of New York to protest for their rights. In the years that followed, there were an increasing number of large-scale protests. Because women were seen as the weaker sex, their abilities and rights were not properly assessed and their main aim was to obtain acceptability in a male-dominated environment and to equalize men's and women's rights.

The year 2019 has been declared by international maritime organizations as a year of progress for women in the maritime sector. "Gender balance remains as a challenge, but there are now many more educated, powerful women, and I believe we will be able to build a marine industry in Georgia that is free of stereotypes, balanced, and based on fair social values."

The maritime field and maritime professions are specific and radical. Qualified employees at sea or on land are essential for the country's industrial development. In real time, state policy is aimed at supporting and developing maritime businesses. It should be noted that the support of the European Union is very important in the process of education and training of seafarers, because "adherence to European standards is a guarantee of respectable employment for Georgian sailors". Sailors are representatives of those rare professions that export services from Georgia which is one of the important components of the region's economic stability.

There is no field today where women have not shown their dignity and ability to work. Many women are hesitant to choose the maritime field as a profession because they are afraid that they will not achieve the result that men achieve, but fear is only part of our imagination that keeps us from achieving success. The key is to have faith in yourself and if we do, success will follow..

Conclusions. Finally, what is there to say? That today's women are more powerful than ever before, and that society needs and demands them. Gender equality is gaining ground in the modern world and the patriarchal system, in which women had no political rights and were denied the opportunity to vote is finally being phased out. Finally, we believe that meetings involving government, businesses, and maritime unions should be organized by the International Labor Organizations to examine how to enhance chances for "women" to work at sea.

Keywords: *women's rights; Feminism; Solidarity; Industry, development; Employment*

REFERENCES

1. <https://www.itfseafarers.org/en/issues/women-seafarers>
2. <https://www.imo.org/en/OurWork/TechnicalCooperation/Pages/WomenInMaritime.aspx>
3. <https://www.ship-technology.com/analysis/women-in-maritime/>
4. https://www.ilo.org/global/publications/world-of-work-magazine/articles/WCMS_081322/lang--en/index.htm
5. <https://www.marineinsight.com/life-at-sea/woman-seafarer-ship-challenges/?fbclid=IwAR16XKZVVh0rmS0uA5or-F2ENvHSBO7Lr8aOv8BT7t5CGanctiQRLZetMM>
6. https://en.wikipedia.org/wiki/Women%27s_rights

CURRENT ISSUES OF FINANCIAL ACCOUNTING AND TAX POLICY IN GEORGIA

Givi Bakradze

Doctor of Business Administration,

Associate Professor at Batumi Navigation Teaching University

Batumi, Georgia

E-mail: givi.bakra@gmail.com

Simplification of tax legislation and tax declaring provides effective increase of company's activity and significantly reduces cost of tax administration. In this regard many issues of tax administration in Georgia's tax legislation, still needs to be refined.

Tax code of Georgia occupies a leading place in tax legislative system of the state. Tax Code of Georgia represents complex normative act, which includes not only material, but procedural norms.

From January 1, 2017, an amendment introduced into tax legislation entered into force, according to which, existing profit tax changed by tax of distributed profit, that is similar to Estonian model. Small and middle sized enterprises have the right of reinvestment without taxation of received income, the same rule is set for large business; when the business has much financial resource in the form of untaxed income, it can carry out reinvestment, and expand production. This must be reflected on reducing of unemployment level, growth of economy and finally, on the increase of budgetary income. This is considered one of the main advantages of Estonian model.

Declaring of tax payments is fully conducted electronically and compatible with international standards of financial accounting. All type of tax privileges set for profit tax is abolished. It should be considered, that income is determined according to financial reporting prepared in compliance with international financial reporting standards.

In June 2016, The law of Georgia on "Financial Accounting, Reporting and Audit" was signed. The shall have a significant impact on business environment in Georgia because it is related to financial reporting prepared in compliance with international financial reporting standards, to its usage, publishing and society's accessibility. The law divides companies/enterprises into 5 categories. Enterprises from the first, second, and PPI categories, whose accounting period coincides, must to implement financial reporting according to IFRS by the finished year of 31 December, 2017. Also, they are required to ensure financial reporting audit by the same period. There is a close connection between the amendments put into Georgian tax legislation and the Law of Georgia on "Financial Accounting, Reporting, and Audit". Tax base is entirely based on financial reporting data produced according to IFRS. Consequently, substantially increases responsibility and the importance of implementation for readiness of mentioned changes.

Although, it cannot be said that the abolition of tax privileges over tax administration and simplification of tax legislation is conditioned by the introduction of Estonian model. Indeed, in

our opinion, these type of changes require perfect ensuring of financial accounting, keeping the IFRS and hard work from the side of accountants while presenting monthly income declarations.

The work should be continued towards improvement of tax legislation system of Georgia.

Keywords: *Financial accounting, tax accounting, tax legislation, profit tax, Estonian model.*

PREREQUISITES FOR ACTIVATION OF SOCIAL TOURISM IN MODERN CONDITIONS OF SOCIETY'S ACTIVITY IN UKRAINE

Maksym Zabashtanskyi

*Doctor of Economics, Professor,
National University "Chernihiv Polytechnic",
Chernihiv, Ukraine
Email: mazani@ukr.net*

Andrii Rogovyi

*Doctor of Economics, Professor,
National University "Chernihiv Polytechnic",
Chernihiv, Ukraine
Email: rogovoy1976@ukr.net*

Maksym Dubyna

*Doctor of Economics, Professor,
National University "Chernihiv Polytechnic",
Chernihiv, Ukraine
Email: maksim-32@ukr.net*

In modern conditions in most European countries there is a growing need for the development of social tourism, due to falling incomes of population and households caused by the global pandemic of COVID – 19 and the military aggression of the Russian Federation. At the same time, the issue of recreation and restoration of labor potential under these conditions has become especially important, which requires new approaches to the implementation of social policy of most countries, as well as changing priorities for its implementation. Many of the above factors have formed the expediency of considering social tourism as a key tool for solving socio-economic problems of modern society's activity, which under these conditions acquires the role of recovery driver not only of society but also of the national economy.

At the present stage of development of the world economy, the tourism industry is the most sensitive and responsive to modern challenges and threats, losing the position of a developed, highly profitable and dynamic sphere. All over the world, the tourism sector itself plays a synergistic role in intensifying socio-economic processes, as it activates the mechanism of development of individual regions, forms the preconditions for gross domestic product growth through consumption of products and services of related sectors of the national economy. It is the tourism sector that determines the dynamics of development of such economy's sectors as transport, communications, trade, construction, agriculture, consumer goods production, and forms the strategic priorities of the national economy. However, despite the purely economic perception and consideration of tourism sphere by most scholars and practitioners, it is its social function which is an extremely important component of the effectiveness of its operation, the action of which is aimed at restoring and preserving labor potential. It is from these positions that the study of the conceptual and methodological foundations of the development of social tourism in the context of the military aggression of the Russian Federation acquires special significance and relevance.

Social tourism should be considered in the context of the tasks and objectives of social policy as an activity of the state and society as a whole, which pursues the formation of a healthy lifestyle in all its dimensions. Social tourism is understood as a mass, public, mostly domestic direction of tourism, which realizes everyone's right to travel and rest and contributes to the social, cultural and spiritual development of society.

In accordance with the Declaration of Human Rights and international law, everyone has the right to rest and, in particular, the right for a vacation and freedom of travel and tourism, as an integral part of personal development. According to scientists and practitioners' opinion, which currently dominates the scientific community, social tourism is seen as a process of ensuring the right to rest, as well as freedom of movement of the poor segments of the population in order to create opportunities for them to meet their recreational needs.

In international practice, the definition of "social tourism" belongs to W. Hunziker, who insists that it should be understood as a set of relationships and phenomena in the tourism sector that allow vulnerable segments of the population to participate in travel activities [3].

A. Haulot, the founder of the International Organization for Social Tourism, presents quite an interesting approach to the study of this category by considering social tourism as a set of measures and tools aimed at ensuring fairness, tolerance and accessibility of tourism services for all segments of the population [4].

Generalization of existing approaches to the interpretation of the category "social tourism" has made it possible to form an author's approach to this category, as creating opportunities for the poor segments of the population to receive tourist services and satisfy the right to rest at the expense of social expenditures of the state, non-governmental funds, charitable organizations in order to restore productive forces and maintain public health.

The proposed interpretation of this category allows to highlight the leading role of social tourism not only in satisfying the right of every citizen to rest and restoring its productive forces, but also raises the issue of financial support for its functioning, as the dynamics of the national economy depends on the breadth of social tourism coverage of the relevant segments of the population.

Today, state funding remains a key source of financial support of social tourism sphere. At the same time, the limited financial resources of the state in the conditions of military aggression of the Russian Federation, forms the basis for finding new sources of its financial support. Given the extremely important role of the state of the productive forces, as well as the need to maintain human resources for all businesses, the financial provision of social tourism is often entrusted to businesses. However, the low efficiency of their operation requires the introduction of joint liability of the state and employers in terms of exercising the right to receive social tourism services. In this context, it is quite relevant to use the mechanism of public-private partnership aimed at sharing responsibilities for maintaining and restoring the labor potential of the national economy, the use of which is possible within the existing models of development of social tourism in Ukraine.

The need to intensify the development of tourism requires the formation of priority directions for the development of social tourism in Ukraine.

First, there is a significant need to build up a conceptual model of strategic development of the social tourism system in the country, taking into account modern socio-economic parameters, aimed at the development and intensification of the processes of providing services of this type of tourism to relevant segments of the population.

Secondly, it is necessary to improve the mechanism of financial support for social tourism development in the country, the key purpose of which is to meet the needs of vulnerable segments of the population for social tourism services, to develop a compensatory function aimed at partial coverage of the cost of these services to certain categories of society.

Third, there is a need to change the approaches to state regulation of the functioning of business entities in the tourism sphere, in terms of providing direct and indirect state support to those of its entities that stimulate the development of social tourism in the country.

Fourth, special attention should be paid to the need for systematic renewal and development of tourist infrastructure, along with ensuring security for tourists, which will promote the development of domestic tourism in given regions of the country.

Taking into account the above measures will have a direct positive impact on the effectiveness of the tourism industry in general and on the development of social tourism in particular. However, the lack of a systematic approach to the development of social tourism in the country limits the existing tourism potential and negatively affects the state of the national economy.

Conclusions. Activation and development of social tourism in Ukraine is an important component of the development of the tourism industry, the effective functioning of which will have a positive impact on the growth of gross domestic product and competitiveness of the national economy.

Currently, due to hostilities in many areas of the country, limited financial resources to support many sectors of the national economy, social tourism does not receive adequate attention of the state, which prevents its proper development and full implementation of the state function of social protection of population. In this context, the need to develop a concept for the development of social tourism in Ukraine, incorporated into the national strategy of socio-economic development of the state, is of particular importance.

Key words: *tourism, social tourism, social policy, tourism industry, tourist destinations.*

REFERENCES

1. Beidyk O. O. (2002). *Rekreasiino-turystychni resursy Ukrainy: metodolohiia ta metodyka analizu, terminolohiia, raionuvannia*. K.: Kyivskyi universytet. 395 p.
2. Horina H. O. (2016). *Rynok turystychnykh posluh: monohrafiia*. Kryvyi Rih: Cherniavskiy D. O. 305 p.
3. Kwartalnov V., Fedorchenko V. (1989). *Turyzm sotsyalnyi: istoryia y sovremennost*. K.: Vyshcha shk. 341 p.
4. Tkachenko T. I. (2009). *Stalyi rozvytok turyzmu: teoriia, metodolohiia, realii biznesu: [monohrafiia]*. 2-hevdyd. K.: Kyiv. nats. torh.- ekon. un-t. 463 p.
5. Pysarevskiy I. M. (2010). *Turyzm yak natsionalnyi priorytet: monohrafiia*. Kh.: KhNAMH. 284 p.
6. Minnaert L., Maitland, R., Miller G. (2007). *Social tourism and its ethical foundations. Tourism Culture and Communication. Vol.7. P.7-17.*
7. Haulot A. (1982). *Social tourism: Current dimensions of future developments. Journal of Travel Research. Vol.2. Issue 3. P.20-40.*

THE IMPACT OF FOREIGN LANGUAGES ON SOCIAL AND ECONOMIC DEVELOPMENT OF UKRAINE

Nataliia Gagina

*Associate Professor, PhD;
nataliagagina@gmail.com*

Olena Los

*Associate Professor, PhD;
lena@kilko.name*

Svitlana Lytvyn

*Head of Foreign Philology Department, Ph.D
Ukraine, Chernihiv, Chernihiv Polytechnic National University
xpower777@gmail.com*

In recent years due to rising unemployment, increased competition in the workplace, insufficient wages in the industry, lack of opportunities for advancement or personal reasons or needs, people of different ages in Ukraine more often tend to get a supplementary education, retrain, master new skills or just switch from one profession to another, start a completely new career or remain in current function but change to a new company or industry. Therefore ensuring the availability and continuity of lifelong education is still one of the priorities of national education policy. Among the numerous educational opportunities offered to Ukrainians, mastering a foreign language greatly increases their chances of career prospects and personal fulfillment. In the long run improving English proficiency for instance will have a positive impact on the social and economic development of the country.

English proficiency concerns various fields of human life, such as social, labour, public, personal, but in the current social and economic conditions of Ukrainian society, it is crucially important for employment opportunities and labor migration. Speaking a foreign language namely English which has gone beyond the university curricula and academic mobility and has become a means of intercultural communication in globalized world as well as an important tool for business, trade, science and technology, culture, art, academic, corporate and personal spheres, provides with wide career prospects, competitiveness in the labor market and success in any professional activity. We believe that the foreign language proficiency becomes a guarantee of social and economic development of the country.

The current global trend is for companies to outsource more and more of their financial operations. They transfer responsibility for routine activities like the payroll or travel expense accounts to external specialists, either in their own domestic market or offshore to places like India. The more companies internationalize, the more they engage English speaking specialists and invest in language training for their staff. It goes without saying that graduates, trainees or adults themselves, who want to improve their competitiveness, need better English skills. That is why they enrol for language schools with more advanced methods of teaching or just hire private tutors. It is obvious that everyone who acquires a foreign language chooses the most convenient and accessible way of learning for themselves, using individual learning styles and

useful techniques. Since there is great variety of approaches, strategies, methods and technics of learning a foreign language, people especially adults who start learning or improving a language, can experience difficulties in choosing the right methods and resources. Thus, the intention to learn a foreign language and the choice of appropriate methods, approaches and tools depends mainly on the purpose and specific individual needs. Country by country the models are the same and encompass the same elements for a person willing to learn a language and be fluent-speaking: motivation, instruction, exposure and practice.

One of the eight key competences identified in the updated Common European Framework of Reference for Key Competences is multilingual competence. This competence involves the ability to use different languages appropriately to communicate effectively, and is based on the ability to understand, express and interpret concepts, thoughts, feelings, facts and opinions, both orally and in writing (listening, speaking, reading and writing) in a range of social and cultural contexts according to one's wants or needs. Languages competences integrate a historical dimension and intercultural competences. It relies on the ability to mediate between different languages and media, as outlined in the Common European Framework of Reference. It can also include maintaining and further developing mother tongue competences, as well as the acquisition of a country's official language(s) [2]. Languages define personal identities being a part of a shared inheritance. Languages can unite peoples and cultures by promoting mutual understanding and progress. Language skills may also increase individuals' employability, facilitate access to services and rights, and contribute to solidarity through enhanced intercultural dialogue and social cohesion [4]. In this context promoting foreign language learning can not only help to study and work abroad, understand different cultures, do business effectively in Europe, but also actively develop the language industry, foreign language teaching, information technology.

So, multilingualism is becoming a significant milestone in the development of education, economy and social relationships primarily due to the growing mobility of adults from developing countries in Europe. At the same time, despite efforts made to increase foreign language competence, the level of English proficiency remains quite low in Ukraine. According to EF English Proficiency Index 2021 Ukraine takes the 40th place out of 112 with moderate proficiency, though it has gained 19 scores compared with the previous index [3].

The tendency towards foreign language learning refers not only to young people, who participate in academic mobility programmes, but also to all economically active population. A survey conducted among civil servants and extramural department students of Chernihiv Polytechnic National University (84 respondents) indicated that 43% of respondents study a foreign language for professional and personal purposes, 36% – for personal needs, 21% – because of the need in professional occupation [5. Pp. 98]. A significant number of respondents emphasized the prospects of future migration for the purpose of employment.

In recent years, various European countries have become destination regions for Ukrainian migrant workers. Language priority and an acceptable level of language proficiency are determined by host countries. The acceptable level of foreign language proficiency for

migrant workers can vary depending on a number of factors, among which the most important are the qualification of an employee, the requirements of an employer, a pay rate and social security benefits, etc.

Unskilled workers, sometimes illegal, can acquire a language spontaneously in a foreign language environment without aiming to achieve perfect proficiency, while for some skilled jobs a proven level of language proficiency is required before even obtaining a work visa. Under such circumstances, self-learning becomes an integral component and a driving force in foreign language learning.

It is worth mentioning Bourdieu's concept of "linguistic capital" that is associated with specific ways to the distribution of other forms of capital (economic capital, cultural capital) which define the location of an individual within the social space [1. Pp. 18]. Thus, foreign language competence opens access to better social opportunities which can, consequently, be transformed into economic capital and can promote better career prospects, ensuring personal economic well-being. Therefore, improving foreign language proficiency is considered as an important means of developing both individual wealth and the economy of a country. Taking into account businesses where foreign language proficiency is a key competence and consequently one of the main factors of their advancement, we suppose that their competitiveness and success on the global market could encourage economic development of the nation.

Conclusions. Though proficiency in English could be a precondition for economic growth of the nation, much still has to be done to enable Ukraine to completely integrate into the world economic space. Having in mind that adult English proficiency is improving rather slowly, we believe that a considerable increase in foreign language competence could only be seen after several decades. So, foreign language acquisition requires renovation of approaches and methods of teaching and a greater support of foreign language national policy. There are a lot of obvious issues requiring thoughtful analysis and quick solutions in this field. Although most organisations and individuals have some understanding of advantages of English proficiency to meet both current and future business challenges, they still need some recommendations and assistance. Currently, the most relevant ones for Ukraine, in our opinion, are providing appropriate training and re-training for teachers, civil servants, managers applying communicative methods; introducing government-funded adult English language courses in job centers, lifelong learning programs for adults; intensifying language teacher training; diversifying foreign language activities in educational institutions by encouraging learners to participate in English clubs, theme days, excursions and trips, conferences, round tables and discussions, drama societies, etc.; ensuring continuity in English learning for students to meet the requisite English level; monitoring the learners' progress on a regular basis applying clear assessment tools; using social media and other resources in English increasing amount of exposure to the language and investing in technology and online learning tools.

Keywords: *proficiency, foreign language, social and economic development, adult, employment, competence, language teaching.*

REFERENCES

1. Bourdieu, P. (1991). *Language and Symbolic Power*. Cambridge : Polity Press.
2. Council of the European Union. (2018). Council Recommendation of 22 May 2018 on key competences for lifelong learning (Text with EEA relevance). *Official Journal of the European Union*, 1-13. URL: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.C .2018.189.01.0001.01.ENG> (last accessed 12.06.2022).
3. EF English Proficiency Index. (2021). URL: <https://www.ef.com/assetscdn/WIBlwq6RdJvcD9bc8RMd/cefcom-epi-site/reports/2021/ef-epi-2021-english.pdf> (last accessed 11.06.2022).
4. European Union. (2020). European Education Area. Quality education and training for all. Linguistic diversity. URL: <https://education.ec.europa.eu/focus-topics/improving-quality/multilingualism/linguistic-diversity> (last accessed 12.06.2022).
5. Gagina N. V., Los O. V. (2018). Rol suchasnykh informatsiino-komunikatsiinykh tekhnolohii u navchanni doroslykh inozemnoi movy [The role of modern information and communication technologies in teaching a foreign language to adults]. *Naukovi zapysky Natsionalnoho universytetu «Ostrozka akademiia»*, 1(69), 96-99 [in Ukrainian].

CUSTOMS REVENUES AND EXPORT-IMPORT REGULATION

Ramin Tsinaridze

*PhD of Business Administration, Associate Professor
of Batumi Shota Rustaveli State University
Georgia, Batumi
ramin.tsinaridze@bsu.edu.ge*

Levan Tsetskhladze

*PHD student of International Business,
Ivane Javakhishvili Tbilisi State University
Georgia, Tbilisi
levani.tsetskhladze950@eab.tsu.edu.ge*

Saba kakhidze

*Bachelor of Business Administration,
Batumi Shota Rustaveli state University
Georgia, Batumi
sabakakhidze01@gmail.com*

After gaining the independence, in parallel with the need for customs reforms, the country renounced isolation and focused on foreign trade with various countries and on concluding free trade agreements, which contributed to the formation of a liberal customs policy with low taxes and preferential tariff or non-tariff regulations. Liberal customs policy has led to the fact that Georgia's trade balance has been consistently negative since independence and imports far exceed exports, which does not leave a broad perspective for the development of our economy.

In terms of fiscal effect, the budget revenues from import taxes are quite large, which is good on the one hand, but on the other hand it is a big problem for the country, because the economic value can not be created on the ground, which can be used for forming the budget and reducing dependence on imports.

Our country is one of the components of the global economy and is therefore involved in international trade, which allows the country to meet the local market demand for products that we can not produce. The above mentioned has advantages and disadvantages. One of the advantages can be the fact that in conditions of poor economy, when domestic production is relatively low, foreign trade helps to fill the gap, as the population has access to the necessary goods / products and services, which to some extent raises living standards. As for the disadvantage, it is the fact that the country is heavily dependent on imports.

In general, for a country with a small economy like ours, the priority should be to develop local production and therefore meet market demand and then export products, but due to our liberal customs policy, it can be said that the opposite happens. The existence of a liberal customs policy is acceptable and normal for countries whose economies are developed

and continue to develop sustainably, but for countries such as Georgia, the establishment of a liberal customs policy and concluding free trade agreements, so that import taxes are abolished and no technical barriers are imposed, should be at least reviewed in the near future.

In countries with developed economies, local production (including a technological point of view,) is so developed, that it does not require special actions to protect local production from foreign products. As for the countries with developing economies, when domestic production is neither technologically positive nor highly productive, it is crucial to have a relatively strict customs policy and concluding free trade agreements in such a way that we get much more benefits than we currently have.

If we look at the statistics, the amounts received from the import taxes to the budget in 2016-2021 increase every year, on the one hand, the amounts collected from the import taxes play an important role in filling the budget, so that the state can fulfill its duties and obligations. However, on the other hand, when a large part of the state budget is filled at the expense of imports, it is not good for the population and the country's economy, because the country can not create enough economic value and the share of indirect taxes remains higher.

According to the data of the first quarter of 2022, both exports and imports are characterized by a positive growth trend, and by the end of the year, import-export figures will most likely significantly exceed the 2021 data. On the one hand, the quantitative increase is also caused by the general increase in prices. It should be noted that the positive dynamics of export growth is certainly good and important, but this growth rate is not enough for the country's economy, given that every year imports are growing more than exports. In fact, it turns out that this rate of export growth is completely meaningless, which is not really a positive trend and requires significant steps to be taken to improve this rate.

Therefore, if we think about dynamic development, we must have really high economic growth and at the same time, in order to increase the welfare of the population, we must significantly reduce dependence on imports and increase local production, especially in the form of small and medium farms. There should also be an increase in exports at the expense of high-tech sectors, which will actually contribute to the country's progress and development. The economic development and economic growth achieved in the context of import dependence will not be able to produce full results, as this progress does not fully reflect the macroeconomic parameters and the socio-economic well-being of the population.

Keywords: *Customs Tariff, Budget Revenues, Foreign Trade. Tariff regulation of export-import.*

**METHODICAL APPROACHES TO OPTIMIZATION OF RISKS IN AQUACULTURE AND
FIGHT AGAINST UNREGULATED AND UNREPORTABLE FISHERIES**

Nataliia Vdovenko

*Doctor in Economics, Professor, Head of the
Department of Global Economics, National University of
Life and Environmental Sciences of Ukraine,
Kyiv, Ukraine
nata0409@gmail.com*

Roman Dmytryshyn

*Full member of KPNZ «Kyivska Mala Academy of
Sciences of Student Youth», Department of Philosophy
and Social Sciences, President of SZSh № 297,
Leader of the Self-Government Council «Nadiya»
Kyiv, Ukraine
dmytryshynromann@gmail.com*

Governments and the private sector are often forced to make decisions based on incomplete knowledge and a high degree of uncertainty, and where such decisions can have far-reaching social, environmental and economic consequences. Risk analysis is a process that provides a flexible form in which the risks of adverse effects on the results of actions can be assessed in a systematic scientific manner. This will allow in the future to make informed decisions about whether the risk is acceptable and to take measures to reduce risks from unacceptable to acceptable levels. The impact of risks can now be widely identified in various areas of activity, such as the decision-making process on risks from chemical or physical stress (natural disasters, climate change, food and water pollution, environmental pollution); biological stresses (pathogens of human, plant and animal diseases; harmful species of animals and plants; invasive species, invasive genetic material); social and economic factors that lead to stress (public safety with terrorism risks, construction and engineering, construction safety, fire safety, military action, business, design, insurance, litigation, lending, risk management). Uncertainty is a common but often overlooked component of modern society used by governments, the private sector and individuals in the political, scientific, business, financial and industrial spheres. The activity of civil society activists working in the Office of Reforms and other events gives hope that in the future Ukraine will create fair, competitive and soft conditions for conducting fisheries business, including in aquaculture. Fisheries will invest money, which is necessary for the revival of aquaculture. In addition, fixed assets, equipment and technologies need to be modernized, and without adequate funding this is difficult to do. One way to develop effectively is to establish clear, transparent, fair and competitive rules for the fisheries business that take into account current risks to the industry.

In the transition to market relations, Ukraine's fisheries have lost almost all state compensation mechanisms that reduce the impact of risks. During the research, we analyzed the experience and considered the model of doing business in the United States. The study highlighted the benefits of aquaculture, which are grouped into three blocks: economic, social, environmental. In conducting research, special attention was paid to economic benefits. To achieve this goal and based on the accuracy of the forecast to increase demand for seafood in 2025, it is planned to increase their volume by 2.2 million tons. Thus, there is a potential for an additional \$ 1 billion US per year in 2025. At the same time, the current value of products, including US aquaculture is at about \$ 900 million USA per year. At the same time, the country's Ministry of Trade expects to increase their value to \$ 5 billion. USA in 2025 this encourages special attention to the block of social benefits. The decision to saturate the market with quality and safe fish should be made taking into account the fact that aquaculture is able to provide employment for fishermen who lost the previous one, providing employment in aquaculture. Nutrition needs are also a priority. Increasing aquaculture production should reduce the cost of popular fish species, making them more affordable for many people in the context of being able to benefit from a healthy diet with enough fish. The conducted research made it possible to single out the advantages that are related to environmental ones. Among them are the reduction of pressure on fisheries and the potential reduction in the use of harmful fisheries technologies. Note that while reducing the pressure on fisheries, the aquaculture sector has the potential to reduce the pressure on natural fish stocks, meeting market demand in farmed fish. This aggregate consumer demand for farmed fish is now as high as the demand for wild fish.

The author's work on the study of the potential reduction in the use of harmful fisheries technologies has led to the assumption that fish farming has less harmful effects on ecosystems than some harmful fishing methods. These include trawling that damages the ocean substrate and increases the risk of unwanted by-catches and the death of non-target fish species. The Organization for Economic Co-operation and Development (OECD) and the FAO Food and Agriculture Organization have prepared a report on OECD-FAO perspectives for 2018-2026 ». The study provides guidance on how to adapt agriculture through sustainable practices to help mitigate the potential effects of climate change. Environmental forecasts provide for dynamic changes in the main parameters of agriculture, including aquaculture, which will lead to adjustments to the development plans of the fisheries sector of the national economy. Thus, the forecasts represent imaginary scenarios for the development of world fish and seafood production in the next decade. The implementation of such forecasts depends on the assumptions made about a range of economic, social, political and environmental conditions. Unforeseen changes in these conditions, respectively, have the potential to be implemented with appropriate results, making these forecasts subject to a certain level of uncertainty. Some uncertainties that may arise during the forecast period are identified and discussed. The effects of climate change, weather conditions and changes in the frequency and severity of extreme weather events can affect existing fisheries and aquaculture, raising,

in some cases, the sustainability of these activities. With regard to fisheries, changes in fish migration will begin to generate questions of international jurisdiction and create challenges for fisheries management systems. This applies to cases where stocks are moved to other management areas than before.

The problem is that climate change will affect not only the production of fish and fishery products, but also in general value chains in the fisheries sector, with impacts of different nature and magnitude. A recent UN FAO study provides a comprehensive analysis of the key impacts of climate change on fisheries and aquaculture. This study reviews potential changes in measures of impacts, vulnerabilities and productivity levels by sector and region, and offers a number of methods and tools for adapting to climate change in fisheries and aquaculture. Much valuable research and analysis has also been done, but the exact mechanism of how, where, and how these impacts will manifest is too complex to be directly taken into account in this forecast and, with the exception of ElNiño, the forecast accordingly assumes normal weather conditions. However, it should be borne in mind that, in addition to climate change, a wide range of other political and environmental factors are known to influence evolution, dynamics in fisheries and aquaculture. The global level of fish production, fish products, combining fisheries and aquaculture, is strongly influenced by policies in the field of governance and law enforcement. Based on current policies, global fisheries can be expected to remain relatively stable over the next decade, while aquaculture production will continue to grow, but at a slower pace than in the last decade. Governments are increasingly aware of the need to improve the fisheries management system and apply the best available solutions to solve problems and avoid the risks that exist. Due to improved and more efficient methods of fisheries management in some parts of the world, some stocks and the fisheries that exist from these stocks are showing signs of recovery and are expected to continue over the next decade. This will help maintain the existence and even potential growth of fisheries in general by increasing the withdrawal of certain fisheries in certain areas. The extent to which this can happen remains uncertain, but it also has the potential for positive development. At the same time, the goals of sustainable fisheries and aquaculture can be undermined by policies that support income or increase production, and ultimately contribute to the achievement of unsustainable catches and the use of unsustainable fisheries methods. Achieving reform goals in practice can be difficult due to a lack of information and resources, inconsistent policies, property interests and a lack of trust among citizens. In this regard, it is important that countries set their own goals, consistent with the UN's sustainable development goals, to restore fisheries sustainability and address harmful support policies. According to the study, another noteworthy source of uncertainty regarding fish production and fish products is the possible impact on the world events of the Chinese Thirteenth Five-Year Plan. Although this variable is partially taken into account in the baseline forecast scenario, it is difficult at this stage to clearly determine the degree of impact of this event on the further production of fisheries and aquaculture products.

The results show that subsidies in fisheries and IUU fishing, especially in The texts of the UN Sustainable Development Goals are current and topical issues that are constantly discussed at the international level. Despite the lack of agreement on the text on the ban on fisheries subsidies related to IUU fishing and overexploited fish stocks at the WTO Ministerial Conference (MC11) in December 2017, there is still room for some progress in the future. MC11 delegates also agreed to continue constructive negotiations on fisheries subsidies with a view to adopting a relevant agreement in 2019. If progress is made in this area, it could have a potential impact on fisheries products in some parts of the world's oceans. There is a high degree of uncertainty as to whether an agreement will be reached and when such an agreement will be reached, and what degree of impact this agreement may have on production if it actually works in practice. Consideration should also be given to the prospects for trade. Indeed, uncertainties exist in the context of global and regional trade agreements. The study highlights that a special trade issue related to uncertainty during the forecast period is the issuance of, for example, a "yellow card" to Vietnam by the European Union under the EU IUU Regulation in October 2017. the result of a negative assessment of the country's ineffective actions in the fight against IUU fishing. The "yellow card" in itself does not impose any trade restrictions, but if not implemented effectively enough to remedy the situation, it may be a reason to present a "red card". At the same time, this will be accompanied by a total ban on imports into the European Union of products caught by Vietnamese vessels. As we can see, this result will mean at least short-term changes in some trade relations and flows.

Thus, one of the most acceptable measures in the fight against IUU fishing is the complete or partial replacement of it by the development of activities in aquaculture, fish production in aquaculture as an alternative. It is worth mentioning the implementation of practical steps to join Ukraine in the Agreement on Port State Measures to Prevent, Contain and Eliminate IUU Fishing, Introduce Appropriate Monitoring, Control and Surveillance Systems, Port Control, Preliminary Request for Fishing Vessels. Inspection in ports, definition of responsibilities of the port state, responsibilities of the flag state and coastal states, responsibilities of the market state is necessary information.

Conclusions. It is worth concluding that some risks and uncertainties can be addressed regionally, such as the fight against IUU fishing. At the same time, the issue of the impact of climate change could be resolved only on a global scale. Thus, there is every reason to conclude that the joint efforts of the world community has the opportunity to overcome current challenges associated with the risks of fisheries in terms of economic, environmental and social aspects, and domestic fisheries will receive conditions for sustainable development as aquaculture, and industrial fishing.

Key words: *import, fishery, unregulated and indiscriminately fishing, aquaculture, risks, industry, port, fishing subsidies, fish stocks.*

REFERENCES

1. Delvin R. H., Johnson J. I., Smailus D. E., Biagi C. A., Johnsson E., Bjornsson B. T. (1999) Increased ability to compete for food by growth hormone transgenic Coho salmon (*Oncorhynchus Kisutch Walbaum*). *Res.*, 30: 1–4.
2. Edwards, P. (2001). Aquaculture. In: UNEP International sources book on environmentally sound technologies for wastewater and storm water management (Osaka: United Nations Environmental Programme, International Environmental Technology Centre).
3. Pichura V., Dudiak N., Vdovenko N. Space-Time Modeling of Climate Change and Bioclimatic Potential of Steppe Soils. *Indian Journal of Ecology*. 2021. № 48 (3) P. 671–680.
4. Pichura V., Potravka L., Skok S., Vdovenko N. Causal Regularities of Effect of Urban Systems on Condition of Hydro Ecosystem of Dnieper River. *Indian Journal of Ecology*. 2020. Vol. 47. Issue 2. P. 273–280.
5. Karpenko L., Zalizko V., Vdovenko N., Starynets O., Mienailova H. Entrepreneurship as a basis for promotion of the strategy of development of polish industrial enterprises. *Journal of Entrepreneurship Education*. 2019. Vol. 22. Issue 3.
6. Karanja I. W. M., Muchiri F. K., Muruka A. (2003). Safety and health in the informal economy. *Afr. News letter. Occup. Health and Safety*. 13(1). P. 4–6.

**საკუთარი დროის მართვა: დროის მართვის
მიზნები და მიღწევის გზები**

ედუარდ მიქელაძე

*საქართველოს საპატრიარქოს წმიდა ტბელ
აბუსერისძის სასწავლო უნივერსიტეტის პროფესორი
ხიჭაური, საქართველო
edu-777@mail.ru*

საკუთარი დროის მართვისას აუცილებელია ვფლობდეთ სათანადო მეთოდებსა და მისი შესრულების ხარისხს. საკუთარი დროის მართვის მიზნით საჭიროა: 1) დავსახოთ პრიორიტეტები; 2) ჩამოვყალიბოთ მიზნები; 3) დავანაწილოთ საკუთარი სამუშაო დრო; 4) დავიცვათ ჩვენი დრო სხვისი ჩარევისას;

დროს კარგავს ის, ვინც:

ა) არ ამზადებს დავალებების ჩამონათვალს;

ბ) არასოდეს სახავს საბოლოო მიზანს და არ გეგმავს სამუშაოს დასრულების დროს;

გ) არ ისახავს საბოლოო მიზანს და დროს, მაგრამ ვერც ეტევა საკმარის დროში;

დ) მუდმივად მოძრაობს ოფისში და ხელს უშლის სხვებს ლაპარაკით;

ე) კონცენტრაციისას მუდმივად ცდება, აქვს ბევრი დაუკავშირებელი დავალება;

ვ) მონაწილეობს ყველა საქმიანობაში; თ) ხშირად საუბრობს ტელეფონით.

სამუშაო დროის დასაგეგმად არსებობს გარკვეული წესები: გავარკვიოთ რა არის ჩვენთვის ყველაზე მნიშვნელოვანი მიზანი, რომელიც შეესაბამება დროს და რაც მთავარია შესრულებას; გამოვიყენოთ დამგეგმავი და ამასთან მხოლოდ ერთი როგორც პირადი, ასევე სამსახურებრივი გრაფიკისათვის; შევადგინოთ საქმეების დეტალური სია; დავიტოვოთ დრო გაუთვალისწინებელი შემთხვევების, განსაკუთრებული მოვლენებისა და ფიქრისათვის; გავხვდეთ საკუთარი თავის მმართველი და გავაანალიზოთ რა გვჭირდება იმისათვის, რომ მივადწიოთ დასახულ მიზანს; და რაც მთავარია, ყოველთვის დავიტოვოთ დრო - საკუთარი ოჯახისთვის.

მიზნის მიღწევის პროცესი მენეჯერის მხრიდან მოითხოვს შემდეგ პირობების შესრულებას: 1) განვავითაროთ სურვილი; 2) განვავითაროთ რწმენა; 3) ჩავინიშნოთ ყველა დეტალის საჭიროება; 4) გავაანალიზოთ საკუთარი მდგომარეობა და განვსაზღვროთ გეგმის დაწყების დრო; 5) დავადგინოთ საბოლოო ვადა; 6) გავაცნობიეროთ შესაძლებელი წინააღმდეგობები; 7) გავაცნობიეროთ თუ რა ცოდნა მოგეთხოვებათ; 8) შევადგინოთ იმ ადამიანთა სია, რომელთა დახმარება და თანამშრომლობა დაგვჭირდება; 9) შევადგინოთ გეგმა; 10) მოსალოდნელ მოვლენებს მივცეთ ვიზუალური სახე; 11) წინასწარ მივიღოთ გადაწყვეტილება, რომ არასოდეს დავნებდეთ.

დროის მენეჯმენტი არის პროცესი, რომელიც მენეჯერს საშუალებას აძლევს საუკეთესოდ გამოიყენოს მისთვის ხელმისაწვდომი დრო. იგი მოითხოვს თვითდისციპლინასა და კონტროლს. დროის მართვის განრიგი და გეგმა უშედეგოა, თუ მათ მიერ გათვალისწინებულ პუნქტებს არ მივიღებთ. დროის მენეჯმენტი ამარტივებს ცხოვრე-

ბისეულ მიზნებსა და ამოცანებს. მისი ძირითადი დანიშნულებაა ცხოვრების ყოველ-გვარი საქმიანობის სწორად დაგეგმა და ცნობიერების სათანადოდ გამოყენება. დროის მენეჯმენტის მიზანია მოქმედებათა და მათ დასასრულებლად განრიგის შედგენა. ეს მენეჯერებს დაეხმარება იმის განსაზღვრაში, თუ როდის იქნება ყველაზე მეტად დაკავებული, ასე რომ წინასწარ ეცოდინება მისი საქმიანობის გეგმა. ეს დაეხმარება მენეჯერს პუნქტუალობის ამადლებად, ისეთი ვალდებულებების დამახსოვრებაში, როგორცაა: შეკრება, შეხვედრები და განსაკუთრებული მოვლენები.

დროის მენეჯმენტი საჭიროებს გამიზნულ გეგმას, თუ როგორ ვმართოთ დრო, რომელსაც: დროს გააჩნია შემდეგი ხუთი სფერო: 1) ფიზიკურ სფერო; 2) გონებრივ სფერო; 3) საზოგადოებრივ სფერო; 4) კარიერის სფერო; 5) სულიერ სფერო.

დროის მენეჯმენტისას დასახული მიზნის მიღწევისათვის უდიდეს საფრთხეს წარმოადგენს სასწრაფო და მნიშვნელოვანი დეტალების გაუთვალისწინებლობა. დროის უსარგებლო ხარჯვის გამომწვევი ფაქტორებია: 1) არაორგანიზებულიობა; 2) დაყოვნება; 3) დაუგეგმავი საზოგადოებრივი ურთიერთობები; 4) სრულყოფისადმი გადაჭარბებული მისწრაფება; 5) რისკის აცილება; 6) ვიზიტორები; 7) სატელეფონო ზარები; 8) ფოსტა; 9) ლოდინი; 10) შეხვედრები; 11) გაუთვალისწინებელი შემთხვევები.

დროის უკეთესად გამოყენების მიზნით საჭიროა: 1) შევწყვიტოთ ნაკლებად მნიშვნელოვანი ამოცანებით და საქმიანობებით თავის დაკავება; 2) ვიყოთ უფრო ეფექტიანი საქმიანობაში; 3) ვიპოვოთ დამხმარე ჩვენ საქმეში.

მენეჯერმა უნდა დაგეგმოს საკუთარი განრიგი. კერძოდ, მაგ: მენეჯერმა უნდა დაგეგმოს კვირის განრიგი: ამისათვის საჭიროა მან დაგეგმოს საქმიანობა საათობით მთელი კვირის განმავლობაში; მან უნდა მოიცვას ყველა მიმდინარე მოვლენა - მაგალითად, ისეთები როგორცაა: სამუშაოები, შეკრებები, შეხვედრები, საზოგადოებრივი მოვლენები და ა.შ.

დროისადმი მსგავსი დამოკიდებულება მენეჯერს მისცემს იმის შესაძლებლობას, რომ ზუსტად გადაანაწილოს დრო და მკაფიოდ მიანიშნოს თუ როდის და რა უნდა აკეთოს. ამ დროს ამოსავალი წერტილი არის კვირის განრიგის ზედმიწევნით შესრულება. მენეჯერი უნდა იყოს რეალისტი. მან უნდა განსაზღვროს დროის მოხმარების ცვალებადობა პრიორიტეტების მიხედვით. დღის განრიგი ანუ „სიის შედგენა“ - ყველაზე მნიშვნელოვანი საქმეა მენეჯერის ცხოვრებაში. ამ მიზნის მისაღწევად საჭიროა მენეჯერმა სრულყოფაში მოიყვანოს წინა დღით. მენეჯერს შეუძლია განსაზღვროს ის სფეროები, სადაც იგი შეძლებს თავისი დროის ეფექტიანად გამოყენებას.

საკვანძო სიტყვები: საკუთარი დრო, დროის მართვა, მენეჯმენტი

ბიზნესი, პანდემია და ფორს-მაჟორის კრიზისად ტრანსფორმაცია

გიორგი ქათამაძე

ბიზნეს ადმინისტრირების დოქტორი,
ბათუმის შოთა რუსთაველის სახელმწიფო უნივერსიტეტი
საქართველო, ბათუმი
E-mail: Giorgi.katamadze@bsu.edu.ge

Covid-19 პანდემიამ ეკონომიკური საქმიანობის განმახორციელებელი სუბიექტისათვის საგანგებო, არაპროგნოზირებადი და სტრესული სიტუაცია შექმნა მსოფლიოში. ბიზნეს სუბიექტები აღმოჩნდნენ რეალობის წინაშე, რომელმაც სრულიად შეცვალა ბაზარზე მოქმედების და თამაშის წესები. საქართველოში კომპანიების დიდი ნაწილი არ აღმოჩნდა მზად ახალ წესებზე ადაპტირებისათვის და ყველაზე საგრძნობი შეფერხება გაყიდვების ონლაინ არხების არარსებობა და ონლაინ ვაჭრობის გამოცდილების არქონა აღმოჩნდა. ფაქტიურად ქვეყანა და ბიზნესი გადავიდა ფორს-მაჟორულ მდგომარეობაში.

ხელშეკრულებებსა და საკანონმდებლო აქტებში არსებობს ჩანაწერები, ტერმინები, რომელთა არსებობაზე ხშირად აღბათ გვიფიქრია, რომ-სტანდარტული დებულებათა, თუმცა COVID-19 პანდემიამ მსგავს ჩანაწერებს დიდი მნიშვნელობა შესძინა და მისი ინტერპრეტაცია განმსაზღვრელი გახდა მხარეთა შორის სწორი ეკონომიკური-ფინანსურ-პოლიტიკური თუ სხვა ურთიერთობის რეგულირებაში;

ერთ-ერთი ასეთი საბაზისო ჩანაწერია „ფორს-მაჟორი“ (Force majeure), რომლის არსებობა მხარეებს უქმნის პირობიან თავისუფლებას ვალდებულებების შეუსრულებლობისას, კერძოდ ფორს-მაჟორის არსებობის შემთხვევაში მხარეები თავისუფლდებიან ურთიერთვალდებულებისაგან.

ფორს-მაჟორის უნივერსალური განმარტება საქართველოს სამოქალაქო კოდექსში არ არსებობს, ტერმინის განმარტებები გაბნეულია ცალკეულ საკანონმდებლო ნორმებში, თუმცა შედარებით ფართო და ამომწურავი ფორმულირება შემდეგია: ფორს-მაჟორული გარემოება მოიცავს, მაგრამ არ შემოფარგლება, სტიქიური უბედურებებით, ომით (გამოცხადებული თუ გამოუცხადებელი), ფართომასშტაბიანი შეიარაღებული კონფლიქტით, ან სხვა სამხედრო მოქმედებებით, გაფიცვებით, ბლოკადით, აჯანყებით, საბოტაჟით, სამოქალაქო არეულობით, ტერორისტული ან პარტიზანული მოქმედებებით, ან სხვა მსგავსი მოვლენით, რომელიც არ ექვემდებარება იმ მხარის კონტროლს, რომელზეც ასეთი ფორსმაჟორული მოვლენა ახდენს გავლენას და რომლის თავიდან აცილება ასეთ მხარეს არ შეუძლია.

„საქართველოს სამოქალაქო კოდექსით“ კი „დაუძლეველი ძალა“ არის სახელმეკრულებო პირობებით გათვალისწინებული ვალდებულებისგან გათავისუფლების საფუძველი (საქართველოს სამოქალაქო კოდექსი, 26.06.1997) თუმცა სხვადასხვა საკანონმდებლო აქტებში ასევე გვხვდება ტერმინი ფორს-მაჟორიც. საქართველოს პარლამენტის სამოქალაქო განათლების ლექსიკონი კი ფორს-მაჟორს შემდეგნაირად

განმარტავს: „გარემოება, რომლის თავიდან აცილება შეუძლებელია“. (<http://www.nplg.gov.ge/gwdict/index.php?a=index&d=6>).

2020 წლის 11 მარტს ჯანმრთელობის დაცვის მსოფლიო ორგანიზაციის მიერ ახალი კორონავირუსის (COVID-19) პანდემიად გამოცხადების შემდგომ, ბიზნესის სხვადასხვა მიმართულებებისათვის გამოიცა ცალკეული სახელმძღვანელოები საქმიანობის გასაგრძელებლად აუცილებელი ღონისძიებების შესახებ, თუმცა მოთხოვნების დაკმაყოფილება მარტივი არ აღმოჩნდა ცალკეული ბიზნესისათვის, მაგალითად: საჭირო იყო სპეციალური წესითა და ხსნარებით დეზინფექცია, რომლის დეტალური სახელმძღვანელო არ არსებობდა, ამას გარდა საჭირო იყო სამუშაო ობიექტზე მომუშავეთა სპეცტანსაცმლით აღჭურვა, რომლის ერთ პერსონაზე ეკვიპირების საფასური საკმაოდ მაღალი იყო, ასევე სამუშაო სივრცეში საჭირო იყო სოციალური დისტანციის დაცვა, ამას კი საქმიანობის სპეციფიკებიდან გამომდინარე ბევრი ობიექტი ვერ ახერხებდა ამ პირობების დაკმაყოფილებას. სწორედ ეს იყო მიზეზების ძირითადი ჩამონათვალი, რის გამოც ბიზნესის უდიდესმა ნაწილმა საკუთარი სურვილით შეაჩერა საქმიანობა.

ბიზნეს სექტორი მთლიანად მოქცეულია სახელმწიფო რეგულაციებში, რომლებიც პოლიტიკურ-სოციალურ-ეკონომიკური პროცესების პარალელურად იცვლება. ფორს-მაჟორულ სიტუაციებში როგორც ბიზნესს ასევე სახელმწიფოს უხდება შემჭიდროვებულ პერიოდში გადაწყვეტილებების და საგანგებო ზომების მიღება, რომლის საფუძველი ასევე ხშირად სწრაფი ანალიზი, ინტუიცია და რისკია. სწორედ ამ გადაწყვეტილებების ეფექტიანობაზეა დამოკიდებული ჟორს-მაჟორული სიტუაციის დასრულების შემდეგ მოხდება პროცესების ჩვეულებრივ რეჟიმში დაბრუნება თუ ფორს-მაჟორი გადაიქცევა კრიზისად. ნაშრომის მიზანი სწორედ ფორს-მაჟორული სიტუაციის ამოწურვის შემდგომი პროცესებისა და მისი შედეგების ანალიზია.

ნაშრომი მომზადებულია კვლევის კომპლექსური მეთოდოლოგიით, გამოყენებულია როგორც თვისობრივი, ასევე რაოდენობრივი კვლევის მეთოდი, ოფიციალური დოკუმენტაციის ანალიზი, შედარების მეთოდი და კომპონენტური ანალიზი.

საკვანძო სიტყვები: *ფორს-მაჟორი, კრიზისი, პანდემია, ბიზნესი, რეგულაციები.*

ბიბლიოგრაფია

1. საქართველოს სამოქალაქო კოდექსი, 26/06/1997
2. საქართველოს სამოქალაქო ლექსიკონი <http://www.nplg.gov.ge/>
3. მსოფლიო ჯანდაცვის ორგანიზაციის ვებ გვერდი <https://www.who.int/>
4. საქართველოს ოკუპირებული ტერიტორიებიდან დევნილთა, შრომის, ჯანმრთელობისა და სოციალური დაცვის სამინისტრო <https://www.moh.gov.ge/>
5. საქართველოს ეკონომიკისა და მდგრადი განვითარების სამინისტრო <http://www.economy.ge/>
6. სტატისტიკის ეროვნული სამსახური (საქსტატი) <https://www.geostat.ge/ka>

7. Katamadze, G. (2021). Tourism as one of the most vulnerable sectors in terms of pandemic period in Georgia, Autonomous Republic of Ajara. *Revista de turism-studii si cercetari in turism*, 32 (2021).

8. Katamadze, G. (2020). The Analysis of Influence of the Monetary Policy Carried out by The National Bank of Georgia on the Local Business Entities (Based on the Cases of Development Business). *Journal of Economics, Business and Management*, 8(2), 129-132.

CORPORATE CULTURE AND LEADERSHIP DEVELOPMENT IN CHANGING WORLD

Irina Kychko

*Doctor of Economics, Professor,
Chernihiv Polytechnic National University,
Chernihiv, Ukraine,
E-mail: ira41215@ukr.net*

Lyudmyla Remnova

*Candidate of Economic Sciences, Professor,
Chernihiv Polytechnic National University,
Chernihiv, Ukraine,
E-mail: remneva1962@ukr.net*

Alla Kholodnytska

*Candidate of Economic Sciences, Professor,
Chernihiv Polytechnic National University,
Chernihiv, Ukraine,
E-mail: allakholodnytska@ukr.net*

In the context of the business environment unpredictability, the lack of positive experience in getting out of difficult and crisis situations there is an objective need in developing new approaches to personnel management, especially in terms of building an effective corporate culture and leadership that could be the key to the successful functioning of the organization and the management of labor potential in digital epoch [5, p.45].

Therefore, one of the most urgent tasks of company's management is the development of an effective corporate culture that encourages an employee to take actions aimed at achieving the company's goals by harmonizing personal and organizational tasks, norms and ideals. Among the most important elements of corporate culture in modern conditions are: leadership system, the standards of conduct adopted by the company (so called Code of Corporate Ethics), organization of the work process, conflict resolution methods, communication system, corporate style, corporate symbols, company values and vector of its development.

Corporate culture is a fundamental component of the general strategy of the organization further development. Therefore, it is important to have a clear understanding of the strategy, mission and goals and on this basis to harmonize and coordinate joint efforts of all personnel in achieving a common goal. Awareness about the importance of corporate culture allows top and middle level managers better understand the organization activities, its competitive position in the market, attitude towards employees, as well as the degree to which each member of the workforce contributes to the common

cause. All these factors are really important in understanding the problems and finding effective solutions [4, p.106].

Formation of effective corporate culture in the organization in up-today conditions should be regarded as the most effective contributions to social viability and business ethics. It is important to have strong vision of future corporate culture as well as critically estimate the one that already exists. To do this, it is necessary to create an effective management system with leaders capable to lead all personnel towards reaching the strategic goals of the organization. A leader who sets a good example is able to interest others in imitating his/her behavior.

A survey of European companies' CEOs conducted by Mazars, Board Agenda and INSEAD has shown that they were not sufficiently aware of the role of leadership and corporate culture in achieving strategic priorities. It is necessary to understand that strong corporate culture in business is a guarantee of company's long-term stable activity. In the case of healthy corporate culture, the whole management system, the overall functioning of the organization, the achievement of strategic business goals will be done synchronously and harmoniously [1]. In the conditions of increased turbulence in the business environment the organization should be viewed as a mechanism the key components of which are people and corporate culture. These components cannot be considered in isolation, since the personnel determines the nature of the corporate culture that in turn determines which employees are suitable for the organization. Therefore, it is very important to take a responsible approach to the selection of personnel who will determine the formation of the organization's corporate culture. Corporate culture determines the effectiveness of work process and job satisfaction as well as allows to maintain effective staff motivation. Such results can only be achieved through maximum openness, transparency, honesty, confidence which will create an opportunity to consolidate the results and maintain the successful functioning of the business [2, pp. 339–360].

In the context of constant dynamic changes, the role of corporate culture is enhanced by the fact that it has a significant impact on the development of the organization through the development of employees' sense of their own identity, belonging and social security; the ability to objectively determine the further vector of development of the organization that can lead to the achievement of the goals; strengthening self-awareness and responsibility of each member of the team; creation of opportunities for rapid adaptation of new employees to the conditions of activity and the team; effective motivational mechanisms that can direct employees to increase their own productivity, self-development and self-improvement [4]. Thus, human capital is an important factor in corporate culture implementation so it is very important to select appropriate personnel, form effective teams led by leaders who are able to inspire the team with their energy, proactive position and clear vision of company's goals and resources needed for their achievement.

Nowadays the introduction of digital technologies in corporate education has become the modern trend in many companies which allows employees to rapidly adapt to the requirements of changing world and use new resources and technologies in their activities as well as feel their own engagement in the process of the organization's development. Corporate education which is part of the organization corporate culture should be regarded as a catalyst for its development allowing to respond to challenges in time and be ready for the emergence of new global trends in the field of personnel management [5, p. 49].

The fact is modern conditions employees no longer pay attention to the person of company's director or president because of frequent changes of owners of large domestic enterprises but they still strive to be loyal to the company, since everyone needs recognition by the community in which he/she is involved. It should be specially mentioned that an employee who faces unfair psychological and material treatment will not work in the organization for a long time and in this case his /her dismissal the company will lose not only additional income but will suffer a lot from reputation risks. This can lead to an outflow of leading specialists who are very difficult to replace with new ones. In such conditions, it becomes extremely important to introduce various loyalty programs in Ukrainian companies which should be aimed at achieving openness, clarity of goals and objectives, involving all employees in the process of making and implementing important decisions as well as developing an effective system of material and moral incentives [3].

Conclusions. In view of this, it is necessary to approach very responsibly to the formation of a company's corporate culture, since this is the company's visit card and a part of its brand. It is necessary to choose the right employees and unite the efforts of the team to achieve common goals which is possible only through the awareness of each of them of their own role, significance and involvement in a common cause. A successful leader who knows his team well knows how to organize it and is not afraid to be decisive in solving important issues. Thus, without a well-established corporate culture of the organization whose ambassadors should be managers at all levels it is impossible to achieve high efficiency, maintain a competitive position in the market and increase the level of labor potential of employees. Stability, openness, transparency, strength and adequacy of relations and connections between members of the workforce, as well as mutual respect, are the strongest drivers in helping to increase company's productivity. Every employee has to be clearly aware of their importance and played role in the team, feel personal involvement in business process and innovations and become loyal to the company bringing it a stable and high income.

Key words: *corporate culture, leader, leadership, staff development.*

REFERENCES

1. Board Leadership in Corporate Culture: European Report (2017). <https://ukr.mazars.ua/Home/Insajti/Nashi-publikaciyi/Opituвання-ta-doslidzhennya/Doslidzhennya-Rol-liderstva-v-kul-turii-kompaniyi>
2. Dalio, R (2017) Principles: Life and Work. NY: Simon&Shuster, 608 p.
3. Kychko, I., Borisenko, L., Levchenko, M. Terms of labor potential formation of maritime transport enterprises and factors of its implementation. ***Problems and prospects of economics and management, 3(19)***, 126-133.
4. Kholodnytska, A., Molyboha, K. (2019) Corporate culture and corporate management: aspects of interaction. ***Problems and prospects of economics and management, 3(19)***, 106-111.
5. Remnova, L., Zabashtanska, T. (2021). Conceptual basics of staff training in the conditions of digital transformation. *Problems and prospects of economics and management*, 1(25), 45-53.

PROMOTING THE DEVELOPMENT OF TOURISM CLUSTERS FOR INCLUSIVE DEVELOPMENT OF MOUNTAINOUS REGIONS

Nana Katsitadze

*Professor of the TSU Department of Tourism
and Hospitality Management*

nana.katsitadze@tsu.ge

Elisabed Baliashvili

Professor of the School of business and technology, DAUG.

Lela Kochlamazashvili

*Professor of the Faculty of Business Technologies,
Technical University of Georgia.*

Natela Tushishvili

PhD student School of business and technology, DAUG.

Georgia has experienced high rates of economic growth for the last ten years before the pandemic and the slowdown during the pandemic. Nevertheless, poverty and unemployment still remain the main challenges for our country. This indicates that the benefits of the economic growth have not reached a significant part of the population of Georgia. The situation is particularly acute in high mountainous regions, where the share of the population below the absolute poverty line is highest.

The strategic document of economic policy "Georgia 2020" addresses the issue of inclusive growth for promoting productive employment [1]. However, the measures initiated by the government for reducing poverty are more focused on the use of income-distribution schemes, such as the Law of Georgia on the Development of High Mountainous Regions, which provides various social benefits for those living in mountainous areas permanently. For assessing the policy of addressing the issue in such a way, we apply OECD study. According to this study redistribution schemes cannot be the only answer to the increase in poverty levels in certain segments of the population even in developed countries. Therefore, the state needs to implement the policy aimed at encouraging inclusive growth [2].

There are various mechanisms that help the country to overcome poverty, including in the long run. In this regard, sustainable tourism is considered as an effective mechanism as it creates opportunities for socially vulnerable population to engage in economic activities or get self-employed and is responsible for environmental issues at the same time.

Today, tourism is a priority sector of the economy of Georgia and is characterized by high growth rate. Natural and recreational resources, which are abundantly represented in the mountainous regions of Georgia, are considered as the main resource for tourism development. Georgia's unique resource for tourism development lies in the mountains. However, unfortunately this potential is still not properly utilized. Opportunities for economic development in the mountains are limited due to various circumstances or problems, including difficult terrain, harsh climate, underdeveloped infrastructure, plenty of unique resorts that are not developed, poor communication links, lack of popularity, lack of qualified staff, etc.

The need for implementing a special policy for the development of mountainous regions is recognized by international organizations. At present, the highlands are considered as unique functional and territorial formations, which play a defining role in the world (respectively, countries') development processes. Most of the people in mountainous regions of Georgia live in rural areas. Only 22% of the population is employed or paid for work. Pension and state aid are the main source of income for 51% of households. For 22% of these households, spending on food products accounts for over 75% of consumer spending, and 8% of households do not have resources needed to buy food. These facts indicate the extreme poverty and meagerness of the population and make the state obliged to find ways to address these problems [3].

The European Union countries consider the development of rural tourism as the most important tool for economic growth in poor and depressed regions [4]. This direction of tourism is based on a variety of resources in and around the countryside. Therefore, the regions rich in natural and recreational resources have possibility to offer tourists a variety of tourism products within one destination and to be competitive as well as to increase economic efficiency through extensive involvement of resources in the economic turnover.

World practice has shown that cluster management is much more effective for the country's economy compared to sectoral management. It is the most flexible and efficient structure which is based on collaboration and competition. A competitive tourism-cluster can create and promote a brand of tourism region. We consider the creation of tourism clusters as an economic and organizational form of effective management for the development of tourism in villages of the highland regions.

The main determining factors that prompt the emergence of clusters are as follows: [5]

- Cost savings achieved by companies through shared use of resources;
- Geographically close location of goods or services required for the business, which ensures speed and, therefore, cheapness;
- Concentration of firms in a particular area encourages the spread of hidden knowledge and experience.

There is no unified methodology for designing (developing) a tourism cluster in the modern normative base. Several substantially different approaches for designing a cluster are found in the scientific and practical literature, including a specific approach in the field of tourism. On the initial stage of cluster formation, some of the scholars focus on the tourism potential and attractiveness of tourism destinations, while others, on the contrary, believe that creation of clusters depends on the composition of the initiative group/investors. It can be said that different types of tourism resources determine the profile for the development of the region, such as mountain tourism for the snowy regions, eco-tourism for the mountainous regions, etc.

Currently, in European countries rural tourism is stimulated not only in economically backward regions, but also where mass recreation has been traditionally popular. For example, thematic tourism directions such as: "nature and health", "recreational tourism", "trade-

tional gastronomy" and "sport" play an important role in the 'success formula' of Italian rural tourism [6]. Most of the mountainous regions of Georgia have good potential for the development of the above directions. In our opinion, the long-standing experience of wine villages in Europe, the partnership of communities around wine, which is not introduced in Georgia even in the historically traditional wine-producing regions, is the model that should be actively shared. The tourist village with tourism resources competes with its neighbors, but getting them united around the common goal to make the tourist village an attractive destination leads to the creation of a "collective spirit" that provides a synergy effect. An interest in cooperating arises in such villages and it is contagious to other villages as well [7].

The unique natural conditions of the mountainous regions of Georgia, local and clearly expressed identity, agricultural traditions, diversity of folklore and other factors provide a good basis for us to recommend the introduction of the **following thematic clusters and pilot models**:

Local wine and gastronomic tourism cluster. It can combine local food producers and wineries to offer tourism and hotel services to customers; restaurants and guesthouses selling local culinary products, as well as wine bars and sectoral associations;

A cluster of authentic hotels. It can include the guesthouses that already offer or will offer the visitors additional tourist services and experiences (sightseeing tours, hiking and boating routes, excursions and cognitive tours, skiing and hiking valleys, etc.) in an authentic environment.

Cultural Heritage Cluster. It will bring together a variety of contractors in the tourism business. In particular, craftsmen, artists, local culinary and handicraft producers, museums, protected areas, resorts, tour operators and tour guides.

New trends in tourists' demands creates possibilities for many regions to be competitive on international market, for that each of them chose main characteristics by which they will be promoted on target market [8]. Mountainous regions of Georgia have very diverse tourism resources for the development of tourism clusters; in addition, they have different socio-economic background and different levels of maturity of tourism development. Due to this situation it is essential to have the programs for strategic development of tourism differentiated by regions and at the same time having a logical connection at all levels. **Therefore, the following factors need to be determined based on the study of the mountainous parts of our country:**

1. What kind of thematic cluster should be developed in the targeted mountainous regions;

2. The role of the state in the formation and functioning of clusters. It needs to be determined what it should be like: reactive (active support of the cluster formation process by providing an environment conducive to infrastructure development) or proactive (providing supportive environment for existing, naturally occurring clusters by eliminating barriers to development and stimulating innovation).

Finally, when entering international tourism market, the effort of the state to gain recognition and create image of the country and its tourism products is crucial [9].

Keywords: *tourism cluster, inclusive development, mountainous regions.*

RECERENCES

1. The Socio-Economic Development Strategy of Georgia – “Georgia 2020” ;
2. OECD 2008., Inclusive Growth Analytics Framework and Application;
3. <https://info.parliament.ge/file/1/BillPackageContent/26145>
4. Kavita E. Saarinen J. (2016.) Tourism and Rural Community Development in Namibia. Policy Issues Review. pp.194, 79–88;
5. Baliashvili, E., Once Again referring to the Potential of Georgian Mountainous Region. Paata Gugushvili Institute of Economics, International Scientific-Analytical Journal -Economist 2; Tbilisi, 2021;
6. Bock B. (2006.) Introduction: Rural Gender Relations: Issues and Case Studies. Wallingford. CARY Publishing. pp.1-15;
7. Katsitadze N., Vatsadze I., Methodological Recommendations for Forming and Developing Priority Directions of Racha Rural Tourism;
8. Katsitadze N., Natsvlshvili I., DEVELOPMENT OPPORTUNITIES OF MICE TOURISM IN DEVELOPING COUNTRIES: CASE OF GEORGIA. International Journal of Business and Management Studies, . ISSN: 2158-1479::06(01):163–170 (2017);
9. Katsitadze N., Natsvlshvili I., The Role of State Regulation and Policy in Tourism Development: The Case of Georgia. Eurasian Economic Perspectives, 2020.

PERCEPTION OF INTERNATIONAL BUSINESS COMMUNICATIONS IN THE GEORGIAN BUSINESS SECTOR

Kristina Avaliani

PhD at Sokhumi State University,

Georgia, Tbilisi

E-mail: k.avaliani@sou.edu.ge

Irma Dikhaminjia

Associate Professor of Business Administration

Georgia, Tbilisi

at Sokhumi State University

E-mail: i.dikhaminjia@sou.edu.ge

The twenty-first century business environment, in light of the benefits and challenges of globalization is increasingly attracting the interest of countries from developed and developing nations. Intercultural communication is the study and practice of communication across cultural contexts. It applies equally to domestic cultural differences such as ethnicity and gender and to international differences such as those associated with nationality or world region. Intercultural communication is an approach to relations among members of these groups that focuses on the recognition and respect of cultural differences, seeks the goal of mutual adaptation leading to biculturalism rather than simple assimilation, and supports the development of intercultural sensitivity on the part of individuals and organizations to enable empathic understanding and competent coordination of action across cultural differences around the business. As countries become interconnected because of business operations will be instrumental to the success. It's critically important to understand and appreciate one another's cultural differences in order to ensure growth and sustainability in international business.

In intercultural communication scholars usually distinguish three individual phases of the discipline: first, it focuses on the nation and national differences between the people and their cultures; second, the companies are the source and aim of communication, and third, the individuals are the ones who compete and collaborate globally (Pikhart, 2014). The last phase is characterized by the commodification of language – i.e. the language has become a commodity.

In Georgia understanding, clear communication strategy and flawless transfer of information on both domestic and international level is a substantial prerequisite of any business activity and this is the way how to transfer linguistic and cultural capital into economic one. Even though a worldwide international business hedges on how well they behave as business agents or representatives in a foreign countries culture, little effort has been assigned to understanding international business etiquette and its role in global business relationships.

As a number of authors have indicated, an understanding cultural differences as well as intercultural communication competence will not only assist businesses to bridge the communication gap among countries involved in international trade negotiations but will also enable multicultural managers to manage cultural differences more effectively (Otis Thomas; Ephraim A. Okoro; Melvin C. Washington, 2012).

Effective communication is vital in today's business endeavors. There are many companies that conduct international business. Governments need to communicate with each other and trade exists throughout many countries. There are many languages that are spoken in the world today and sometimes miscommunication can occur (Moreau, 2013). Also, English is a common language spoken in today's world; however, other languages are still dominant in our world.

But for multinational companies, some problems may arise when the lingua franca is English. English is often used as an international language of communication in the Georgian business sector. However, due to the influence of post-Soviet history, the Russian language is also actively used. Modern business relations have also connected Georgian business with Chinese. Neighborhood market policy also remains relevant and the Turkish language remains a part of Georgian business.

It may become difficult for employees to understand each other because they may be native English speakers and non-native English speakers. Lingua Franca is used for business operations; hence employees must speak some degree of the language, and this can be tricky when each employee may have different degrees of competency in the language.

In addition, most of the giant companies especially the multi-products, multi-national and trans-national companies, etc., make use of the modern-day high technology. In nearly all these companies, most communications are done using computers, telephone, Internet, Intercom, telex, telefax, radiogram, telegram General System of Mobile communications (GSM) and the like (Mirjana Radovic Markovic; Aidin Salamzadeh, 2018).

The most obvious peculiarity of business discourse is „essence enlargement” – the meaning intensification in semantics, correlating with phonographic, morphological, syntactic, stylistic, and para-verbal devices typical of this discourse, which are employed to provide its pragmatic purposes realization. Such multi-level discursive intensification, with increased argumentative or manipulative potentials, can be most easily traced in the language of advertising, brand slogans and corporate missions and mottos, which all constitute a substantial segment of business discourse.

The spectrum of its interests is based on a multidisciplinary synergetic approach and includes the following key areas:

- Business discourse
- Professional sublanguages of business sectors
- Language of PR, advertising and marketing, the special language techniques for sales and marketing
- Pragmatics in a business context and Business Rhetoric
- Documentation such as business correspondence and drafting contracts
- Instructional (teaching) and academic language of business, economics and management, used in textbooks and research, academic publications, lectures, case studies and training, consulting and coaching on business topics
- Business lexicography
- Language of the business media
- Intercultural business communication (Danyushina, 2011).

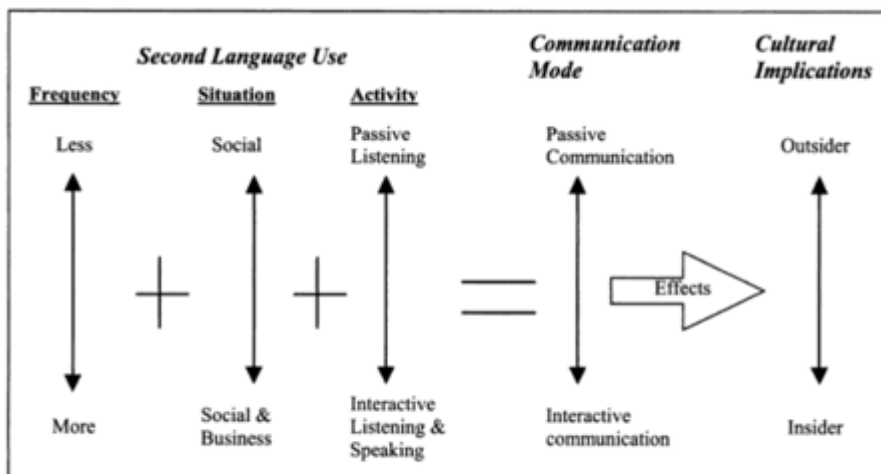


Figure 4. Cultural implications of language use (Du-Babcock and Babcock, 1996: 155).

Based on one of the international Georgian business companies, they try to use these methods to establish business communications. However at the initial stage try to choose: Language of PR, advertising and marketing, the special language techniques for sales and marketing, Documentation such as business correspondence and drafting contracts, Instructional (teaching) and academic language of business, economics and management, used in textbooks and research, academic publications, lectures, case studies and training, consulting and coaching on business topics and Business lexicography.

In the process of analyzing the methodological foundations of business communications, special attention should be paid to the timely identification of existing and potential problems in the field of business and the possibility of taking adequate measures to eliminate them. Therefore, we used the survey method to study this. This allowed us to understand how the quality of communication affects business development. A survey on the effectiveness of business communications showed that 100% of respondents (160 respondents) believe that the effectiveness of business is affected by the quality of communication. Also, 53% of respondents believe that the most common form of business communication in Georgia is business meetings. Also noteworthy is the fact that 52% of respondents believe that poor organizational communication has a major impact on workers' productivity. Therefore, the management of the company needs to pay great attention to solving communication issues in order to increase the efficiency of their activities (Karkashadze Nargiza; Kakauridze Natela; Mikabadze Sopiko, 2015).

Short summary

Because communication culture is specific, it is critically important that countries involved in international business should devote time to understand and appreciate the different ethical habits conducting business transactions in order to establish lasting **strategic alliances**. The ability to communicate effectively is an essential quality of Business representatives. Namely, success of any business lies in **effective communication** and because of that we can conclude our consideration with a statement.

Keyword: *Business Environment, Intercultural Communication, Communication strategy in Georgia, Multinational Company, Effective Communication*

REFERENCES

1. Danyushina, Y. V. (2011). BUSINESS LINGUISTICS – A NEW INTERDISCIPLINARY SYNERGY. *International Journal of Arts & Sciences*, 177–186.
2. Elena N. Malyuga; Svetlana N. Orlova. (2018). *Linguistic Pragmatics of Intercultural Professional and Business Communication*. Cham, Switzerland: Springer International Publishing.
3. Joan Carlos Palmer-Silveira; Miguel F. Ruiz-Garrido; Inmaculada Fortanet-Gomez. (2006). *Intercultural and International Business Communication*. Bern, Switzerland: Peter Lang.
4. Karkashadze Nargiza; Kakauridze Natela; Mikabadze Sopiko. (2015, January 1). *Business Communication and the Role of a Modern Stage*. Retrieved February 4, 2021, from ejournals.atsu.ge:
<https://ejournals.atsu.ge/BLSS2015/eJournal/Papers/KarkashadzeNargiza.pdf>.
5. Mirjana Radovic Markovic; Aidin Salamzadeh. (2018). The Importance of Communication in Business Management. *The 7th International Scientific Conference on Employment, Education and Entrepreneurship* (pp. 11-28). Belgrade, Serbia: researchgate.
6. Moreau, R. (2013). *The Value of Foreign Languages in Business Communication*. University in Providence, Rhode Island: cholarsArchive@JWU.
7. Otis Thomas; Ephraim A. Okoro; Melvin C. Washington. (2012). Intercultural Communication In Global Business: An Analysis Of Benefits And Challenges. *International Business & Economics Research Journal*, 217-222.
8. Pikhart, M. (2014). New horizons of intercultural communication: Applied linguistics approach. *Procedia - Social and Behavioral Sciences*, 954 – 957.

ეკონომიკური კრიზისების გავლენა საქართველოს საფინანსო სექტორზე

ირინა ვაშაკმაძე

ასოცირებული პროფესორი
Irina.vashakmadze@bsu.edu.ge

ირინე თავაძე

ასისტენტ პროფესორი
ბათუმი შოთა რუსთაველის სახელმწიფო უნივერსიტეტი
ბათუმი, საქართველო

ეკონომიკური კრიზისების ბუნება საკმაოდ მრავალფეროვანია, მისი მკაფიოდ ჩამოყალიბება კი მეტად რთული საქმე, ეკონომიკური კრიზისების გამომწვევი მიზეზები, მისი თავისებურებები და შედეგები ყოველთვის განსაკუთრებული ინტერესის სფეროს წარმოადგენდა, დღესდღეობით უამრავი თეორია და ჰიპოთეზა არსებობს, რომელიც ცდილობს ახსნას ეკონომიკური კრიზისის გამომწვევი მიზეზები, რაც სწორედ კრიზისების წარმოშობის მიზეზების მრავალფეროვნებითაა გამოწვეული. მიუხედავად იმისა, რომ განვითარებულ ქვეყნებში ეკონომიკური კრიზისების კვლევა მაღალ დონეზეა აყვანილი, ბევრი კითხვა კვლავ პასუხგაუცემელი რჩება. ამიტომ, აღნიშნული საკითხი დიდ სირთულეა და სერიოზულ გამოწვევაა, კერძოდ კრიზისების საფუძველს სწორედ მისი გამომწვევი მიზეზები წარმოადგენს, რაც, როგორც უკვე აღინიშნა, საკმაოდ რთული საქმეა, შესაბამისად რთულდება კრიზისების რეგულირება და პროგნოზირებაც.

თემის მიზანია გლობალური ფინანსური კრიზისის გამომწვევი მიზეზების, შედეგების შესწავლა და მისი გავლენის წარმოჩენა საქართველოს საფინანსო სექტორზე. თანამედროვე ფინანსურ-ეკონომიკური კრიზისის გამომწვევი მიზეზებისა და შედეგების შესწავლა, საქართველოს მაკროეკონომიკური ინდიკატორების დინამიკის ანალიზი და კრიზისის უარყოფითი შედეგების კვლევა, მსოფლიო ფინანსურ-ეკონომიკური კრიზისის პირობებში, საქართველოს ეროვნული ბანკის მიერ დასახული მონეტარული პოლიტიკის და მთავრობის ეკონომიკური პოლიტიკის ანალიზი; საქართველოში არსებული მაკროეკონომიკური გარემოს შეფასება და ამ შეფასების საფუძველზე დასკვნების გამოტანა.

ფინანსური კრიზისის გამომწვევ ძირითად მიზეზად კი შესაძლებელია გამოვყოთ ორი მნიშვნელოვანი მიზეზი:

- გლობალური ფინანსური დისბალანსის ზრდა, რომლის დროსაც კრიზისის დაწყების მომენტის პროგნოზირება ძალიან რთულია.
- ფინანსური კაპიტალის ნაკადები, რომელიც განიცდის მკვეთრ ცვალებადობას, ანუ უეცრად შემოედინება ქვეყანაში ან გაედინება ქვეყნიდან.

წარსულის გამოცდილების გამოყენება დღესდღეობით თითქოს უფრო უნდა ამარტივებდეს კრიზისების მართვას, თუმცა არაპროგნოზირებად გარემოში რისკების წინასწარმეტყველება ძალიან რთულია, ამისი ნათელი მაგალითია პანდემიით გამოწ-

ვეული ეკონომიკური კრიზისი, რომელმაც გავლენა ჩვენს ქვეყანაზეც იქონია და პოსტ-პანდემიის პირობებში კრიზისის შედეგს ვიმკით.

კვლევის საგანია ეკონომიკური კრიზისების თეორიებზე დაყრდნობით ეკონომიკური ციკლებისა და თანამედროვე ფინანსურ-ეკონომიკური კრიზისის გამომწვევი მიზეზებისა და თავისებურებების ახსნა. მისი შედეგების გაანალიზება საქართველოს მაგალითზე, საქართველოს მთავრობისა და ეროვნული ბანკის მიერ გატარებული მაკროეკონომიკური სტაბილიზაციის პოლიტიკის შესწავლა და საქართველოს მაკროეკონომიკური მაჩვენებლების ტენდენციების კვლევა.

საკვანძო სიტყვები: ეკონომიკური კრიზისები, მაკროეკონომიკური ინდიკატორები; საფინანსო სექტორი

FEATURES OF THE ACTIVITY OF CREDIT INTERMEDIARIES IN THE FINANCIAL SERVICES MARKET OF UKRAINE

Iryna Sadchykova

*PhD in Economics, Associate Professor,
National University "Chernihiv Polytechnic",
Chernihiv, Ukraine
Email: aspirant_chstu@ukr.net*

Effective activity of credit intermediaries in the financial services market in the country's economy indicates its stable and harmonious development. In turn, credit intermediaries are key figures and occupy the main place in all segments of this market. The main purpose of credit intermediaries is the ability to satisfy financing of economic activity, and rational and effective distribution of capital in society.

In the financial services market, there are various financial intermediaries, namely: banking institutions, and non-banking financial institutions. The main purpose of this research is to study the tendency of the credit intermediaries' development in the financial services market in Ukraine and determine the features of their activity.

In addition to banking institutions that provide lending services to individuals and legal entities in the financial services market, there are other business entities that can provide loans for a specified period at the appropriate percentage. The main subjects include the following ones: credit unions, financial companies, lessors, pawnshops, and factoring companies. To form a complete picture of the impact of the credit system on the credit market development, relevant statistical indicators were analyzed by us [1, 2].

Credit union – is a non-profit organization founded by individuals, professional unions, their associations on a comparative basis to meet the needs of its members in mutual lending and providing financial services at the expense of combined monetary contributions of the members of credit unions [4].

The main indicators of credit unions in Ukraine for the period 2016-2021 are presented in Table 1.

Table 1

Main indicators of the system of credit unions in Ukraine for the period 2016-2021, uah million

Name of the indicator	Year					
	2016	2017	2018	2019	2020	9 months of 2021
Number of registered credit unions	462	378	358	337	322	289
Assets	2032,5	2169,8	2218,4	2502,5	2317,0	2438,1
Amount of credits provides to the members of credit unions	2064,2	2167,7	2326,4	2670,4	2500,0	1747,6

Contributions of the members of credit unions on deposit accounts	1035,2	1123,8	1304,5	1641,5	1921,0	1218,3
Debt on unpaid and overdue loans (balance on the end of the period)	368,7	345,8	352,2	334,0	787,1	479,8

Source: compiled by the author based on [3, 5].

As can be seen from Table 1, the number of credit unions in Ukraine in 2020 in comparison with 2016, decreased by 140 units. The indicator of the amount of loans granted to the CU members in 2020 decreased by 170,4 uah million in comparison with 2019. At the same time, contributions of the CU members to deposit accounts in 2020 compared to 2019 increased by 279,5 uah million. Debt on unpaid and overdue loans, that is, their balances at the end of the period are inversely proportional to the above indicators. That is, in the periods when contributions and volume of loans are increased, the debt on loans decreases and vice versa. However, debt on loans in 2020 increased sharply and amounted to 787,1 uah million. This is mainly due to the crisis of economy after the onset of the COVID-19 pandemic, which has adversely affected all sectors of economy of Ukraine and the whole world.

As for financial companies and lessors, their number is growing every year, this is evidenced by the data of Table 2.

Table 2

Main indicators of the activity of financial intermediaries and lessors for the period 2016-2021, uah million

Name of the indicator	Year					
	2016	2017	2018	2019	2020	9 months of 2021
Financial companies						
Number of registered financial companies, pcs.	650	818	940	986	1020	984
Assets of financial companies	97332,0	107533,9	125322,3	162197,0	186501,1	190703,7
Amount of the provided financial services by financial companies	11 420,3	90594,4	120014,5	148124,2	187 761,2	281 077,3
Legal entities (lessors)						
Number of registered institutions, pcs.	272	196	185	157	144	137
Amount of valid contracts on financial leasing	22904,4	22417,9	24920,9	27645,6	39334,4	477392,7

Providing factoring services by financial companies						
Number of financial companies that have valid licenses on the provision of factoring services as of the end of reported period, pcs.	545	516	526	641	728	699
Amount of factoring contracts concluded during the reported period	16887,5	31363,4	48105,0	56469,4	22562,1	30469,9

Source: compiled by authors based on [3, 5].

In 2020 the number of registered financial companies was 1020 pcs., which indicates the creation of 370 new companies in comparison with 2016, which in turn led to the growth of their assets. This indicates rapid development of these financial institutions, which provide loans, sureties, and guarantees to their customers. The cost of loans provided by the companies increased between 2011 till 2019 and amounted to 79176,2 uah million, however in 2020 this indicator decreased to the level 2857,3 uah million, which is 50608,9 lower than the indicator in 2019.

Factoring is a significant share of the services of financial companies, but the tendencies of changing the indicator differ little from previous one. Moreover, it should be noted that not only legal entities, but also other financial companies having a license are entitled to conclude leasing agreements. So, it can be emphasized that the number of financial companies has increased, but their efficiency has decreased.

According to the indicators of the pawnshops' system in Ukraine, their activities can be described as more effective as the activities of financial companies and lessors. The main indicators of the pawnshops' activities for the period 2011-2020 are presented in Table 3.

Table 3

Main indicators of the pawnshops' activity in Ukraine for the period 2016-2021

Name of the indicator	Year					
	2016	2017	2018	2019	2020	9 months of 2021
Pawnshops number, pcs.	456	415	359	324	302	283
Assets by balance, uah million	3317,7	3763,7	3721,3	4264,8	3866,8	4205,5
Amount of provided financial credits secured, uah million	16718,0	16389,0	16442,3	18178,5	16571,0	13109,3

Amount of repaid financial loans, uah million	16414,7	16395,9	16139,7	17840,8	16629,9	13095,8
---	---------	---------	---------	---------	---------	---------

Source: compiled by authors based on [3, 5].

According to Table 3 for the period analyzed, there is a trend characterized by a decrease in the number of pawnshops, if you compare 2020, since 2016, the number has decreased by 154 pcs. (or for 33,8 %), but during the same period, assets on the balanced sheet increased by 25491 uah million (or for 16,5 %). If you look at the indicators of secured financial loans (in 2020, it decreased by 147 uah million compared to 2016), then this figure tends to decrease.

Conclusions. Thus, the study showed that the level of the credit intermediaries' development at their rate lag behind the development of the banking sector, but these institutions are able to effectively accumulate and redistribute financial resources to the needs of economy, as well as direct them to investment activities. Thus, in the future, credit intermediaries will play a significant role in sustainable development of the national economy due to constant increase in the needs for additional investment resources, an increase in household and business savings, as well as the accelerated institutional development of the country's financial sector.

Key words: *financial services market, credit union, financial company, leasing, factoring, pawnshop.*

REFERENCES

1. Dubyna, M. V., Shyshkina, O.V. (2017). Sutnist ta systema infrastruktury kredytnoho rynku Ukrainy [The essence and system of credit market infrastructure of Ukraine]. *Naukovi zapysy Instytut zakonodavstva Verkhovnoyi rady Ukrainy – Scientific records Institute of Legislation of the Verkhovna Rada of Ukraine*, (4), pp. 80-86.
2. Dubyna, M. V., Gonta, O.I., Parkhomenko, I.A. (2017). Osoblyvosti funktsionuvannya kredytnoyi systemy ta yiyi suchasnyy rozvytok v Ukraini [Features of the credit system and its modern development in Ukraine]. *Finansovi doslidzhennya - Financial research*, 2 (3). <http://fr.stu.cn.ua/>
3. Ofitsiynyi sait Natsionalnoho banku Ukrainy [Official site of the National Bank of Ukraine].(n.d.). <https://bank.gov.ua/ua/statistic/supervision-statist>
4. Pro kredytni spilky [About credit unions], Law № 2908-IIIU (December 20, 2001). <https://zakon.rada.gov.ua/laws/show/2908-14#Text>
5. Sadchykova, I.V., Khomenko, I.O., Onoprienko, A.V., Korytska, A.E. (2021). Determinanty rozbudovy kredytnoho rynku v Ukraini [Determinants of credit market development in Ukraine]. *Problemy i perspektyvy ekonomiky ta upravlinnya - Problems and prospects of economics and management*, 3(27), pp. 200-210.

IMPACT OF FINANCIAL RISKS OF SUBJECTS OF THE REAL SECTOR OF ECONOMY OF UKRAINE ON THE MARINE TRANSPORT LOGISTICS IN THE CONDITIONS OF MILITARY ACTIONS

Olena Shyshkina

*Doctor of Economics, Associate Professor
National University "Chernihiv Polytechnic"
Chernihiv, Ukraine
Email: shyshkina.olena.v@gmail.com*

Functioning of economic subjects in the conditions of economic and political instability is connected with numerous financial, economic, operational, ecological and other types of risks, which creates significant obstacles of sustainable development of the national economy. Ensuring risk protection is the basis of economic stability and sustainable economic growth of enterprises of the real sector of economy, which is a guarantee of the independence of Ukraine and success in all spheres of activity.

Functioning of enterprises of the real sector of economy is always associated with risks, among which it is financial that pose a significant threat to their stable functioning and development [3]. Significant impact of financial risks on the results of financial and economic activity of industrial enterprises, including on the processes of supply, production, and sale is associated with the changing economic and political situation and the situation of the financial market, deepening the sphere of financial relations of enterprises, the emergence of new financial instruments and technologies, the development of transport connections and transport infrastructure, etc. In this regard, the research related to the search for effective mechanisms and tools that can significantly solve the problem of minimization (for quantified risks that can be quantified) and neutralization of unquantified risks (which are not subject to quantitative evaluation), accompanying the functioning and development of enterprises of the real sector of economy at all stages of the activity and at all stages of their life cycle.

The development of commodity production, the expansion of domestic and foreign trade, the use of the regional and national transport corridors, determine the need to solve the problem of mass cargo transportation, which necessitates the consideration of transport in general, and including maritime transport, as such, which ensures the transportation of significant volumes of products sold in the world commodity markets [1, 2, 4].

The conducted researches show that undisputed leader in the structure of cargo transportation on a global scale is maritime transport. This type of transport has certain features that distinguish from other transport modes and predetermine its wide use. It should be noted that a significant link that combines carriers of maritime transport with subjects of the real sector of economy of various activities is railway and road transport. These modes of transport have certain properties that distinguish them from others and determine their place and role in the economic system (Table 1).

Table 1. Comparison of maritime, automobile and railway transport modes

Comparative properties of transport	Maritime transport	Railway transport	Automobile transport
1	2	3	4
Measurability	maneuverability is determined by the configuration of waterways	- relatively low positive possibility of delivery to the places of consumption; - in the absence of the access roads, this transport type should be supplemented by road transport	- high maneuverability; - using the road transport, the cargo can be delivered "door to door"
Number of carriers	limited number of carriers	limited number of carriers	comparatively big number of carriers
Dependence on weather conditions	significant dependence on weather and navigation conditions	any weather conditions	significant dependence on weather and navigation conditions
Tariffs	low cargo tariffs	relatively low cost of cargo transportation, as well as availability of discounts	relatively high cost of transportation
Transportation ability	- high transportation ability; - high load capacity	possibility of transportation of large volumes of cargo	transportation of mostly small volumes of cargo
Ability to deliver small volumes of cargo	inappropriate transportation of goods in small batches	inappropriate transportation of goods in small batches	possibility of transportation in small batches
Regularity of transportation	irregular transportation	regular transportation	regular transportation
Speed of transportation	low speed (in comparison with other transport modes)	relatively rapid delivery of cargo for long distances	relatively rapid delivery of cargo for short distances
Frequency of goods transportation	low frequency of goods transportation	average frequency of goods transportation	high frequency of goods transportation
Specific conditions to packaging and cargoes fixing	strict requirements for packaging and fastening of goods	specifications of loading and fastening of goods are determined	compared to other types, there are less stringent requirements for packaging of goods
Possibility of losses and damages of goods	the lowest losses (compared to others, including due to the features of packaging and fastening)	possible cargo theft (requires additional security costs)	possible cargo theft and theft of vehicles
Harmful to the environment	- there are waste emissions into the sea; - the most environmentally friendly transport mode	there are emissions of harmful substances into the environment	road transport is environmentally unfavorable due to emissions into the atmosphere

Each of the modes of transport has its advantages and disadvantages (partially described using comparative properties given in Table 1), and, consequently, each type of transport is characterized by certain financial and other types of risks that can affect the life of economic entities (both commodity producers and transport carriers) [3]. The key financial risks faced by maritime carriers are: *the risk of reducing financial stability* generated by the imperfection of the capital structure; *the risk of insolvency* caused by imbalanced cash flows in time; credit risk – takes place when providing or obtaining a loan; *investment risk* – characterizes the possibility of financial losses in the implementation of failure of the relevant investment activities (for example due to insufficient investments in the expansion of ports, Ukrainian carriers cannot meet the needs of the transport industry from entering the port of ships with a deep draft of the ship); *currency risk* caused by fluctuations of exchange rate; *tax risk* caused by inconsistency in tax legislation; *criminogenic risk* – appears in the form of submission of documents; theft of separate types of assets by own personnel, etc. Unfortunately, the crime-generating risk is one of the most significant, since under the expert evaluation, Ukraine is among the three the most corrupted countries in the segment of the maritime transport, looking at what it spends significantly money, if it comes to the state budget, depending on the income.

We'd like to note that the transportation of goods requires the creation of appropriate infrastructure. For maritime transport, the key infrastructure facilities are seaports. Ukraine is a convenient transport hub between Europe and Asia. Ukraine is located at the intersection of the main trans-European corridors connecting eastern and Western Europe, the Baltic countries with the Black Sea region. As for the capacity, Ukraine with one of the longest railway systems in Eurasia. Using combined efforts of railway and sea carriers, there is a connection of commodity producers with consumers of products on the world commodity markets. In the pre-war period, about 30% of all cargoes were transported through the Ukrainian ports. Currently, due to military actions, the annexation of the Crimea and temporary occupation of almost 20% of the territory of Ukraine, including territories with seaports, the situation has significantly worsened, which causes additional financial risks and losses because of changes in transport logistics.

Conclusions. Transport in general and maritime transport in particular ensures uninterrupted movement of products from commodity producers – subjects of the real sector of economy to consumers. In the system “the subject of the real sector of economy-transport-consumer” in the course of its development, dense, inextricable links were formed that allow effectively cooperate with these subjects, which can be considered a positive aspect, but each of them “absorbed” the problems of the development of the other, which became a negative phenomenon. Thus, military actions on the territory of Ukraine and temporary loss of significant areas together with economic potential of commodity producers and the capacities of transport carriers adversely affected a socio-economic state of the country and increased a negative impact of the numerous risks that can cause the loss of both profit and, income, and capital by all participants in both the transport and production process, as well as negatively

affect transport logistics. These aspects require more detailed study, which will become the object of further scientific research.

Key words: risk, financial risk, enterprises of the real sector of economy, transport, transport logistics.

REFERENCES

1. Kalogeraki, E. M., Papastergiou, S., Mouratidis, H., & Polemi, N. (2018). A novel risk assessment methodology for SCADA maritime logistics environments. *Applied Sciences*, 8(9), 1477. URL: <https://www.mdpi.com/2076-3417/8/9/1477/pdf>
2. Roşca, E., Raicu, S., Roşca, M., & Rusca, F. V. (2014). Risks and reliability assessment in maritime port logistics. In *Advanced Materials Research* (Vol. 1036, pp. 963-968). Trans Tech Publications Ltd URL: https://www.researchgate.net/profile/Florin-Valentin-Rusca/publication/280957398_Risks_and_Reliability_Assessment_in_Maritime_Port_Logistics/links/61adc10d29948f41dbcc02c3/Risks-and-Reliability-Assessment-in-Maritime-Port-Logistics.pdf
3. Shyshkina O., Kalchenko O. Methodological principles of the analysis and risk assessment of the environment in the process of planning the development of subjects of the real sector of economy. *Problems and prospects of economics and management*. 2018. № 2 (14). P. 24–31.
4. Ulutaş, A., Topal, A., Karabasevic, D., Stanujkic, D., Popovic, G., & Smarandache, F. (2021, August). Prioritization of logistics risks with plithogenic PIPRECIA method. In *International Conference on Intelligent and Fuzzy Systems* (pp. 663-670). Springer, Cham. URL: https://www.researchgate.net/profile/Darjan-Karabasevic/publication/354193407_Prioritization_of_Logistics_Risks_with_Plithogenic_PIPRECIA_Method/links/612aa29c0360302a00654855/Prioritization-of-Logistics-Risks-with-Plithogenic-PIPRECIA-Method.pdf

IMPACT OF HIGHER EDUCATION ON SUSTAINABILITY

Nataliia Kholiavko

*Doctor of Economics, Associate Professor,
National University "Chernihiv Polytechnic",
Chernihiv, Ukraine
Email: nateco@meta.ua*

Artur Zhavoronok

*PhD in Economics, Associate Professor,
Yuriy Fedkovych Chernivtsi National University,
Chernivtsi, Ukraine
Email: artur.zhavoronok@ukr.net*

Modern universities in their activities are not limited to the transfer of knowledge to students. They also serve as knowledge generators, developers of innovations and new technologies. In general, we consider the higher education system as a driving force for knowledge-based sustainable development of the state and economy. However, the effective implementation of the functions assigned to the educational system requires the proper investment of university activities.

Movement to achieve SDGs is possible only if there is, first of all, good qualitative legislation and guarantees of its continued compliance; second, sufficient funding. Funding for higher education on the residual basis allows universities to train future staff in typical, rather than innovative, methods; limits the possibility of updating the material and technical base, introduction of modern information and communication technologies in the educational process.

The analysis of the higher education's contribution in sustainability can be structured in the context of the main activities of universities (tabl. 1).

Table 1

Contribution of higher education to the sustainable development

Vector of university activity	Characteristics in the context of sustainable development	Sustainable development goal
<i>educational activities</i>	universities provide training for future highly qualified people who can think innovatively, work with modern information and communication technologies and put into practice new sustainable knowledge	SDG4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

	<p>universities provide training for a new generation of entrepreneurs who are able to pursue their business interests in an environmentally sensitive way. This is a generation of entrepreneurs that cares about the environment, is ready to invest in the development of new green technologies and spend financial resources to acquire them for implementation in the manufacturing process</p>	<p>SDG12 - Ensure sustainable consumption and production patterns</p>
	<p>By creating new businesses, university graduates become self-employed, create new jobs, thus helping to improve the standard of living</p>	<p>SDG1 - End poverty in all its forms everywhere, SDG2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture, SDG8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>
<i>socially education work</i>	<p>universities provide development of green consciousness among young people that makes them more environmentally friendly and influences their future behavior as workers and / or businessmen</p>	<p>SDG16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>
	<p>universities provide development of green lifestyle and healthy lifestyle of young people</p>	<p>SDG3 - Ensure healthy lives and promote well-being for all at all ages</p>
	<p>formation of loyal attitude of youth to representatives of different races, cultures, religions; imparting gender equality principles</p>	<p>SDG5 - Achieve gender equality and empower all women and girls, SDG16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>
research activities	<p>universities develop new environment-friendly technologies, regenerative technologies, the use of which will eliminate the negative impact of anthropological activity on the environment, in particular to optimize the exploitation of nature, reduce ecosystem pollution and overuse of natural resources</p>	<p>SDG14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development, SDG15 - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>
	<p>universities develop new rational techniques and approaches to the use of scarce natural resources</p>	<p>SDG6 - Ensure availability and sustainable management of water and sanitation for all</p>
	<p>universities develop cost-effective energy sources that will facilitate their wider implementation to ensure environmentally friendly production, reducing of CO2 emissions, diminishing climate change</p>	<p>SDG7 - Ensure access to affordable, reliable, sustainable and modern energy for all, SDG13 - Take urgent action to combat climate change and its impacts</p>
	<p>universities develop innovative green</p>	<p>SDG9 - Build resilient infrastructure,</p>

	products and services for business, capable of making businesses more competitive in their respective markets	promote inclusive and sustainable industrialization and foster innovation
	universities develop sustainable knowledge and their transfer to society and in particular to the economy	SDG11 - Make cities and human settlements inclusive, safe, resilient and sustainable

In the conditions of limited funding for higher education, university professors have limited opportunities for extracurricular activities, which leads to a reduction in the positive impact on the education of full-fledged individuals with a well-formed character, an active life position, and an awareness of their capacity for self-realization. Increasing investment in the activities of higher education institutions allows to expand the tools and range of forms of out-of-class work with young people, which will make them more interesting and attractive for students of different specialties. This will mean a more active involvement and, accordingly, a higher efficiency of the universities' activities to develop new sustainable values in youth.

It is important to emphasize that high-quality research requires considerable investment. Because it involves the hiring of highly qualified R&D personnel, maintenance of research laboratories, up-dating of research equipment, development of research, innovative, informational infrastructures, purchasing of modern professional software, implementation of the latest information and communication technologies.

Conclusions. Systematizing the above, we must state the significant role of higher education in sustainable development of society and national economy. The educational and research activity of universities create preconditions for social and ecological transformation of economy and green economic growth. The R&D results generated by the universities combine the aspects of cost-effectiveness and environmental protection when put into practice.

Keywords: *higher education system; university; sustainability; sustainable development*

ქონების დაზღვევის ბაზრის განვითარების პერსპექტივები საქართველოში

კობა ბასილაია

ეკონომიკის აკადემიური დოქტორი,
სოსხუმის სახელმწიფო უნივერსიტეტის ასოცირებული პროფესორი
თბილისი, საქართველო

ლამა-გიორგი სიმონიშვილი-ჯაყელი

სოსხუმის სახელმწიფო უნივერსიტეტის დოქტორანტი
თბილისი, საქართველო

დაზღვევა, როგორც პროდუქტი იშვიათად გვხვდება სკოლის წიგნებში, თუნდაც უნივერსიტეტის ლექციებზე, აქედან დასკვნა ის გახლავთ, რომ ქართული საზოგადოება არ არიან ინფორმირებული ამ სფეროს მნიშვნელოვანების შესახებ. ამიტომაც საკვირველი არ არის, რომ მოსახლეობის უმეტესობა სკეპტიკურად არის განწყობილი ამ საკითხის მიმართ. ზოგის აზრით დაზღვევა ფუფუნების საგანია და ძირითად შემთხვევაში მორიგი მახეა, ბიზნესმენებისა თუ ბანკების ჯიბის გასასქელებლად, მათ ილუზიას კი დღევანდელი რეალობა ამყარებს.

ქვეყნის სადაზღვევო სისტემის ჩამოყალიბებისა და განვითარების ეტაპი საქართველოს დამოუკიდებლობის აღდგენის შემდეგ დაიწყო. სრულყოფილი სადაზღვევო სისტემა ქვეყნის ეკონომიკური და სოციალური მდგრადობის ერთ-ერთი მახასიათებელია. ამ სფეროს ნორმალური ფუნქციონირება ეკონომიკის აღორძინების, კაპიტალ დაბანდების ზრდის (როგორც ადგილობრივი, ისე უცხოური ინვესტიციების ხარჯზე) საშუალებას იძლევა.

ქონების დაზღვევის განვითარებისათვის აუცილებელია, უკვე განვითარებული ქვეყნებში არსებული პრაქტიკის გამოყენება და დამკვიდრება. დაზღვევის სავალდებულო ფორმების შემოღება, გამოიწვევს ამ სფეროს პოპულარიზაციას და ხლხიც უფრო მომზადებული და გათვითცნობიერებული შეხვდება სიახლეს, რაც გამოიწვევს ინვესტორების დაინტერესებას. ამ ყველაფრისთვის კი საჭიროა ნიადაგის შემზადება და საზოგადოებისთვის ამ პროდუქტის სიკეთის ჩვენება, რაც განათლების სისტემის სიდრმისეულ სამუშაო პროცესს წარმოადგენს.

სადაზღვევო კომპანიის (მზღვეველის) ფინანსური მდგრადობა არის შესაძლებლობა შეასრულოს მიღებული სადაზღვევო ვალდებულებები და გამოწვევები მის საქმიანობაზე მოქმედი არასასურველი ფაქტორების ცვლილებისას. ამ განმარტებაში ხაზი ესმევა მდგრადობას, რაც ნინავს იმას რომ მზღვეველი დაბრუნდეს საწყის მდგომარეობაში, არასასურველი შემთხვევების დადგომის შემდგომ. გადახდისუნარიანობაში ასევე იგულისხმება სადაზღვევო კომპანიის უნარი შეასრულოს თავისი ვალდებულებები მთელი თავისი ქონებით.



აქვე მოყვანილი გვაქვს ელემენტარული არასიცოცხლის დაზღვევის პროდუქტები რაც საწყის ეტაპზე გამოჩნდა, ქართული ეკონომიკური ბაზრის ასპარეზზე.

ამ სიის გადაკითხვის შემდგომ, ნამდვილად გაგვიჩნდება იმის შთაბეჭდილება, რომ ქართული სადაზღვევო ბაზარი ნამდვილად განვითარდა და დღეს ბევრად სიღრმეებში ვართ შესული. ეს კი იმ მზღვეველი კომპანიების დამსახურებაა ვინც აქტიურ მარკეტინგულ კამპანიებს ეწევა, რათა მოსახლეობაში სადაზღვევო კულტურა და განათლება დანერგოს; ასევე ქართული სადაზღვევო კულტურის განვითარებისა და წინსვლის ხელშემწყობი ისევ და ისევ ევროკავშირშია, ჩვენი ქართველი ერი მიზნად ისახავს ევროკავშირში გაწევრიანებას, ამისთვის კი რიგი მისიები და ამოცანებია შესასრულებელი, ერთ-ერთს კი სავალდებულო დაზღვევა წარმოადგენს, მაგალითად ავტო და ჯანმრთელობის დაზღვევის მიმართულებით;

დასკვნა

წარმოდგენილი სტატია, საშუალებას გვაძლევს მარტივად დავინახოთ თუ რამხელა ნახტომი გააკეთა ქართულმა ერმა არასიცოცხლის დაზღვევის მიმართულებით; ამის და მიუხედავად კიდევ უფრო მეტია გასაკეთებელი, სახელმწიფოს მხრიდან: განათლებისა და კანონმდებლობის მიმართულებით, ასევე

საზოგადოებაზეც ბევრია დამოკიდებული სიახლეებს როგორ მიიღებენ და გაიზრებენ.

საქართველოში აქტიურად მიმდინარეობს სადაზღვევო ბაზრის განვითარებისა და ხელშემწყობის აუცილებელი ღონისძიებები. ინერგება სადაზღვევო კომპანიების გამსხვილების პროექტები. კონკურენცია სადაზღვევო კომპანიებს შორის განაპირობებს შეთავაზებული სადაზღვევო პაკეტების მრავალფეროვნებასა და მეტად კონკურენტულ ფასს. შეიძლება ითქვას ქართული ბაზრისთვის 20 კომპანია საკმაოდ სახარბიელოა და ბაჯარი კარგად არის გაჯერებული.

ონლაინ სივრცეში არსებული სტატისტიკური ანალიზები გვიჩვენებს, რომ ყოველწლიურად იზრდება ქონების დაზღვევის მიმართულებით სადაზღვევო კომპანიების მიერ გამოწერილი პოლისების ოდენობა. ბოლო ოთხი წლის ანალიზი ადასტურებს, რომ აღნიშნული დარგი მზარდი ტენდენციით გამოირჩევა ყველა სადაზღვევო კომპანიისათვის.

საკვანძო სიტყვები: მზღვეველი; ფინანსური მდგრადობა; გადამხდელუნარიანობა; განათლება; მდგრადობა; ევროკავშირი; განვითარება; სავალდებულო.

გამოყენებული ლიტერატურა:

1. შათირიშვილი ჯ. კაკაშვილი ნ. სადაზღვევო საქმე თბ., 2012
2. <http://insurance.gov.ge> - საქართველოს დაზღვევის ზედამხედველობის სამსახური
3. www.aldagibci.ge - სს „სადაზღვევო კომპანია ალდაგი“
4. www.gpih.ge - სს „სადაზღვევო კომპანია ჯი პი აი ჰოლდინგი“
5. www.Tbc insurance.ge;

მდგრადი მარკეტინგის განვითარების ტენდენციები და რეალობა ქართულ ბიზნესში

ნანული მახარაძე

ბიზნესისა და მართვის დოქტორი,
ბათუმის შოთა რუსთაველის სახელმწიფო უნივერსიტეტი,
ასოცირებული პროფესორი
ბათუმი, საქართველო
E-mail: maxaradze.nanuli@bsu.edu.ge

მდგრადი მარკეტინგის განვითარების ტენდენციებისა და ქართულ ბაზარზე რეალური მდგომარეობის შესწავლის მიზნით, განხილულია მდგრადი მარკეტინგის განვითარების ეტაპები, უპირატესობები და პრივილეგიები, რომლითაც ცნობილი ქართული ბრენდები ოპერირებენ ამჟამად ბაზარზე.

თანამედროვე სამყაროში, სადაც ინფორმაციული ტექნოლოგიები მეტად განვითარებულია, მომხმარებელიც ბევრად ინფორმირებულია, თუმცა სწორედ ხსენებული მიზეზის გამო, კომპანიებისთვის მათი შენარჩუნება რთულია. ბრენდებმა ყველაფერი უნდა გააკეთონ იმისთვის, რომ მათი წარმოებული პროდუქტით და გაწეული მომსახურებით პირველ რიგში არ დაკარგონ კლიენტები, რაც ახალი კლიენტების მოზიდვის გარანტიაცაა ბაზარზე. მდგრადი მარკეტინგი ფირმებისთვის ერთ-ერთი ყველაზე ძლიერი ინსტრუმენტია მომხმარებლების მოსაზიდად. ჩამოყალიბდა აზრი, რომ კლიენტს მოსწონს, როდესაც მასზე ზრუნავენ. ზრუნვა კი, გამოიხატება ჯანსაღი პროდუქტების მიწოდებაში, გარემოს დასუფთავებაში, ინვესტირება ეკოლოგიური პრობლემების გადაჭრის გზების მოძიებაში და ა.შ. გარდა ამისა, მდგრადი მარკეტინგის სტრატეგიები იძლევა საშუალებას, რომ ფირმებმა შეამცირონ საკუთარი დანახარჯები და გაზარდონ მოგება, რაც ყველა კომპანიისთვის ასევე მნიშვნელოვანია.

კვლევის ჩატარებისას ყურადღება გამახვილდა ქართული კომპანიების მიერ განხორციელებულ სოციალურ პროექტებზე, რომელთა საფუძველზეც შესწავლილი და გამოვლენილი იქნა საქართველოში მდგრადი მარკეტინგის განვითარებასთან დაკავშირებული პრობლემები, მისი შესწავლის აუცილებლობა და შესაძლო შედეგები. კომპანიების სოციალური აქტივობები შეფასებული იქნა დარგობრივი ნიშნის მიხედვით და კვლევის ეკონომიკურ-სტატისტიკური ანალიზის მეთოდების გამოყენებით გამოვლინდა საქართველოში მდგრადი მარკეტინგის განვითარების აუცილებლობა და კომპანიების კიდევ უფრო მეტად და აქტიურად ჩართვა.

ცნობილია, რომ მდგრადი მარკეტინგის სტრატეგია ითვალისწინებს როგორც მოკლევადიან ისე გრძელვადიანი გეგმების შემუშავებას, რომელიც გასათვალისწინებელია მარკეტინგული გეგმების დამუშავების პროცესში რაც ქართული ბიზნესის წარმატების გარანტი უნდა გახდეს ბაზარზე, სადაც განსაკუთრებული ყურადღება უნდა მიექცეს როგორც ეკონომიკურ ისე, პოლიტიკურ ფაქტორებსაც.

ვფიქრობ, საქართველოში შეინიშნება მდგრადი მარკეტინგის ტენდენციები, თუმცა ჩანს ისიც, რომ ადამიანთა უდიდესი ნაწილი ამის შესახებ ინფორმირებული არაა და კომპანიებიც სათანადო პოპულარიზაციას ვერ უწევენ თავიანთ საქმიანობას. პრობლემა ისაა, რომ თანამედროვე მომხმარებელმა დაკარგა ნდობა კომპანიებისადმი, რადგან აქტიურად მიმდინარეობს მათი კრიტიკა სოციალური პასუხისმგებლოს საკითხთან დაკავშირებით და ა.შ.

რა თქმა უნდა, ყველა ფირმისთვის არა, მაგრამ ძალიან დიდი ნაწილისთვის მდგრადობის მხარდაჭერა ერთგვარი ნიღაბია, რომლითაც ისინი ცდილობენ საზოგადოებაში სახელის მოხვეჭას ან წარსულში დაშვებული შეცდომების გადაფარვას. ამ მხრივ, არც საქართველოში არსებულ კომპანიებშია გამონაკლისი. მსხვილი კომპანიები ერთჯერადად ახორციელებენ გარკვეული სახის საქველმოქმედო ღონისძიებებს, რომელიც ცხადია, მარკეტინგული კამპანიის ნაწილს შეადგენს, მაგრამ ქვეყანაში არსებული სოციალური მდგომარეობის გამო მომხმარებელი არჩევანს მხოლოდ ფასზე აკეთებს, რაც კონკურენციის პირობებში სოციალურად პასუხისმგებელ საწარმოებს არასახარბიელო მდგომარეობაში აყენებს. მდგრადი მარკეტინგის გამოყენება კომპანიის გუნდს აძლევს საშუალებას ფირმას მისცეს საშუალება მაქსიმალურად და გამართულად იფუნქციონიროს ბაზარზე გრძელვადიან პერსპექტივაში.

საკვანძო სიტყვები: მდგრადი მარკეტინგი, ბაზარი, სოციალური პასუხისმგებლობა, მომხმარებელი, სტრატეგია.

გამოყენებული ლიტერატურა

1. კოტლერი ფ. არმსტრონგი ბ. (2015). მარკეტინგის საფუძვლები. (14-ე გამოცემა) გამოც. „ბაკურ სულაკაური“ გვ. 667
2. კოტლერი ფ, კელერი კ. (2015). მარკეტინგის მენეჯმენტი. (თარგმანი ინგლისურიდან პროფესორ ნ. თოდუას საერთო რედაქციით). თსუ გამომცემლობა. გვ. 833
3. ნანიტაშვილი მ. შუბლაძე გ. (2015). მარკეტინგის მენეჯმენტი. გამოც. „უნივერსალი“ გვ. 418-435
4. <http://blog.gmageorgia.ge/5>
5. http://weg.ge/sites/default/files/lia_shota_geo.pdf

DIRECTIONS OF IMPLEMENTATION OF THE RISK MANAGEMENT SYSTEM AT THE ENTERPRISE IN THE MARKET CONDITIONS

Valentyn Vlasenko

*Ph.D. in Economics, Associate Professor,
Higher Educational Institution of Ukoopspilka
«Poltava University of Economics and Trade»,
Poltava, Ukraine
valentinpuet@gmail.com*

In the current conditions of global financial and economic instability and the transition to a new economy, the problem of risk protection of enterprises is extremely relevant. After all, due to economic, political, financial instability, imperfection of the market of goods and services there is a high probability of crisis and the development of any socio-economic system. There is a need to study the nature of the risk, methods of assessing its level and methods of avoiding the damage it can cause. The problem of risk management and creation of a risk protection system of the enterprise needs an urgent solution.

The purpose of the study is to generalize the directions of formation and implementation of the risk management system at the enterprise in the new economy.

In the world and domestic special literature, the concept of «risk management» is considered in a broad and narrow sense. Scientist V. A. Kravchenko believes that «risk management is one of the most important areas of modern management, associated with specific activities of managers in conditions of uncertainty, complex choices of management actions, i.e. it is a special type of managerial activity aimed at helping improving the impact of risk on the results of the enterprise activity» [2, Pp. 38-39].

On the other hand, risk management is a system of risk management and economic, and often financial, relationships that arise in the process of this management; it is a system of risk assessment, risk management and financial relations that arise in the business process [3, Pp. 132].

However, the risk management as a management system consists of two subsystems: managing (subject) and managed (object). The subject of management in risk management is a special group of people united in a department or separate functional executors (Financial Manager, Risk Manager, Insurance Specialist, Acquirer, Actuary, Underwriter, etc.), who through various measures and methods managerial influence carry out purposeful functioning of the object of management. The objects of management in risk management are different types of economic and speculative (financial) risks [1, Pp. 29-30, 157].

Many scientists have previously identified a number of risk factors that could negatively affect the activities of enterprises in the future, even threaten their existence as integrated socio-economic systems. To prevent this from happening, it is proposed to develop and implement a risk management program as an effective tool for its development management system.

In order to ensure the stability of enterprises, its ability to withstand adverse situations, it is necessary to establish a risk management system. We will assume that for enterprises the formation of a risk management system is a multi-stage process that aims to reduce or compensate for losses and damage to an enterprise in risk situations. To this end, we first formulate the risk protection criteria of enterprises, which may be represented by indicators: financial sustainability; volume of activity; profitability; availability and structure of own working capital; description of risk exposure management.

According to the author, prior to developing the risk management program, the senior management of enterprises is obliged to form a risk management system. The formation of this system within the company must be carried out in a clearly defined sequence.

We propose to use the scheme of the mechanism of formation and integration of risk management in the existing management system of enterprises (Fig. 1).

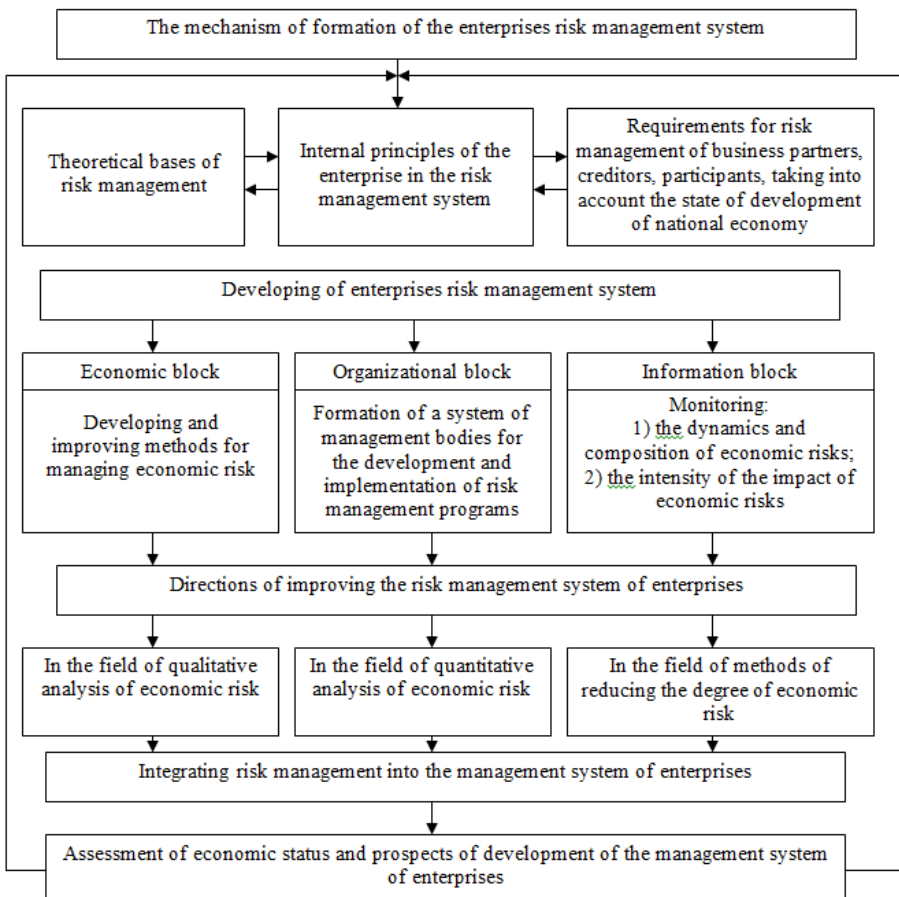


Figure 1. Recommended mechanism of formation of the enterprises risk management system

* Source: Developed by the author [4, Pp. 19]

As we can see from Fig. 1, the mechanism for forming a risk management system of enterprises will consist of three blocks (economic, organizational and information), each of which has a purpose. If this mechanism is formed, the top management of the company will be able to determine the main directions of improving the risk management system (in the field of qualitative and quantitative analysis of economic risk and the choice of methods of reducing its degree). Then, risk management will be integrated into the company's management system and the economic status and prospects of its management system will be evaluated.

In order to successfully implement an effective risk management system in enterprises in the context of market transformations, it is important that senior management should focus on the formation of a holistic risk management process. In our opinion, at the level of the enterprise management staff it is advisable to implement a step-by-step algorithm of the risk management process, which will include nine successive stages:

Step 1. Analysis and diagnosis of the economic (management situation) associated with a particular object (project) burdened with risk. Identification of the main tasks, major contradictions (inconsistencies), dominant trends.

Step 2. Identification of interests of the main participants of events, their attitude to risk.

Step 3. Identify management goals, methods and means to achieve them.

Step 4. Analysis of the main goals (parameters) that influence decision-making, their allocation into managed and unmanaged risk parameters (factors).

Step 5. Obtaining information on possible ranges of values of unmanaged risk factors.

Step 6. Generation of a set of project alternatives.

Step 7. Identifying priorities (system criteria) for risk exposure to different project options (object, course of action).

Step 8. Evaluation of the alternatives generated. Selecting the subset of them that best meets the requirements of the risk subject.

Step 9. Developing an appropriate course of action (program) that would be the best, most effective, in terms of translating the most burdened risk situation into a more favorable one.

We believe that the risk management process of enterprises should be focused on purposeful search and organization of work to reduce the risk, obtain and increase the return in uncertain economic situation in order to ensure an acceptable ratio between the level of profit and the risk incurred.

In our opinion, the risk management system of enterprises will be effective if senior management can use the following risk management methods:

1. Avoiding Risk – means simply evading risk-taking measures.
2. Holding (absorbing) risk – means that the risk remains with the subject of risk management.

3. Risk transfer – means that the risk subject (for example, the investor) transfers responsibility for the risk to someone else (e.g., the insurance company).

4. Reduction (prevention) of risk is a reduction of the degree of risk, that is, the reduction of probability of risk and object of loss.

To reduce the degree of risk in the activity of enterprises, it is advisable to use the following methods:

1) external methods of optimization (risk mitigation), which include: risk sharing and external risk insurance;

2) internal methods of optimization (risk reduction), which include: limits; diversification; creation of reserves; obtaining additional information.

We are convinced that due to the significant impact of risks on the financial status of enterprises, the following issues are urgent: the development and priority implementation of measures aimed at neutralizing the most dangerous risk manifestations in the chains of economic phenomena that lead to a crisis state, measures aimed at the crisis restoration of solvency and restoration of a sufficient level of financial stability of an entity to ensure its effective functioning.

At the same time, from a methodological point of view, it is advisable to include a risk management mechanism in the enterprise risk management system as a set of appropriate methods, tools, processes, functions, levers of influence of the subject of management on the relevant risk management objects with the establishment of a feedback system. This will contribute to the formation of an effective enterprise development management system in the context of the transformation of market relations.

We would like to emphasize that the functioning of the risk management system in the enterprise should be aimed at minimizing the impact of destructive (or threatening) environmental factors on the work of the main and supporting business processes.

Conclusions. Thus, the implementation of the proposed structure of the risk management system and its practical implementation will increase the risk protection of enterprises from adverse risk factors and, consequently, the effectiveness of the development management system as a whole. The proposed sequence of implementation of the risk management process will contribute to the formation of risk management program as a tool of enterprises development management system, strengthening its competitive advantages and enter a new trajectory of social and economic growth.

Keywords: *risk management, risk management system, risk management process at the enterprise, the mechanism of formation of the enterprises risk management system, new economy.*

REFERENCES

1. Kalinichenko Z. D. Risk management : Textbook. Dnipro : DDUVS, 2021. 224 p.
2. Kravchenko V. A. Modern standards of risk management : the basis of an effective system of marketing risk management of the company. *Marketing in Ukraine*. 2007. № 5. Pp. 36–41.
3. Solomka S. V. Innovative proposals for risk management in the domestic market. *Scientific Bulletin of Poltava University of Consumer Cooperation of Ukraine. Series: Economic Sciences*. 2008. Issue 1 (26). Pp. 131–134.
4. Vlasenko V. A. Features of the implementation of risk management program as a tool of enterprises development management system in the new economy. *Bulletin of Sumy National Agrarian University. Economics and Management Series*. Sumy : SNAU, 2021. Issue 4 (90). 60 p. Pp. 17–23.

THE CRUCIAL ROLE OF NONVERBAL MEANS IN THE PROCESS OF BUSINESS COMMUNICATION

Tamar Diasamidze

Assistant-professor,

Batumi Navigation Teaching University, Georgia, Batumi,

t.diasamidze@bntu.edu.ge

New economic and social conditions is the best way to discuss and resolve issues characterized by uncertainty and ambiguity.

Communication is the main component of the work of such specialists as managers, lawyers, psychologists, businessmen, advertisers, etc. Therefore, the possession of communication, means of verbal and non-verbal communication is necessary for every business person.

Verbal communication is an information-semantic exchange, interaction between people that occurs through speech, natural language. Verbal communication is traditionally considered the most versatile, accessible and widespread type of communication. In fact, this type of communication includes the transfer of this or that information from one person to another through speech and its adequate perception by the other side.

Non-verbal communication occupies a significant place in our daily life. And business communication is no exception. Non-verbal communication plays an important role in business communication, as it is important for interlocutors to establish contact and reach mutual understanding with each other.

Researchers have found that from 60 to 80% of information in the process of communication is transmitted through non-verbal means of expression and only 20-40% is transmitted using verbal ones. Non-verbal means of communication primarily include gestures, facial expressions, pantomime, as well as the so-called paralinguistic components of speech. [1.p120] The main feature of non-verbal communication is that it is caused by subconscious impulses. Non-verbal communication largely reflects the emotional state of a person at the time of communication, his (sometimes unconscious) attitude towards interlocutors and the subject of conversation.

Non-verbal communication provides business partners with an excellent opportunity to interpret non-verbal signs in order to adapt their communication tactics to achieve their goals. Behavior in business communication depends on several factors: the gender of the interlocutor, psychological and spiritual needs, the degree of mobility of the partner and, of course, the place of negotiations [4. P;114].

Non-verbal communication plays a big role in business communication. The success of any business contact largely depends not so much on what you say, but on how you carry yourself, what impression you make on your interlocutor. This impression is formed primarily by your posture, gestures and facial expressions. A business conversation can be the same battle that we described above. Victory in it is determined not only by logical arguments, but also by how much a person demonstrates external signs of self-confidence, responsibility, determination, etc.

Like any other act of non-verbal communication, business communication has its own characteristics. Gestures play an important role in business communication. There are two main groups of gestures that can tell business partners a wide variety of information about each other. The first group of gestures provides us with general information. They basically reflect the state of the interlocutor, his feelings. These are gestures of confidence, uncertainty, aggression, irritation, disagreement. This group also includes gestures that express an assessment of the information received.

The second group includes gestures that show some character traits, show the interlocutor's attitude to the situation. They can express the need for support, the ambiguity of the situation, a feeling of incomplete contact, isolation, unwillingness to communicate, suppression of a partner, dominance, boredom, secrecy, distrust, a negative attitude towards the situation, etc.

Understanding the language of facial expressions and gestures will allow us to more accurately understand what position our business partner takes in a conversation, how what we say is met with approval or hostility. By understanding the non-verbal language of our interlocutor, we will be able to find out whether we need to change we behavior or do something else in order to achieve the desired result [3.p.:137]. Inadequate understanding of the non-verbal language of our business partner can lead to negative consequences.

In the process of business communication, it is also necessary to take into account the paralinguistic components of speech. These are: intonation, stress, tempo, pauses in speech, etc. Respect for the speaker in business communication is primarily a beautiful, understandable and reasonable speech. The "energy of speech" is also important: its expression and tonal variability. People usually like it when they don't fuss with them in the process of talking, emotionally minting phrases, emphasizing confidence in the correctness of the arguments used with their whole appearance. The unity of the manner of behavior and speech delivery, as a rule, has the maximum impact on the listeners, disposes them to the speaker [2. P; 130].

Thus, non-verbal communication can play a huge role in the process of business communication. This is a channel through which participants in a business interaction transmit information to each other that cannot be expressed aloud. The result of business communication is largely determined by what happened in the process of non-verbal communication.

REERENCES

1. Borozdina, GV., (2000). Psychology of business communication: Proc. allowance. M.: Infra,.
2. Borozdina, GV (2004). Psychology of business communication: Textbook. - 2nd ed. – M.: Infra-M,– (Series "Higher Education"),
3. Kuzin, F. A., (1996). Culture of business communication: a practical guide for businessmen. M.
4. Panfilova A.P., (1998) Business communication in professional activity. M.,

OPTIMIZATION OF THE WAGON DEPOT INVENTORY MANAGEMENT SYSTEM

Maryna Khara

*Candidate of Technical Sciences, Associate Professor,
SHEI «Pryazovskyi State Technical University», Ukraine, Mariupol,
haramarina4691@gmail.com*

Iryna Nikolaienko

*Candidate of Technical Sciences, Associate Professor,
SHEI «Pryazovskyi State Technical University», Ukraine, Mariupol,
iryna.vnikolaienko@gmail.com*

Optimization of the wagon depot inventory management system of a metallurgical enterprise in modern economic conditions has carried out by promptly changing the size of the insurance stock. To solve one of the tasks of the inventory management system, the calculation of the average size of the insurance stock of wagon parts and components for the short- and medium-term periods has performed. The calculation has performed in several stages and presented as an algorithm. The proposed approach has made it possible to determine the total value of the deficit of wagon component assemblies and parts for a wagon depot.

Due to the uncertainty of the input characteristics of supply and demand under various economic conditions, the system for ensuring the operational readiness of wagons of industrial transport may enter a "deficit state", i.e. the level of stocks takes negative values. As a result, wagon depot repair and maintenance areas have to wait for some time for the supply of spare parts, which means that the quality of service decreases. On the other hand, availability of excessive stocks of wagon parts and components in the depot warehouses of an industrial enterprise requires additional expenses for their maintenance. Therefore, there is a need for justification of rational and, if possible, optimal size of the stock of wagon components and parts.

There are a number of methods to optimize the level of inventories at different enterprises. Optimization of the stock management system of a wagon depot of a metallurgical enterprise is carried out by promptly changing the insurance stock size [1. Pp. 92].

The insurance stock size is calculated, as a rule, for a medium-term period with subsequent regular adjustments [2. Pp. 392]. However, too frequent changes in the parameters of the inventory management system complicate the rhythmic operation of the logistics chain for wagon parts and components and make it "unstable".

One of the tasks of planning the inventory management system is to calculate the average size of the insurance stock of wagon components and parts for the short- and medium-term periods. The calculation is carried out in several stages.

Stage 1. Calculation of average values of intensity of demand for wagon component parts.

Stage 2. Forecasting the component parts demand volume at certain business situations of industrial enterprise. Identification of the main development trend by least squares method.

Stage 3. Planning the volume of supply and development of wagon parts, scheduling their receipt and expenditure.

Stage 4. Measuring the inventory management system reliability, which is to calculate probabilities of component parts shortage at deficit.

The final stage involves the calculation of the impact of various independent conditions on inventories. When implementing the fourth stage, it is necessary to consider the influence of three main factors on the appearance of shortage in the chain of wagon component parts supply: heterogeneity of requests for components and parts in the system of wagon operational readiness supply; reliability of the supplier, which is the ability to supply the required batch of wagon component parts on the first demand; reliability of the supply system within the enterprise, which is the delivery of a batch of wagon parts and components within the stipulated time or by stipulation.

The calculation procedure is presented as an algorithm in figure 1.

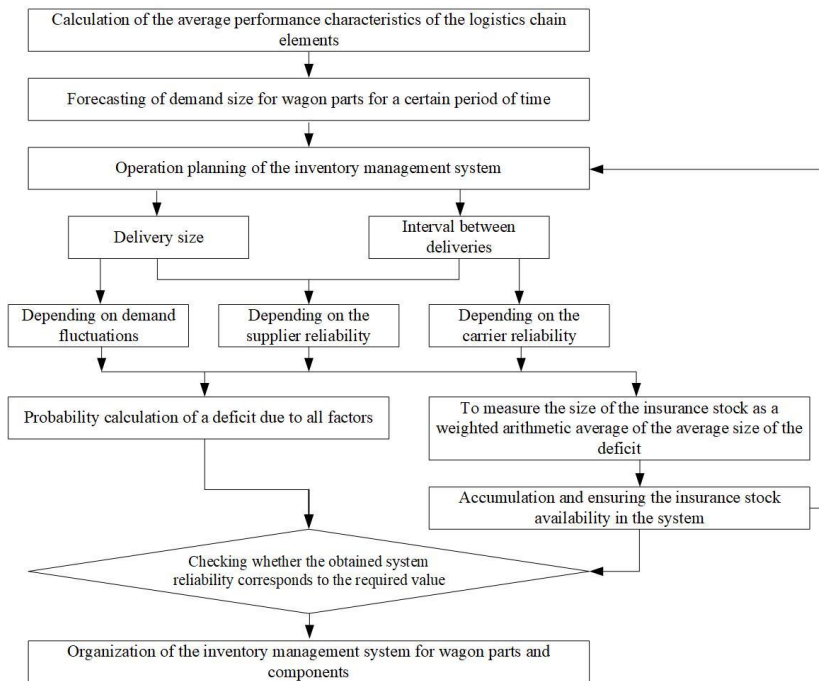


Fig. 1. The scheme of inventory management system reliability for wagon components and parts

Practical implementation of the proposed mechanism made it possible to determine the total value of deficit of components and parts for the wagon depot of one of the metallurgical enterprises of Ukraine, which amounted to 10 % of the total number of necessary

reserve for wagons. At the same time, 5 % of this number falls on the main plant areas - sinter and steelmaking, which is caused by the most difficult operating conditions of wagons. Thus, the developed model of applications for repair resources and works makes it possible to ensure the timeliness and completeness of repair work.

Keywords: *inventory management system, insurance stock size, logistics chain, wagon depot, wagon components*

REFERENCES

1. Хара, М. В. Управління ланцюгами поставок та мережами / М. В. Хара, І. В. Ніколаєнко // Інжиніринг криз та ризиків транспортних послуг : колективна монографія / В. М. Самсонкін [та ін.]. – Київ, 2021. – Розділ 3. – С. 74–100. [Khara, M.V. Supply chain management and networks / I. V. Nikolaienko, M. V. Khara // Risk and crisis engineering of transport services: collective monography / V. M. Samsonkin at al. – Kyiv, 2021. – Path 3. – Pp. 74-100.].

2. Крикавський, Є. Логістика та управління ланцюгами поставок : навч. посібник / Є. Крикавський, О. Похильченко, М. Фертч. – Львів: Видавництво Львівської політехніки, 2017. – 844 с. [Krikavskiy, E. Logistics and supply chain management : tutorial / E. Krikavskiy, O. Pokhilchenko, M. Fertsch.– Lviv: Publishing house of Lviv Polytechnic, 2017. – 844 p.]

ISSUES OF REFORMING HIGHER EDUCATION IN UKRAINE

Inna Chaika

*Candidate of Sciences (Economics), Associate Professor,
Associate Professor of the Department of Management
of Higher Educational Institution of Ukoopspilka
«Poltava University of Economics and Trade» Ukraine, Poltava
nchajca@ukr.net*

Olena Kononenko

*Assistant of Business Foreign Language Chair of Higher
Educational Institution of Ukoopspilka «Poltava
University of Economics and Trade»
Ukraine, Poltava
sterlitamak@ukr.net*

Today, during the full-scale war, when the higher educational establishments and the higher education system of Ukraine as a whole have faced a number of new challenges, it is not necessary to postpone the issue of reforming the education sector. On the contrary, while the world's attention is focused on our country, we should take the opportunity to explore this issue together with partners from the world's leading educational institutions and really reform the higher education system.

Today, the society and the system of higher education in Ukraine face the task of determining not only what institutional model of higher education to build, but also how the universities themselves integrate into it, improving the quality of services and systemic efficiency of their functioning.

Experts from Studyportals (a group of consultants working with data from universities around the world and conducting comprehensive research and analysis of the education market based on them) have identified such successful institutional archetypes of future higher education [1, c. 31]:

- niche research institute - a generator of knowledge and curricula, which focuses on being "the best in the world" in certain disciplines, ideally tied to a branch center;

- elite, general education university - generator of interdisciplinary knowledge. In the future there will be a narrowing of opportunities for such institutions in the world, more and more often they have to specialize and become a niche;

- "higher education club" - the implementer of educational programs, the focus of which is - gaining experience by students, basic educational technologies, mentoring and facilitation;

- scalable digital university - a developer of educational programs that focuses on flexibility, learning platforms, automated support, improved access, a necessary condition for success is the digitalization of all educational processes and large-scale activities, internationalization;

- vocational training institute - a training provider focused on the value of career growth achieved through strong links with industry.

1. Core of higher education - research universities that realize training in many fields of knowledge, provide extend and solid theoretical training, acquisition of competencies necessary for scientific research and practical activities, in cooperation with scientific organizations investigate basic and applied research in priority and promising areas of development of science and technology, actively involve students in the implementation of scientific research, development of applied projects.

2. Universities, institutes, academies of branch direction (as well as colleges, technical schools and trade schools) provide training in several related groups of specialties taking into account the specifics of the field of knowledge, thorough training, acquisition of competencies necessary for practical activities and self-development in a particular field. Higher educational establishment of the branch direction is the main provider of innovations, applied scientific and technical developments for the needs of the public and private sectors, actively involves students in the development and implementation of new technologies, techniques, methods and more. There are startup centers, business incubators, and production divisions in the structure of such higher educational establishments.

3. Virtual universities are focused on expanding access to higher education for different categories of the population, inclusion of non-traditional contingents in the educational process, extension training, mastering additional skills, updating knowledge and skills, dissemination of best practices. Educational programs are characterized by maximum flexibility, provide micro- and nano credit disciplines. Virtual universities are the main providers of external, non-formal and informal education. Form of study - distance learning.

It seems that the proposed model is a simple continuation and sometimes reincarnation of what we already had, so that, in our opinion, not to provoke an avalanche of chain changes, to preserve the existing situation in higher education. Especially if we take into account the existing significant institutional gap between education and the real sector of the economy, the labor market, which is mentioned in many official government documents. Also, for example, the status of "research university" was previously granted to the higher educational establishments of Ukraine. In 2009-2010, it was received by 14 HEEs, and the international educational community recorded an unsatisfactory level of work on the establishment of research universities in Ukraine in 2013. According to a study conducted within the framework of the Shanghai University Rating by a specially created Center of World-Class Universities, the ranking of research universities includes the only Ukrainian higher educational establishment - Kharkiv National University named after VN Karazin. Already in 2014, all regulations of the Cabinet of Ministers of Ukraine on the activities of research universities expired on the basis of the Resolution of the Cabinet of Ministers № 597 of 05.11.2014 [2].

National Agency for Quality Assurance in Higher Education in cooperation with the NaUKMA School of Political Analysis with the support of German partners with the Friedrich Naumann Foundation carry out some steps to ensure the quality of higher education in

wartime. They plan to conduct a "comprehensive study of the Ukrainian higher education system - both at the institutional and individual levels - after Russia's full-scale invasion of Ukraine" on "identifying individual experiences, needs, issues, expectations, opportunities and challenges for students and researchers that emerged during the war" and the development of proposals for stakeholders "on educational policy in the new conditions in which Ukraine found itself " [3]. Such work is extremely important, but it is only a reaction to what is happening. At the same time, proactive decisions are needed to form a system of higher education after the war.

Key words: higher education, systemic efficiency of functioning, institutional archetypes of future higher education.

REFERENCES

1. Стратегія розвитку вищої освіти в Україні на 2021-2031 роки [Strategy for the development of higher education in Ukraine for 2021-2031]. *Міністерство освіти і науки України [Ministry of education and science of Ukraine]*. Kyiv. 2020. 71 p. URL: <https://mon.gov.ua/storage/app/media/rizne/2020/09/25/rozvitku-vishchoi-osviti-v-ukraini-02-10-2020.pdf>

2. Постанова Кабінету міністрів України «Про внесення змін та визнання такими, що втратили чинність, деяких актів Кабінету Міністрів України» [Resolution of the Cabinet of Ministers of Ukraine "On Amendments and Revocation of Certain Acts of the Cabinet of Ministers of Ukraine" of 5.07. 2014 № 597. URL: <https://zakon.rada.gov.ua/laws/show/597-2014-%D0%BF#Text>

3. Комплексне дослідження роботи української системи вищої освіти зі Школою політичної аналітики НаУКМА [Comprehensive study of the work of the Ukrainian higher education system with the NaUKMA School of Political Analysis.] *National Agency for Quality Assurance in Higher Education (Ukraine)*. 2022.

URL:

<https://naqa.gov.ua/2022/05/%d0%ba%d0%be%d0%bc%d0%bf%d0%bb%d0%b5%d0%ba%d1%81%d0%bd%d0%b5-%d0%b4%d0%be%d1%81%d0%bb%d1%96%d0%b4%d0%b6%d0%b5%d0%bd%d0%bd%d1%8f-%d1%80%d0%be%d0%b1%d0%be%d1%82%d0%b8-%d1%83%d0%ba%d1%80%d0%b0%d1%97/>

პროექტების მენეჯმენტში არსებული პრობლემები და მათი გადაჭრის შესაძლებლობები

ირმა ჩხაიძე

ბათუმის შოთა რუსთაველის სახელმწიფო უნივერსიტეტის
ასოცირებული პროფესორი
ბათუმი, საქართველო
chkhaidze.irma@bsu.edu.ge

ლელა დევაძე

ბათუმის შოთა რუსთაველის სახელმწიფო უნივერსიტეტის
ბიზნესის ადმინისტრირების სპეციალობის დოქტორანტი
Devadzelela@gmail.com
ბათუმი, საქართველო

თანამედროვე ეტაპზე მუდმივად ცვალებადი გარემო კომპანიებს აიძულებს კონკურენტუნარიანობის მოპოვების მიზნით სწრაფად მოერგონ საბაზრო გამოწვევებს, ინოვაციური საქონლის და სერვისის წარმოების პარალელურად დახვეწონ პროექტის მენეჯმენტი, რომელიც ითვალისწინებს დროითი, ფინანსური, შრომითი რესურსების; ცოდნის, უნარების, ხარისხის, კომუნიკაციების, რისკების, პროექტით დაინტერესებული მხარეების (პარტნიორების, დამკვეთების, სახელმწიფოს, მომხმარებლების და ა.შ.) მენეჯმენტს.

ანალიტიკოსთა შეფასებით არამხოლოდ განვითარებად, არამედ განვითარებულ ქვეყნებშიც პროექტის მენეჯმენტში წარმოქმნილი ძირითადი პრობლემებია: პროექტის მიზნების არასწორი და არაზუსტი განსაზღვრა; ზოგადი დაგეგმარება; არარეალური ვადების დადგენა; არასწორი ან სათანადო კომუნიკაცია; დარგში მიმდინარე ცვლილებები; არსებული და მოსალოდნელი რისკების არაადეკვატური მართვა; სამუშაო პროცესის უმართაობა; გუნდური მუშაობის პრინციპების რღვევა; პასუხისმგებლობის დაბალი დონე; არასწორი და არადროული გადაწყვეტილებების მიღება; გამოუცდელი პრაქტიკული მუშაკების სიმცირე და არასაკმარისი კვალიფიციური კადრები; ბიუჯეტის გაწერა დასახული მიზნების გაუთვალისწინებლად; ხარისხის განუსაზღვრელობა; დაინტერესებული მხარეების მოთხოვნების დაუკმაყოფილებლობა და სხვა. აღნიშნულს შესაძლებელია საფუძვლად დაუდოთ:

ერთი მხრივ, მსოფლიო ბანკის შეფასებება, რომლის თანახმადაც პროექტების განხორციელებისას პროექტების მენეჯმენტი ბევრად უფრო უმნიშვნელოვანეს პრობლემატურ საკითხს წარმოადგენს, ვიდრე მისი განხორციელებისათვის საჭირო ფინანსური რესურსების მოძიება.

მეორე მხრივ, ანდერსონის ეკონომიკური ჯგუფის (AEG) უახლესი PMI-ის დაკვეთით 11 ქვეყანაში (ჩინეთი, ინდოეთი, აშშ, იაპონია, ბრაზილია, გერმანია, გაერთიანებული სამეფო, კანადა ავსტრალია, საუდის არაბეთი, UAE) „მენეჯერის ნიჭის ხარვეზის“ შესახებ ჩატარებული (I-ეტაპის-2008-2012წწ, II-ეტაპი 2017-2027წწ) კვლევის შედეგების ანალიზით ერთერთ უმთავრეს პრობლემად სახელდება ნიჭის წახალისებით

პროფესიონალი პროექტის მენეჯერების „ნიჭის უფსკრულის შემცირება“, რაც სამომავლოდ განაპირობებს სამუშაო ბაზრების პროფესიონალი კადრებით მოთხოვნის დაკმაყოფილებას. კვლევის შედეგებით დადგინდა, რომ 2010 წლიდან 2020 წლამდე სამუშაო ბაზრებზე პროფესიონალ პროექტის მენეჯერებზე მოთხოვნის 12%-ით ზრდა, რაც გამოიწვევდა 2020 წლისათვის თითქმის 6.2-ს მილიონი სამუშაო ადგილის შექმნას, თუმცა თავდაპირველ პროგნოზს რეალურმა შედეგებმა გადააჭარბა და მიაღწია 66 მილიონ სამუშაო ადგილს (მოთხოვნის ეს ზრდა დაემთხვა მთლიანი შიდა პროდუქტის (მშპ) 37 %-იან ზრდას). სამუშაო ადგილებზე მოთხოვნის ზრდა განაპირობა საპროექტო ინდუსტრიებად დასახელებული ბიზნეს სერვისების და წარმოების სფეროს (სამომავლოდ ჯანდაცვა) განვითარებამ.

სამუშაო ბაზრებზე პროფესიონალ კადრებზე მოთხოვნის ზრდის პარალელურად 2011 და 2017 წლებში გამოვლინდა პროექტის პროფესიონალი მენეჯერების წლიური ხელფასის 185% და 181%-ით ზრდა არაპროექტზე მუშავე მენეჯერების ხელფასთან შედარებით, რაც კიდევ უფრო ზრდის პროფესიონალი კადრების დაინტერესებას საპროექტო საქმიანობაში.

ამრიგად, ბიზნეს პროექტების ეფექტური მართვა შესაძლებელია პროფესიონალი პროექტის მენეჯერების მიერ, რომლებსაც მიზანშეწონილია გააჩნიათ ორგანიზების, დაგეგმვის, კოორდინაციის, კონტროლის, მოტივაციის, გადაწყვეტილებების მიღების, ხელმძღვანელობის, რესურსების დაგეგმვისა და მართვის, ცოდნისა და გამოცდილების დროული რეალიზების და სხვა უნარები.

საკვანძო სიტყვები: პროექტების მენეჯმენტი, პროფესიონალი პროექტის მენეჯერი, „ნიჭის უფსკრული“.

საერთაშორისო ფინანსური კორპორაცია IFC-ის საქმიანობა საქართველოში

ხატია ლომიძე

*საქართველოს დავით აღმაშენებლის უნივერსიტეტის
ბიზნესისა და ტექნოლოგიების სკოლის მაგისტრანტი
khatia.lomidze@sdsu.edu.ge*

ნინო ლიპარტელიანი

*საქართველოს დავით აღმაშენებლის უნივერსიტეტის
ასოცირებული პროფესორი
თბილისი, საქართველო
nliparteliani69@gmail.com*

თანამედროვე ფინანსური კორპორაციები თავისი საქმიანობის ხასიათით წარმოადგენს უნივერსალურ სტრუქტურებს. ტრანსნაციონალური მასშტაბებით, რომლებიც ხშირად წარმოგვიდგებიან საბანკო, სავაჭრო, სამშენებლო, სამრეწველო და სხვა საფინანსო ინსტიტუტების გაერთიანებულ ჯგუფად. სწორედ ასეთი ფინანსური კორპორაციები განსაზღვრავენ მსოფლიო ეკონომიკური პრობლემების გადაჭრის გზებს. ფინანსური კორპორაციების სექტორში შედიან ის კორპორაციები და არაკომერციული ორგანიზაციები, რომლებიც აფინანსებენ და აკონტროლებენ ფინანსურ კორპორაციებს. ფინანსური კორპორაციების სექტორი თავის თავში აერთიანებს: საკრედიტო ორგანიზაციებს, საინვესტიციო ფონდებს, შუამავალ საფინანსო კორპორაციებს, სადაზღვევო კომპანიებს, არასახელმწიფო საპენსიო ფონდებს და სხვა.

ფინანსური კორპორაციების სექტორი თავის თავში აერთიანებს ყველა კორპორაციას და კვაზი კორპორაციას, რომლის ძირითად ფუნქციას წარმოადგენს ფინანსური შუამავლის როლის შესრულება. ფინანსური კორპორაციების სექტორში შედიან ის კორპორაციები და არაკომერციული ორგანიზაციები, რომლებიც აფინანსებენ და აკონტროლებენ ფინანსურ კორპორაციებს. ფინანსური კორპორაციების სექტორი თავის თავში აერთიანებს: საკრედიტო ორგანიზაციებს, საინვესტიციო ფონდებს, შუამავალ საფინანსო კორპორაციებს, სადაზღვევო კომპანიებს, არასახელმწიფო საპენსიო ფონდებს და სხვა.

თანამედროვე ფინანსური კორპორაციები თავისი საქმიანობის ხასიათით წარმოადგენს უნივერსალურ სტრუქტურებს. ტრანსნაციონალური მასშტაბებით, რომლებიც ხშირად წარმოგვიდგებიან საბანკო, სავაჭრო, სამშენებლო, სამრეწველო და სხვა საფინანსო ინსტიტუტების გაერთიანებულ ჯგუფად. სწორედ ასეთი ფინანსური კორპორაციები განსაზღვრავენ მსოფლიო ეკონომიკური პრობლემების გადაჭრის გზებს. XXI საუკუნის საბაზრო ეკონომიკურ მოდელზე ორიენტირებული სისტემა ხასიათდება ფინანსური ინსტრუმენტების გამოყენების დიდი მრავალფეროვნებით და განვითარებული კაპიტალის ბაზრით.

საკვანძო სიტყვები: *საინვესტიციო ფონდი, სადაზღვევო კომპანია, ფასიანი ქაღალდი, სინდიკაცია, დაფინანსება.*

ადამიანური რესურსების განვითარების გამოწვევები ქართული ეკონომიკის პირობებში

ანა ჩაგელიშვილი

ივანე ჯავახიშვილის სახელობის

თბილისის სახელმწიფო უნივერსიტეტის დოქტორანტი

თბილისი, საქართველო

ელ. ფოსტა: chagelishviliانا@yahoo.com

ადამიანი ნებისმიერი ორგანიზაციის ღირებულ აქტივად მოიაზრება. შესაბამისად, ადამიანური რესურსების განვითარება პირდაპირ განსაზღვრავს ფუნქციონირების ეფექტიანობას. საქართველოში, როგორც განვითარებადი ქვეყნის უმრავლესობის შემთხვევაში, აღნიშნული მიმართულებით არაერთ გამოწვევას ვხვდებით. პრობლემების იდენტიფიცირება, განხილვა და მოგვარების გზების ძიება კი სამომავლო პროგრესის მნიშვნელოვანი პირობაა.

ნაშრომის მიზანია ადამიანური რესურსების განვითარების მიმართულებით, საქართველოს საჯარო და კერძო სექტორში არსებული ძირითადი ტენდენციების მიმოხილვა და პრობლემური საკითხების გამოკვეთა, რისთვისაც გამოყენებულია სამაგიდე კვლევის მეთოდი.

ორგანიზაციებში დასაქმებული ადამიანები ქვეყნის მოსახლეობის ნაწილს წარმოადგენენ. აქედან გამომდინარე, მათ განვითარებაზე საუბარი თავად ერის განვითარების ზოგადი შეფასებით უნდა დაიწყოს. ამ მიზნისათვის ხშირად გამოიყენება ისეთი ინსტრუმენტები, როგორებიცაა ადამიანური განვითარებისა (HDI) და გლობალური ცოდნის ინდექსი. ორივე ინდექსის მიხედვით, საქართველოს მაჩვენებლები წლების განმავლობაში ზრდას განიცდიდა და მსოფლიოს საშუალო მაჩვენებელს ძირითადად აჭარბებდა. ასეთი შედეგებით იგი ძალიან მაღალი მაჩვენებლების მქონე ქვეყნების ჯგუფში ხვდება, თუმცა, უნდა აღინიშნოს, რომ ინდექსები თავის მხრივ მრავალ კომპონენტსა და სუბინდექსს მოიცავენ, რაც შესაძლოა მაღალი ელემენტების ხარჯზე დაბალი მაჩვენებლების კომპენსირებას იწვევდნენ. შესაბამისად, საქართველოს მოსახლეობის განვითარების დადებით დონეს საჯარო და კერძო სექტორში გამოვლენილი არაერთი პრობლემა უპირისპირდება.

საჯარო სექტორის ანალიზმა აჩვენა, რომ წლების განმავლობაში თანამშრომელთა განვითარების გეგმის არ არსებობა იმდენად დიდი პრობლემა იყო, რომ საკანონმდებლო დონეზეც კი გაიწერა უწყებების მიერ ზემოაღნიშნული გეგმის წარმოება-წარდგენისა და საჯარო მოხელეთა განვითარების მთელი რიგი საკითხები. ამგვარი გადაწყვეტილება წინგადადგმული ნაბიჯი იყო, თუმცა, შესაძლოა ითქვას, რომ მოხდა დიდი პრობლემის დანაწევრება მრავალ ნაწილად და წარმოიშვა თანამშრომელთა განვითარების საჭიროებების გამოვლენისათვის სამუშაოს შესრულების შეფასების სათანადო ფორმით, ხარისხითა და მეთოდოლოგიით წარმოების აუცილებლობა. ამასთან, ვალდებულებათა სამართლებრივმა გაწერამ სამომავლოდ შესაძლოა გა-

მოიწვიოს საჯარო სექტორისთვის დამახასიათებელი ფორმალურობით განპირობებული ბიუროკრატიის ხარისხის ზრდა.

რაც შეეხება კერძო სექტორს, ადამიანური რესურსების განვითარების სისტემა საჯაროსთან შედარებით მოწესრიგებულია მსხვილ ორგანიზაციებში, ხოლო თანამშრომელთა მცირე რაოდენობის დამსაქმებლების შემთხვევაში ამგვარი სისტემა თითქმის არ არსებობს, ან არსებობს სისტემის ცალკეული ელემენტების ფრაგმენტულად არსებობის ხარჯზე.

საკვანძო სიტყვები: ადამიანური რესურსების განვითარება; ადამიანური განვითარების ინდექსი; ცოდნის ინდექსი; განვითარების გეგმა.

გამოყენებული ლიტერატურა

1. გოცაძე, ნათია. 2021. "საჯარო მოხელის პროფესიული განვითარების საკანონმდებლო ჩარჩო, შესაძლებლობები და პერსპექტივები საქართველოს სახელმწიფო სამსახურში." *თანამედროვე მეცნიერების გამოწვევები* 2 (1): 1-10. ბოლო ვიზიტი: მაისი 13, 2022. <https://journal.alterbridge.edu.ge/index.php/tcms/article/view/42>.

2. კენკეაშვილი, თეონა. 2018. *ადამიანური რესურსების განვითარების ტენდენციები*. სამაგ. ნაშრომი: ივანე ჯავახიშვილის სახელობის თბილისის სახელმწიფო უნივერსიტეტი. ბოლო ვიზიტი: მაისი 11, 2022. <https://openscience.ge/bitstream/1/1411/1/MA-Thesis.kenkebashvili%20%20evroin.pdf>.

3. ჰაიჭაძე, ნ., ეკა ჩოხელი, მანანა ხარხელი, გიული ქეშელაშვილი, შორენა ტიელიძე, and გიორგი ჭურაძე. 2017. "ადამიანთა რესურსების მართვის გამოწვევები საქართველოში." *ეკონომიკა და ბიზნესი* 10 (2): 86-101. ბოლო ვიზიტი: აპრილი 12, 2022.

<http://eb.tsu.ge/?cat=nomer&lang=ge&adgi=566&title=%E1%83%90%E1%83%93%E1%83%90%E1%83%9B%E1%83%98%E1%83%90%E1%83%9C%E1%83%97%E1%83%90%20%E1%83%A0%E1%83%94%E1%83%A1%E1%83%A3%E1%83%A0%E1%83%A1%E1%83%94%E1%83%91%E1%83%98%E1%83%A1%20%E1%83%9B%E1%83%90%E1%83%A0>

4. საქართველოს კანონი საჯარო სამსახურის შესახებ. 2022. "საქართველოს საკანონმდებლო მაცნე." კონსოლიდირებული ვერსია (საბოლოო). ბოლო ვიზიტი: 11 მაისი, 2022. <https://matsne.gov.ge/ka/document/view/3031098?publication=37>.

5. საქართველოს მთავრობის 2018 წლის 22 მაისის №242 დადგენილება "პროფესიული საჯარო მოხელის პროფესიული განვითარების საჭიროებების განსაზღვრის წესის, პროფესიული განვითარების სტანდარტისა და წესის დამტკიცების შესახებ". 2018. "საქართველოს საკანონმდებლო მაცნე." ბოლო ვიზიტი: მაისი 13, 2022. <https://matsne.gov.ge/ka/document/view/4201136?publication=0>.

6. სსიპ "საჯარო სამსახურის ბიურო". 2022. "საჯარო სამსახურის ბიუროს 2021წლის საქმიანობის ანგარიში." საქმიანობის ანგარიში. ბოლო ვიზიტი: მაისი 12, 2022. http://www.csb.gov.ge/media/3306/report_2021_geo-eng.pdf.

7. სსიპ "საჯარო სამსახურის ბიურო". 2022. "საჯარო სამსახურის ბიუროს 2022-2023 წლების ინსტიტუციური სამოქმედო გეგმა." სამოქმედო გეგმა, სსიპ "საჯარო სამსახურის ბიურო". ბოლო ვიზიტი: მაისი 11, 2022. <http://www.csb.gov.ge/media/3297/678685.pdf>.

8. Gulua, Ekaterine, and Natalia Kharadze. 2018. "Employed Students' Development Challenges in Georgia." *European Journal of Interdisciplinary Studies* 4 (2): 188-208. Accessed May 13, 2022. doi:<https://doi.org/10.26417/ejis.v4i2.p188-208>.

9. Korganashvili, Larisa. 2015. "Human Resource Development of Georgia within the Framework of the Knowledge Economy." *International Scientific Conference "Management Challenges in the 21st Century: HR Trends and Challenges: How to Succeed in Turbulent Times"*. Bratislava. Accessed May 12, 2022. http://www.cutn.sk/Library/proceedings/mch_2015/zbornik_proceedings.htm.

10. Paresashvili, Nino, Nanuli Okruashvili, and Maia Nikvashvili. 2021. "Challenges Of The Education System In The Process Of Human Capital Formation In Georgia." *15th International Technology, Education and Development Conference*. 9863-9869. Accessed May 13, 2022. doi:10.21125/inted.2021.2052.

11. Rao, T. V. 1995. *Human Resources Development*. New Delhi: Sage.

12. Stewart, Jim, Jim McGoldrick, ed. 1996. *Human resource development: perspectives, strategies and practice*. London: Financial Times Pitman.

13. UNDP & MBRF. 2021. Dubai: Al Ghurair Printing and Publishing. Accessed May 12, 2022. https://www.undp.org/publications/global-knowledge-index-2021?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=Cj0KCQjw4PKTBhD8ARIsAHChzRIUE-vn8gY-OEDn2PUeOWiwWkIK7SqiODufklFrPdM.

14. UNDP. 2022. *Human Development Report Office*. Accessed მაისი 12, 2022. https://hdr.undp.org/en/content/human-development-index-hdi?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=CjwKCAjwve2TBhByEiwAaktM1COXIsWWUixW1SDwjb7ETUIttj_j06urzppVpbTuZXZb.

15. United Nations Development Programme. 2020. "Human Development Report 2020: The Next Frontier-Human Development and the Anthropocene." Accessed May 12, 2022. <https://hdr.undp.org/sites/default/files/hdr2020.pdf>.

**საქართველოს შრომის ბაზრის ინსტიტუციონალურ რეგულირება
თანამედროვე გამოწვევების პირობებში: პრობლემები და მათი
აღმოფხვრის გზები**

ნანული ოქრუაშვილი

თსუ-ის ასოცირებული პროფესორი

თბილისი, საქართველო

Email: nana.okruashvili@tsu.ge

ნინო ფარესაშვილი

თსუ-ის ასოცირებული პროფესორი

თბილისი, საქართველო

Email: nino.paresashvili@tsu.ge

ქვეყნის ინოვაციური განვითარების დაჩქარებისა და ამდენად, მისი საერთაშორისო კონკურენტუნარიანობის ამაღლებისათვის უნდა განხორციელდეს შრომის ბაზრის რეგულირების, დასაქმების გაზრდისა და უმუშევრობის შემცირების სახელმწიფო პოლიტიკის რეფორმირება. ეს რეფორმა უნდა ემყარებოდეს ისეთი სტრატეგიის შემუშავებას, რომელშიც ცენტალურ როლი მიენიჭება - როგორც ახალგაზრდების, ასევე, ზრდასრული, ეკონომიკურად აქტიური მოსახლეობის დასაქმებას, მათი შრომით პროცესებში უმტკივნეულოდ ჩართვას. განათლების სისტემისა და დასაქმების სფეროს სახელმწიფოებრივ დონეზე მართვა მოაზრებული უნდა იყოს, როგორც ადამიანური კაპიტალის მართვის მიზნობრივი სახელმწიფო სტრატეგიის ფართომასშტაბიანი სოციალურ-ეკონომიკური პროცესი, რომლის მოდერნიზაცია ქვეყნის ადამიანური რესურსების საბაზრო პირობებთან ადაპტაციისა და მისი უდიდესი პოტენციალის ქვეყნის სასიკეთოდ გამოყენების ეფექტიანობის ამაღლების პრიციპებზე დაყრდნობით უნდა განხორციელდეს. ეს კი ქვეყნის ინტენსიურ და მდგრად სოციალურ-ეკონომიკურ განვითარებას, ინვესტიციური გარემოს მიმზიდველობის ამაღლებასა და პირდაპირი უცხოური ინვესტიციების გაზრდას უზრუნველყოფს არა მხოლოდ ხანმოკლე, არამედ გრძელვადიანი პერსპექტივისათვის.

სტატიაში განხილულია საქართველოს შრომის ბაზარზე არსებული მდგომარეობა, ის უარყოფითი შედეგები, რაც ქვეყანაში მიმდინარე წელს პანდემიამ და მისი გავრცელების შესაჩერებლად მთავრობის მიერ დაწესებულმა მკაცრმა შეზღუდვებმა გამოიწვია როგორც ცალკეული კომპანიებისათვის, ისე დაქირავებით დასაქმებულებისთვის, თვითდასაქმებულთა და სხვა მოწყვლადი ჯგუფის წარმომადგენლებისათვის, რომლებმაც სამსახური და შემოსავლის წყარო დაკარგეს. მოცემულია შრომის ბაზარზე არსებული ვითარებისა და დასაქმების მდგომარეობის ანალიზი, როგორც მთელი ქვეყნის მასშტაბით, ისე რეგიონულ დონეზე, ასევე შეფასებული და გაანალიზებულია უმუშევართა სხვადასხვა ჯგუფის მდგომარეობა.

უმუშევრობის შემცირების ამოცანის გადაჭრაში უდიდესი როლი შრომის ბაზრის ინსტიტუციონალურ რეგულირებას ენიჭება. საქართველოში საბაზრო ეკონომიკის ადეკვატური შრომის ბაზარი ჯერ კიდევ ფორმირების სტადიაშია და ამ პროცესში

ბევრი პრობლემა და გამოწვევა არსებობს. ქვეყნის ეკონომიკური განვითარების დაჩქარება, ახალი სამუშაო ადგილების შექმნა და სიღარიბის დაძლევა მნიშვნელოვნად არის დამოკიდებული დასაქმების სფეროში აქტიური სახელმწიფო პოლიტიკის გატარებაზე, რაც გულისხმობს შრომის ბაზრის ინფრასტრუქტურის განვითარების, სამუშაო ძალაზე მოთხოვნა-მიწოდების დაბალანსების, უმუშევართა პროფესიული სწავლებისა და დაბალკონკურენტუნარიანი სამუშაო ძალის დასაქმების ხელშეწყობის მხარდაჭერას. შრომის ბაზრის ინფრასტრუქტურის განვითარება ბიზნესის ეფექტიანობის გაზრდის ერთ-ერთი ძირითადი ფაქტორია, რამდენადაც იგი ხელს უწყობს სამუშაო ძალაზე დამსაქმებელთა მოთხოვნების ოპერატიულად და ხარისხიანად დაკმაყოფილებას. კვლევები ადასტურებს, რომ საქართველოში, მასობრივი უმუშევრობის პირობებშიც, დამსაქმებელთა 1/3-ზე მეტს პრობლემები აქვთ მათთვის საჭირო კადრების მოზიდვისას და ამის ერთ-ერთი მიზეზი შრომის ბაზრის ინფრასტრუქტურის განუვითარებლობაა.

შრომის ბაზრის ინფრასტრუქტურის განუვითარებლობა განსაზღვრავს იმ გარემოებას, როცა ადამიანებს არა აქვთ შესაძლებლობა, ან არ იციან, თუ ვის და სად მიმართონ საჭირო ინფორმაციის მისაღებად, როგორ ეძებონ სამუშაო, როგორ განვიტარონ პროფესიული უნარები. შედეგად, საქართველოში ძალიან მაღალია იმ ადამიანთა კატეგორია, რომლებსაც სურთ მუშაობა, მაგრამ აქტიურად აღარ ეძებენ სამუშაოს, ვინაიდან დაკარგეს მისი პოვნის იმედი. ეკონომიკის ხანგრძლივი სტაგნაციის, სახელმწიფოს მხრიდან დასაქმების სტიმულირების არარსებობის, შრომის ბაზრის ინფრასტრუქტურის განუვითარებლობის შედეგად, საქართველოში უმუშევრობამ ხანგრძლივი უმუშევრობის ფორმა შეიძინა.

მსოფლიოსთვის და მათ შორის საქართველოსა COVID-19-ით გამოწვეული პანდემია ერთგვარ გამოცდად იქცა, რომელმაც განსაკუთრებული მასშტაბი შეიძინა და დიდი გავლენა იქონია საზოგადოებრივი ცხოვრების თითქმის ყველა სფეროზე. კორონა ვირუსის პრევენციულმა ღონისძიებებმა ყველაზე უფრო მასშტაბური ზემოქმედება დასაქმების სფეროზე და შრომის ბაზარზე მოახდინა. აღნიშნულ ნეგატიური ზემოქმედებამ კიდევ უფრო გაამწვავა შრომის ბაზარზე არსებული, ისედაც არასახარბიელო მდგომარეობა. იმ ცვლილებების ფონზე, რომელიც გამოვლინდა საქართველოს შრომის ბაზარზე, კიდევ უფრო მეტი სიმწვავითა და აუცილებლობით გამოიხატა შრომის ბაზრის ინსტიტუციონალური რეგულირების ეფექტიანობის ამადლების პრობლემა. შესაბამისად, მეტად აქტუალური და მნიშვნელოვანია ის რეკომენდაციები, რომელიც ამ მიმართულებით ნაშრომში იქნა შემუშავებული. ნაშრომის ბოლოს განხილულია ის ანტიკრიზისული ღონისძიებები, რომლის შემუშავება და პრაქტიკული განხორციელება ხელს შეუწყობს იმ მძიმე სოციალურ-ეკონომიკური შედეგების აღმოფხვრას, რაც პანდემიამდეც არსებობდა, თუმცა, დღეისათვის კიდევ უფრო გამწვავდა. დასაქმების გასაუმჯობესებლად, სტატიაში შემოთავაზებულია შრომის ბაზრის ეფექტიანი ინსტიტუციონალური მოწყობის კონკრეტული გზები, რომელიც მიმართულია შრომითი რესურსებისა და დამსაქმებელთა ურთიერთქმედების სისტემის გაუმჯობესებისა და დასაქმების სახელმწიფო და კერძო სამსახურების როლის გაზრდისაკენ.

საკვანძო სიტყვები: შრომის ბაზარი; ადამიანური კაპიტალი; დასაქმების აქტიური პოლიტიკა; შრომის ბაზრის ინსტიტუციონალური რეგულირება.

გამოყენებული ლიტერატურა

1. პაიჭაძე ნ.(2016). უმუშევრობის პრობლემა საქართველოში და მისი დაძლევის გზები ჟურნ. ეკონომიკა და ბიზნესი, #1, 2016; http://eb.tsu.ge/doc/jurnali1_jan_fab_2016.pdf
2. ტულუში მ., (2018). უმუშევრობის დონის ცვლილების ტენდენციები საქართველოში და მისი რეგულირების მიმართულებები სტატია საერთაშორისო სამეცნიერო-პრაქტიკულ ჟურნალში „გლობალიზაცია და ბიზნესი“, #5;
3. ტულუში მ., კანონი „დასაქმების შესახებ“ ადამიანური რესურსების მართვის საკანონმდებლო ბაზის მნიშვნელოვანი კომპონენტი. პროფესორ გიორგი პაპავას დაბადებდან 95-ე წლისთავისადმი მიძღვნილ საერთაშორისო სამეცნიერო კონფერენციის მასალების კრებული: "ეკონომიკისა და ეკონომიკური მეცნიერების განვითარების თანამედროვე ტენდენციები" თბ., 2018 (6-7 ივლისი) http://pgie.tsu.ge/contentimage/konferenciebi/2018_konferenciakrebuli.pdf
4. ცარციძე მ., ლაცაბიძე ნ. (2017). უმუშევრობა და დასაქმების აქტიური პოლიტიკა შრომის ბაზრის ფორმირების მიმდინარე ეტაპზე საქართველოში. II საერთაშორისო სამეცნიერო კონფერენცია „გლობალიზაციის გამოწვევები ეკონომიკასა და ბიზნესში“, 2017 წლის 3-4 ნოემბერი, თსუ-ის ეკონომიკისა და ბიზნესის ფაკულტეტი. შრომების კრებული. თბილისი. ISBN 978-3-9941-13-650-4 https://www.tsu.ge/data/file_db/economist_faculty/global.pdf
5. ჩიტალაძე ქ., ქინქლაძე რ., უმუშევრობის ტენდენციები საქართველოში, „გლობალიზაციის გამოწვევები ეკონომიკასა და ბიზნესში“, თსუ-ის ეკონომიკისა და ბიზნესის ფაკულტეტი. შრომების კრებული. თბ., 2017 წლის 3-4 ნოემბერი, გვ. 570; https://www.tsu.ge/data/file_db/economist_faculty/global.pdf
6. Abesadze, N., Paresashvili, N. (2018). Gender Aspects Of Youth Employment In Georgia. Ecoforum Journal, 7(1).
7. Paichadze, N., (2018). Aspects of Unemployment Problems in Georgia, Bulletin Of The Georgian National Academy Of Sciences, Vol. 12, No.3, pp. 1-7
8. Paichadze, N., (2018). For The Improvement Of Personnel Policy And Human Resources Strategic Management, <http://dspace.tsu.ge/xmlui/handle/123456789/338>
9. Paichadze, Nugzar (2017) *Labor market in the Georgian state sector*. In: The 2nd International Scientific Conference: Challenges of Globalization in Economics and Business. Ivane Javakhishvili Tbilisi State University Press, Tbilisi, pp. 390-394. ISBN 978-9941-13-650-4
10. Kurashvili, G., & Kinkladze, R. (2016). Women's Migration Processes from Georgia. Preparation for the Future Innovative Economy, 308-313.
11. Chitaladze, K. (2016). General Unemployment Data in Georgia And The Statistical Analysis. Preparation for the Future Innovative Economy, 278-283.
12. Okruashvili, N., & Paresashvili, N. (2019). Youth unemployment in Georgia and the ways for its reduction. Challenges of Globalization in Economics and Business, .318- 325.
13. Kharashvili, E., & Natsvlishvili, I. (2019). Impact of international educational migration in the context of globalization og higher education (case of Georgia).

14. Tugushi, M., Paresashvili, N. (2007). Unemployment and its socioeconomic outcomes in Georgia, *Journal The Economics*, #3-4. 60-65.
15. Tugushi, M., (2019). Registration Regulation Is An Essential Prerequisite Of Employment And Unemployment Effective Management, <http://dSPACE.tsu.ge/xmlui/handle/123456789/549>
16. Paresashvili, N., Chitaladze, K. (2019). Main Challenges of Tourism Development Management in Georgia. *Economic and Social Development: Book of Proceedings*, 1426-1432.
17. Paresashvili, N., Abesadze, N. (2014). Statistics of unemployment in Georgia, *Economy and Management: Theory and Practice*, 2, 15-20.
18. Paresashvili, N. (2015). Major mechanisms to develop the strategies of the labor market in Georgia. *Procedia-Social and Behavioral Sciences*, 213, 574-579. 12.
19. Paresashvili, N., Abesadze, N. (2018). Main Tendencies of Youth Unemployment and the Regulation Mechanisms for Decreasing Its Rate in Georgia. *International Journal of Economics and Management*, 12(5), 634-638.
20. Paresashvili, N., Kinkladze, R., Chitaladze, K., Nadjafova, Z., & Edzgeradze, T. (2020). Labor market management mechanisms in Georgia according to current trends. *Economic and Social Development: Book of Proceedings*, 361-370
21. Paresashvili, N., Okruashvili, N., Edzgeradze, T. (2020). Global Challenges in the of Human Capital Formation Process (The Case of Georgia); *Management: Strategic Imperatives and Trends Of Transformations*, ISBN 978-966-926-342-1, 128-139.
22. Paresashvili, N., Okruashvili, N., Chitaladze, K., (2021), The Need For Cross-Cultural Competencies In A Multicultural Environment, *Inted2021*, V 1, N: 978-84-09-27666-0; ISSN: 2340-1079, Pages 9946-9952
23. Paresashvili, N., Okruashvili, N., Nikvashvili, M., (2021), Challenges Of The Education System In The Process Of Human Capital Formation In Georgia, *Conference INTED2021*, Volume 1, Issue ISBN: 978-84-09-27666-0; ISSN: 2340-1079, Pages 9863-9869
24. www. Geostat.ge Official web page of National Statistics Office of Georgia, last access 15/

COVID-19 პანდემიის გავლენა მსოფლიო სატრანსპორტო სექტორზე და მისი ეკონომიკური შედეგები მსოფლიოსა და საქართველოსათვის

თენგიზ აფხაზავა

ბათუმის ნავიგაციის სასწავლო უნივერსიტეტის პროფესორი

ბათუმი, საქართველო

ელ. ფოსტა: t.apkhazava@bntu.edu.ge

გლობალური სატრანსპორტო და ლოგისტიკური სისტემა ერთ-ერთი ყველაზე დაზარალებული სფეროა COVID-19 პანდემიის შედეგად. ნეგატიურ შედეგებს საფუძვლად უდევს სხვადასხვა ფაქტორები: სახელმწიფო საზღვრების ჩაკეტვა, ხალხისა და საქონლის გადაადგილების შეზღუდვის დაწესება, ღირებულების ჯაჭვების მოშლა, მოთხოვნისა და მსყიდველუნარიანობის შემცირება. ამ ფაქტორების ერთობლიობამ იმოქმედა ყველა სახის ტრანსპორტზე - ქალაქებში კერძო და საზოგადოებრივი ტრანსპორტით სარგებლობიდან დაწყებული სამგზავრო და სატვირთო მიმოსვლის განხორციელებამდე როგორც ქვეყნებში, ისე მათ შორის.

უარყოფითი შედეგების მასშტაბები დამოკიდებულია ტრანსპორტის ტიპზე და სახელმწიფოს ინტეგრაციაზე გლობალურ სატრანსპორტო და ლოგისტიკურ სისტემაში. პანდემიის დროს ევროკავშირის ქვეყნებში ფრენების 90% გაუქმდა. 60-90%-ით, ხოლო საზოგადოებრივი ტრანსპორტით - 50%-ით შემცირდა სამგზავრო გადაადგილების მოცულობა.

დღეს ქვეყნები გარდამავალ ეტაპზე არიან: ტრანსპორტის სექტორში ხდება ადაპტაცია საქმიანობის განახლებულ პირობებთან და ეტაპობრივი აღდგენა კრიზისის შემდეგ. თუმცა, მთელი რიგი რისკები კვლავ რჩება.

სხვადასხვა ფაქტორები ქმნიან შემდგომ გაურკვევლობას გლობალურ სატრანსპორტო და ლოგისტიკურ სისტემებთან დაკავშირებით. ამავე დროს, გაურკვევლობა ეხება არა მხოლოდ კრიზისამდელ ინდიკატორებთან დაბრუნების დროს, არამედ მთლიანობაში სატრანსპორტო სექტორის მომავალი იმიჯი პოსტკორონავირუსულ სამყაროში.

საკვანძო სიტყვები: *COVID-19 პანდემია, სატრანსპორტო სექტორი, ღირებულებათა ჯაჭვი*

საავტომობილო გზების და ინფრასტრუქტურის განვითარება საქართველოში

ლელა კოჭლამაზაშვილი
*საქართველოს ტექნიკური უნივერსიტეტი,
პროფესორი
თბილისი, საქართველო*
ნანა კაციტაძე
*თბილისის სახელმწიფო უნივერსიტეტი,
ასოცირებული პროფესორი
თბილისი, საქართველო*

საქართველოს სატრანსპორტო სისტემის სტრუქტურაში საავტომობილო ტრანსპორტი უმნიშვნელოვანეს ადგილს იკავებს. 90-იანი წლების დასაწყისში თურქეთთან საზღვრის გახსნამ მკვეთრად გაზარდა საავტომობილო ტრანსპორტის საქმიანობის მასშტაბები. შესაბამისად იზრდება საავტომობილო გზებით გადაზიდული ტვირთების მოცულობა და ტვირთბრუნვის მაჩვენებლები. ქვეყნის საავტომობილო გზებით საშუალოდ ყოველწლიურად თითქმის 17.2 მილიონი ტონა ტვირთის გადაზიდვა ხორციელდება. საქართველოში გადაზიდული ტვირთის მოცულობაში დიდი ხვედრითი წილი, დაახლოებით 59.9%, საავტომობილო გადაზიდვებზე მოდის.

საქართველოს ტერიტორიაზე სატვირთო და სამგზავრო გადაზიდვების უზრუნველყოფისათვის ერთ-ერთი განმსაზღვრელია სატრანსპორტო სისტემა, ამდენად, სასურველია, რომ საქართველოს სატრანსპორტო კომუნიკაციების მდგომარეობა შეესაბამებოდეს ევროპული ინტეგრაციის მოთხოვნებს.

მას შემდეგ, რაც საქართველომ შეიძინა აზია-ევროპის დამაკავშირებელი დერეფნის სტატუსი, სახელმწიფოს წინაშე პრიორიტეტული გახდა სატრანსპორტო ინფრასტრუქტურის განვითარება. სატრანსპორტო ინფრასტრუქტურის ერთერთ მნიშვნელოვან სახეს საავტომობილო გზები წარმოადგენს, რადგან სატვირთო გადაზიდვების საკმაოდ დიდი ნაწილი ავტოტრანსპორტზე მოდის. საავტომობილო გადაზიდვების გაზრდილმა მოთხოვნებმა დღის წესრიგში დააყენა არსებული გზების რეკონსტრუქცია და ახალი უსაფრთხო მონაკვეთების მშენებლობის აუცილებლობა. 2021 წლის მონაცემებით საქართველოს ტერიტორიაზე სატრანსპორტო ტვირთის გადაადგილებისათვის გამოიყენება საერთაშორისო მნიშვნელობის გზები, რომელთა საერთო სიგრძე 1455კმ-ია, ხოლო შიდასახელმწიფოებრივი გზის საერთო სიგრძე - 5446 კმ., 567- საერთაშორისო მნიშვნელობის და 1609 ეროვნული მნიშვნელობის ხილები, 16 გვირაბი რომელთა საერთო სიგრძეა 9.9 კმ.

საქართველოში საავტომობილო გზებზე მოძრაობის პირობების გაუმჯობესების და უსაფრთხოების განმტკიცების მიზნით ბიუჯეტიდან გამოიყოფა მნიშვნელოვანი თანხები, შენდება ახალი ავტომაგისტრალები, მიმდინარეობს ძველი გზების რეკონსტრუქცია, მნიშვნელოვნად უმჯობესდება გზების ტექნიკური მახასიათებლები, რომლებიც სულ უფრო უახლოვდება საერთაშორისო სტანდარტებს. ახლო მომავალში

გარდაუვალია საგზაო მშენებლობის მოცულობისა და ხარისხის მკვეთრი ზრდა. დასრულებულია თბილისი-სვენეთი ჩქაროსნული გზის 80 კმ-იანი მონაკვეთის მშენებლობა; ამჟამად მიმდინარეობს სვენეთი-რიკოთის 65 კმ-იანი მონაკვეთის მშენებლობა. დაგეგმილია ქუთაისისა და ზესტაფონის შემოვლითი გზის, ასევე ქუთაისი-სამტრედიის ახალი გზის მშენებლობა. პროექტის განხორციელების შემდეგ ამ ქალაქებზე გამავალი მუნიციპალური გზები სატრანზიტო ნაკადებისაგან განიტვირთება. აღნიშნული მონაკვეთი არის ავტომაგისტრალის შემადგენელი სექცია, რომელზეც ხორციელდება დასავლეთ-აღმოსავლეთის მიმართულების ძირითადი სატრანზიტო მოძრაობა. მშენებლობის დასრულების შემდეგ გაიზრდება გზის გამტარუნარიანობა, სატრანსპორტო ნაკადების მოძრაობის სიჩქარეები და მათი გადაადგილების უსაფრთხოება.

საქართველოს საავტომობილო ტრანსპორტის მენეჯმენტის სფეროში არსებული პრობლემების აღმოფხვრის მიზნით უნდა შეიქმნას ტვირთმზიდების დამოუკიდებელი, ეროვნული საავტომობილო პარკი, რომელიც პროდუქციის ტრანზიტის სფეროში საგზაო მომსახურებას გაუწევს ევროპისა და აზიის ქვეყნების ტრანსნაციონალურ კომპანიებს. აუცილებელია საავტომობილო პარკის შექმნის მიზნით საქართველოს სატრანსპორტო ინფრასტრუქტურაში მოზიდულ იქნეს დიდი მოცულობის უცხოური ინვესტიცია, რისთვისაც საჭიროა ქვეყანაში შეიქმნას ხელსაყრელი საინვესტიციო კლიმატი.

საკვანძო სიტყვები: სატვირთო გადაზიდვები, ტვირთბრუნვა, სატრანსპორტო სისტემა

გამოყენებული ლიტერატურა

1. ლ. კოჭლამაზაშვილი, თ. ყანდაშვილი. „საერთაშორისო გადაზიდვების როლი საქართველოს ეკონომიკის განვითარებაში“. საერთაშორისო სამეცნიერო კონფერენციის შრომების კრებული“. ბათუმი, 2016
2. ბ. გითოლენდია, „საქართველოს სატრანსპორტო დერეფნის განვითარების ეკონომიკური პრობლემები და მათი გადაჭრის მიმართულებები“, თბილისი, 2011,
<http://www.girca.org/>
<http://www.georoad.ge/?lang>
<https://www.mrdi.gov.ge/>

საქართველოს საბანკო ბიზნესის სოციალური პასუხისმგებლობის გააქტიურების ძირითადი მიმართულებები

თამარ ხარიტონაშვილი

საქართველოს ტექნიკური უნივერსიტეტის დოქტორანტი

თბილისი, საქართველო

tkharitonashvili@yahoo.com

აბსტრაქტი. კორპორაციული სოციალური პასუხისმგებლობა (CSR) არის ბიზნესის კეთილი ნება და არა ვალდებულება. ბიზნესი შესაძლოა იყოს სოციალურად პასუხისმგებლიანი, ან- არა. აღნიშნულ სტატუსს არ განსაზღვრავს სახელმწიფო, ან მთავრობა, კორპორაციული სოციალური პასუხისმგებლობა ეს არის კონცეფცია, ბიზნეს სტრატეგია, საზოგადოებისთვის ჯანსაღი საჭიროებებისა და მოთხოვნების საპასუხოდ, კომპანიებმა საკუთარი ბრენდი განავითარონ გამჭვირვალედ.

კორპორაციული სოციალური პასუხისმგებლობა განსხვავდება ადგილიდან - ადგილამდე, ინდუსტრიიდან - ინდუსტრიამდე და დროთა განმავლობაში, მიუხედავად აკადემიკოსებსა და პრაქტიკოსებს შორის CSR-ის განმარტებაზე კონსენსუსის არარსებობისა, ცხადია, რომ CSR- ს შეუძლია მრავალი სარგებელი მოუტანოს საბანკო ბიზნესს.

ყველაზე მნიშვნელოვანი ბანკების რეპუტაციისა და ფინანსური საქმიანობის ამალგებაა, რადგან ბანკისთვის რეპუტაცია განმსაზღვრელი ფაქტორია, რომელიც გამოიხატება ძველი კლიენტების შენარჩუნებასა და ახალი კლიენტების მოზიდვაში, რაც, საბოლოოდ, ზრდის ბანკის ფინანსურ სტატუსს.

გარდა ამისა, თუ ბანკი ყურადღებას გაამახვილებს სოციალურ პასუხისმგებლობაზე, შეუძლია ისარგებლოს რისკის უკეთესი მენეჯმენტით, თანამშრომლების ერთგულებითა და მაღალი რეპუტაციით. ამიტომ, როდესაც ბანკი ცდილობს მიიღოს მაქსიმალური მოგება, მან იცის, რომ მოგებას განსაზღვრავენ მომხმარებლები და, მართლაც, ისინი საზოგადოების ნაწილი არიან, რომლებიც უნდა გახდნენ საზოგადოების წინაშე სოციალურად პასუხისმგებლიანი ბანკები.

შესავალი

დღეს მსოფლიოში მზარდია სოციალურად პასუხისმგებლიანი ორგანიზაციების მიმართ მოთხოვნა, რომელსაც განაპირობებს ნდობა, დამყარებული იმ ფასეულობებზე და ამოცანებზე, რასაც ემსახურება კორპორაციული სოციალური პასუხისმგებლობის მქონე კომპანიები.

ადიარებულია, რომ სოციალურად პასუხისმგებლიანი ქვეყნის და საქმიანობის განვითარება დადებით გავლენას ახდენს, როგორც უშუალოდ კომპანიის უახლოეს და გრძელვადიან მიზნებზე, ასევე მნიშვნელოვანი გავლენა აქვს ქვეყნის ეკონომიკურ განვითარებასა და საზოგადოების კეთილდღეობაზე. შესაბამისად, საყურადღებოა მისი დანერგვა და პრაქტიკაში გამოყენების მაღალი ხარისხი.

დღემდე საქართველოს საბანკო ბიზნესი ეკონომიკის ერთ-ერთ მიმზიდველ და ქვეყნისთვის ერთ-ერთი მნიშვნელოვან სფეროდ რჩება. საბანკო ბიზნესი ცდილობს,

საზოგადოებას შესთავაზოს მომხმარებლისთვის მნიშვნელოვანი, ახალ, ინოვაციურ მოდელებზე დაფუძნებული პროდუქტები, მომსახურება, ახალი კონცეფციის ფილიალები, რის საფუძველზეც ფართოვდება და, შესაბამისად, ამ სფეროში იზრდება კონკურენცია, რაც ქართულ საბანკო ბიზნესში თანამედროვე, ახალი სტრატეგიული მეთოდებისა და ინოვაციების დანერგვას განაპირობებს.

საკითხის განსაკუთრებულ აქტუალურობას განაპირობებს კორპორაციული სოციალური პასუხისმგებლობის კონცეფციის შესწავლა, გაცნობიერება და მისი ქართულ საბანკო ბიზნესში გააქტიურების გზების დასახვა.

საქართველოში კორპორაციული სოციალური პასუხისმგებლობა, 2004-2007 წლიდან იმკვიდრებს თავს, ამ პერიოდიდანვე იწყება მისი გავრცელებისა და ცნობადობის ხარისხის შეფასება, რა იცის კომპანიამ, საზოგადოებამ, იყენებენ თუ არა მათ ყოველდღიურ საქმიანობაში, სწორად არის აღქმული და ემსახურება იმ ღირებულებებს, რომელთაც CSR-ი მოიცავს, თუ მხოლოდ კომპანიის, ან ბიზნეს სუბიექტის მარკეტინგული ხრიკია იმისათვის, რომ შექმნას ბრენდის იერსახე და მიმზიდველი იყოს საზოგადოების პარტნიორების ან ინვესტორებისთვის.

ამავე პერიოდის კვლევებით დასტურდება, რომ კორპორაციული სოციალური პასუხისმგებლობის საკითხებთან დაკავშირებით ცნობიერება როგორც საზოგადოებაში, ასევე ბიზნეს სექტორში, მათ შორის საბანკო ბიზნესში ძალიან დაბალია, ხოლო 2018 წლიდან ამ მიმართულებით დადებითი დინამიკა შეინიშნება. საბანკო ბიზნესი, მაქსიმალურად ცდილობს თავის ყოველდღიურ ოპერაციებში თუ პროცესებში იმ ღირებულებების დანერგვას და გათვალისწინებას, რასაც მოიცავს კონცეფცია კორპორაციული სოციალური პასუხისმგებლობა და სოციალურად პასუხისმგებლიანი საბანკო მოდელი.

ნაშრომის კვლევის ფარგლებში, საინტერესოდ მივიჩინეთ მიგველო ინფორმაცია, თუ რამდენად არის საქართველოს საბანკო ბიზნესში, ინტეგრირებული კორპორაციული სოციალური პასუხისმგებლობა, კეთდება თუ არა მათ მიერ და რა სიხშირით სოციალური პროექტები, აწარმოებენ თუ არა ანგარიშებს გამჭვირვალედ, ბიზნესის მიერ ჩატარებული ღონისძიებების გაშუქება, ან ინფორმაციის გამჟღავნება რამდენად ხშირია.

კვლევის თანახმად, საბანკო ბიზნესში კორპორაციულ პასუხისმგებლობასთან დაკავშირებული საკითხების ფორმალიზებას დადებითი დინამიკა აქვს გასულ წლებთან შედარებით, მათ სამოქმედო სტრატეგიულ მიზნებში გაწერილი არის CSR-ის საკითხები, აწარმოებენ დოკუმენტებს და აცნობენ მედიას თუ საზოგადოებას მათ მიერ განხორციელებული ღონისძიებების შესახებ.

საინტერესო მაჩვენებელი არის ორგანიზაციული სტრუქტურის მიმართულებითაც, რაც კომპანიაში კორპორაციული სოციალური პასუხისმგებლობის მიმართულებაზე პასუხისმგებელ პირს უკავშირდება, გამოკითხულთა შეფასებით, 2019-2020 წლამდე მსგავსი როლის შემსრულებელი რიგ კომპანიებში არ არსებობდა, რიგ კომპანიებში კი, ჩამოყალიბებული და ფორმირებული არ იყო პასუხისმგებლობა, მოვალეობები, რომლებიც დღევანდელი მდგომარეობით შეცვლილია და ზუსტად არის გაწერილი პასუხისმგებელი პირის ფუნქცია- მოვალეობები. აქაც ძირითადად ორი უმსხვილესი საბანკო ბიზნესი ლიდერობს.

კვლევის ფარგლებში ასევე გამოვლინდა, რომ საქართველოში მოქმედ საბანკო ბიზნესს, 2020 წლამდე არ ჰქონდა წინასწარ, კორპორაციული პასუხისმგებლობის ფარგლებში გამოყოფილი ბიუჯეტი. ხოლო 2020 წლიდან შეუმჩნევლად, თუმცა დადებითი ცვლილება შეინიშნება, რომლის მიზეზად სახელდება საზოგადოების მოთხოვნა. ასევე აღსანიშნავია კორპორაციული პასუხისმგებლობის დონისძიებების მონიტორინგი, რომელიც პერიოდულად ტარდება იმის დასადგენად, მის მიერ განხორციელებულმა დონისძიებებმა იქონია თუ არა დადებითი გავლენა იმ მიზანთან მიმართებით, რა მიზნობრიობაც ჰქონდა დონისძიებას. ამასთან, დაწყებული არის კომპანიების მიერ კორპორაციული პასუხისმგებლობის საქმიანობის ფინანსური და შინაარსობრივი ანგარიშგებების წარმოება, რომელიც საჭიროა იმისათვის, რომ კორპორაციული სოციალური პასუხისმგებლობის საქმიანობა იყოს გამჭვირვალე, გამოქვეყნდეს და გაეზავნოს დაინტერესებულ მხარეებს.

კვლევის ფარგლებში, ასევე საინტერესო იყო საზოგადოების დამოკიდებულება სოციალურ პასუხისმგებლობასთან დაკავშირებით, ამ მიმართულებით ჩატარებული კვლევის ფარგლებში შედეგი არაერთგვაროვანი არის, რადგან უმეტეს შემთხვევაში საბანკო ბიზნესის სოციალურ პასუხისმგებლობაზე ინფორმაციას მხოლოდ ის საზოგადოება ფლობს, რომელიც უშუალოდ არის დასაქმებული ისეთ კომპანიებში, სადაც კორპორაციული სოციალური პასუხისმგებლობა, დანერგვა განხორციელების პროცესში არის, ხოლო საზოგადოების ის ნაწილი, რომელიც თვითდასაქმებული არის, სოციალურ პასუხისმგებლობას მოიაზრებს ერთგვარად საქველმოქმედო დონისძიებად, რაც სცდება კორპორაციული პასუხისმგებლობის ღირებულებას. ეს შეფასება კი, გასაზღვრავს, ინფორმაციის სიმცირეს იმ სოციალურ სადაც საბანკო ბიზნესი ეწევა ფინანსურ ოპერაციებს.

ამ ფაქტს ადასტურებს, მომხმარებლის, რგორც ბანკის კლიენტის კვლევა. კვლევის ფარგლებში გამოკითხული ბანკის მომხმარებლის ინფორმაციით, რომელსაც კონკრეტული პერიოდისთვის ბანკთან საქმიანი ურთიერთობა აკავშირებს, მიუხედავად გრძელვადიანი თანამშრომლობისა, ნაკლები ინფორმაცია ჰქონდა, ან საერთოდ არ ჰქონდა, თავისი ბანკის სოციალურ პასუხისმგებლობასთან დაკავშირებით. ბანკთან ემოციურ ბმას კი მხოლოდ თანამშრომლებთან კარგი ურთიერთობა და ბანკის ფილიალის სიახლოვე განაპირობებდა. ვინაიდან, იმავე რესპოდენტების გამჟღავნებით, ქართული ბანკები თავიანთ მომსახურებასა თუ პროდუქტებზე მაღალი ფინანსური ხარჯებით გამოირჩევიან, რაც აზარალებს საზოგადოების კეთილდღეობას.

კვლევის შეფასებით, მაღალი საპორცენტო და ფინანსური ხარჯი გრძელვადიან პერიოდში ქმნის საზოგადოების ფინანსურად გაღარიბებას, ეს კი სასარგებლო საქმის საკეთებლად ზღუდავს ხელმისაწვდომობას ფინანსებთან.

დასკვნა: საქართველოში საბანკო ბიზნესისა და მათი სოციალურად პასუხისმგებლიანი საქმის კეთების შესახებ ინფორმაცია არ მჟღავნდება მედიასა თუ სოციალურ ქსელში იმ მოცულობით, რომ სრულად ფარავდეს საქართველოს მოწყვლად საზოგადოებას. საბანკო ბიზნესის სოციალური პასუხისმგებლობის შესახებ მეტ-ნაკლებად სწორი ინფორმაცია აქვს იმ საზოგადოების ნაწილს, რომელიც დასაქმებულია კონკრეტულ საბანკო ორგანიზაციებში, სადაც CSR კომპანიის მნიშვნელოვანი სტრატე-

გის ნაწილია და სოციალურ ღონისძიებებში ჩართულნი არიან კომპანიის თანამშრომლები.

საქართველოს საბანკო ბიზნესში სოციალური პასუხისმგებლობის დანერგვა-გააქტიურებასთან დაკავშირებული საკითხების გაანალიზების საფუძველზე შესაძლებელია გაკეთდეს შემდეგი დასკვნები და რეკომენდაციები:

ქართულ რეალობაში საბანკო ბიზნესის სოციალური პასუხისმგებლობის გააქტიურების ძირითად მიმართულებად შესაძლოა დავსახოთ ბანკის ბიზნეს პროცესებში საბანკო მენეჯმენტის ჩართულობა, სადაც ბანკის მენეჯმენტის უპირველესი ამოცანა იქნება CSR-ს გავრცელება საბანკო დეპარტამენტებში, რაც საშუალებას მისცემს მის თითოეულ თანამშრომელს, საკუთარი წვლილი შეიტანოს სოციალური პასუხისმგებლობის გავრცელებაში. 2. ფინანსური წიგნიერების ხელმისაწვდომობა და გავრცელება მათ მომხმარებლებს შორის.

გააქტიურების ერთ-ერთ პროცესად შესაძლოა მივიჩნიოთ, ორგანიზაციის საზედამხედველო მენეჯმენტში კორპორაციული სოციალური პასუხისმგებლობის მიმართულების CSR საკონსულტაციო ჯგუფის შემქნა, რომელიც შეასრულებს მონიტორინგს, როგორ იმართება კომპანიაში სოციალური პასუხისმგებლობა და მოახდენს ფინანსური მდგარდობის რისკების შეფასებას. საკონსულტაციო ჯგუფი ხელს შეუწყობს კომპანიაში სოციალური პასუხისმგებლობის კულტურის გაუმჯობესებას და უზრუნველყოფს კომპანიის რეპუტაციისთვის საშიში რისკების სათანადო შეფასებას.

ძალზედ მნიშვნელოვანი და ამასთან საპასუხისმგებლო არის, როგორც საქართველოში მოქმედი საბანკო, საფინანსო ბიზნეს კომპანიების, ასევე უმალოდ სახელმწიფოს მიერ დაცული იყოს ESG კრიტერიუმები, შემუშავებულ იქნას CSR მექანიზმების ახალი მეთოდები და ინსტრუმენტები, იმისათვის რომ ქვეყნის საინვესტიციო გარემო მიმზიდველი გახდეს იმ ინვესტორებისთვის, რომლებიც ინვესტირების ობიექტს და გარემოს აფასებენ ეფექტიანი, სტაბილური, მდგრადი გარემოს ფორმირების შესაძლებლობით.

საკვანძო სიტყვები: კორპორაციული სოციალური პასუხისმგებლობა, სოციალურად პასუხისმგებლიანი საბანკო ბიზნესი, საბანკო ბიზნესი

გამოყენებული ლიტერატურა

1. საქართველოს სტრატეგიული კვლევების და განვითარების ცენტრი (CSR HUB): ევროკომისია CSR-ის შესახებ, ვებ-გვერდი: <https://csrgeorgia.com/>, უკანასკნელად იქნა გადამოწმებული 18.04.2022
2. „საქართველოში ბიზნესის სოციალური პასუხისმგებლობის (ბსპ) მიმართ საზოგადოების დამოკიდებულებისა და მოლოდინის კვლევა“ - საქართველოს სტრატეგიული კვლევების და განვითარების ცენტრი: თბილისი 2007 წ.
3. თ. ხარიტონაშვილი - სადისერტაციო ნაშრომი „საბანკო ბიზნესის სოციალური პასუხისმგებლობა საქართველოში“, თბილისი 2022 წ.

კახეთის რეგიონის დემოგრაფიული პრობლემები

ნინო დოხტურიშვილი
ივანე ჯავახიშვილის სახელობის
თბილისის სახელმწიფო უნივერსიტეტის
დოქტორანტი
თბილისი, საქართველო
ელ. ფოსტა: nino.doxturishvili@tsu.ge

მე-20 საუკუნის 90-იანი წლებიდან დღემდე მკაფიოდ გამოიკვეთა, როგორც მოსახლეობის შემცირება ისე ერის დაბერების ზრდის ტენდენციები, სიკვდილიანობისა და მკვდრადშობადობის მაღალი დონე, შობადობის კრიზისულ ზღვრამდე დაცემა, ფართო მასშტაბიანი გარე და შიდა (სოფლის მოსახლეობის ქალაქად გადინება) მიგრაციული პროცესები.

მოსახლეობის განვითარების ტენდენციების გათვალისწინება არის როგორც მთლიანად ქვეყნის, ასევე მისი ცალკეული რეგიონების სოციალურ-ეკონომიკური განვითარების დაგეგმვის მნიშვნელოვანი ელემენტი. აქედან გამომდინარე საინტერესო და მნიშვნელოვანია საქართველოს მოსახლეობის განხილვა რეგიონების მიხედვით. კახეთის რეგიონი საქართველოს მნიშვნელოვანი რეგიონია, როგორც სოციალურ-ეკონომიკური, ისე დემოგრაფიული თვალსაზრისით. 2021 წლის მონაცემებით კახეთის მოსახლეობა საქართველოს მოსახლეობის 8 პროცენტზე ოდნავ მეტს შეადგენს(310 ათასი) და რიცხოვნობით ჩამორჩება მხოლოდ აჭარას, იმერეთს და ქვემო ქართლს. დემოგრაფიული პროცესები დიფერენცირებულია რეგიონის ადმინისტრაციული ერთეულების მიხედვით რასაც განაპირობებს კახეთის მოსახლეობის ეთნიკურ - კონფესიური შემადგენლობა, რაც მოცემული რეგიონის დემოგრაფიულ შესწავლას მეტად აქტუალურს ხდის.

სტატიაზე მუშაობის პროცესში გამოყენებული იქნა საქართველოს სტატისტიკის ეროვნული სამსახურის მონაცემთა ბაზა. გამოკვლევის ანალიზზე შესაბამისად გამოყენებული იქნა დაკვირვების მაჩვენებლები. საქართველოს სტატისტიკის ეროვნული სამსახურის მონაცემების გაანგარიშება მოხდა კომპიუტერული პროგრამის ექსელის გამოყენებით. შედეგები მეტად დამაფიქრებელია. ბოლო სამი ადწერის დინამიკაში კახეთის მოსახლეობის რიცხოვნობის მაჩვენებლები მკვეთრად შემცირებულია, შობადობა კრიზისულ ზღვრამდე დაეცა, მაღალი დონე გამოვლინდა სიკვდილიანობის და მკვდრადშობადობის, კახეთის მოსახლეობის ბუნებრივი მატება კლებსკენ მიდის, შრომისუნარიანი მოსახლეობა შემცირდა. სამწუხაროდ რეგიონულ ჭრილში მიგრაციის სტატისტიკა არ არსებობს.

სტატისტიკის კვლევის მიზანია შევადგათ წლების მანძილზე წარმოშობილი კახეთის რეგიონის დემოგრაფიული პრობლემების გამომწვევი მიზეზები.

კახეთის რეგიონის მოსახლეობის დემოგრაფიული პროცესების სტატისტიკა მოწმობს, რომ მოსახლეობა განიცდის მწვავე დემოგრაფიულ კრიზისს. საწყის ეტაპზე რთულია დემოგრაფიული პრობლემების გამომწვევი მიზეზების შეჩერება. შექმნილი მდგომარეობისთვის საჭიროა სახელმწიფოს მიერ ეფექტიანი და მიზანმიმართული დემოგრაფიული პოლიტიკის შემუშავება.

საკვანძო სიტყვები: ანალიზი, მეთოდი. შემცირება, ბუნებრივი მოძრაობა, დემოგრაფიული პოლიტიკა.

გამოყენებული ლიტერატურა

1. კახეთის მხარეში სახელმწიფო რწმუნებულის ადმინისტრაცია <https://www.kakheti.gov.ge/geo/static/5/regions>
2. მელაძე, გიორგი. წულაძე, გიორგი. 1997. *საქართველოს მოსახლეობა და დემოგრაფიული პროცესები*. თბილისი.
3. სტატისტიკის ეროვნული სამსახური <https://www.geostat.ge/ka>
4. წულაძე, გიორგი. სულაბერიძე ავთანდილ. 2016. *საქართველოს რეგიონების დემოგრაფიული თავისებურებები*. თბილისი. „დემოგრაფიისა და სოციოლოგიის ინსტიტუტი“
5. ხმალძე, მერაბ, ჩიტალაძე ქეთევან. 2020. *დემოგრაფიული სტატისტიკა*. თბილისი. ელ-ვერსია.
6. ხმალაძე, მერაბ. 2008. *სტატისტიკა ეკონომიკასა და ბიზნესში*. თბილისი. „მერიდიანი“.

DIFFICULTIES OF TEAMWORK BASED ON EXAMPLES OF GEORGIAN COMPANIES

Ketevan Goletiani

*Doctor of Business Administration, Professor,
Batumi Navigation Teaching University, Batumi, Georgia
k.goletiani@bntu.edu.ge*

Zurab Mushkudiani

*Doctor of Business Administration, Professor
Batumi Navigation Teaching University, Batumi, Georgia
Guram Tavartkiladze Teaching University, Tbilisi Georgia
zurab.mushkudiani@qttu.edu.ge*

The aim of the paper is to understand the individual differences and similarities of the staff, which is a crucial factor for the success of modern organizations. Diversity is the focus of every organization. A deep interest in diversity should become a central priority in all aspects of business. Diversity causes differences, and differences bring potential problems in relationships. It is impossible to deny this, but it is also very important that diversity has a huge potential for opportunity. For this, it is necessary to define the theoretical foundations and develop methodological and practical recommendations for their implementation. The methodological basis of the research is the methods of systematic and comparative analysis, empirical generalization and theoretical research, analysis and synthesis, generalization and abstraction. Main results of the paper and scientific news: The relationship between workforce diversity and synergy is discussed; Based on the research, the circumstance has been revealed that in most of the organizations operating in the Adjara region, in particular in Batumi, the concept of diversity is not considered in the process of developing a human resources strategy.

Keywords: *Human resource management, diversity, teamwork, performance, difficulties*

THEORIES OF CREATIVITY: CURRENT REALITIES AND TRENDS

Lyudmyla Shymanovska-Dyanich

*Doctor of Sciences (Economics), Professor,
«Poltava University of Economics and Trade
Ukraine, Poltava
ludad584658@ukr.net*

Vitalyna Shymanovska

*Head of the Educational and Scientific Institute of
Correspondence and Distance Education of Higher Educational
Institution of Ukoospilka «Poltava University of Economics and Trade»
Ukraine, Poltava
vitshum2008@gmail.com*

The development of individual creativity is the first task of educational and pedagogical activity in the conditions of modern globalization changes. Society faces the problem of forming a new person who would meet the new conditions of existence of society and the globalizing world: with the obligatory ability to be creative. In addition to deep knowledge, a modern person must have certain skills in order to be competitive in the labor market. Creativity, the ability to easily find a way out of any situation, the ability to create something new are traits that are highly valued in modern society. That is why creative pedagogy appears, which emphasizes not on the mechanical assimilation and use of knowledge, but on the education of a creative person capable of creativity. Creativity is a general property of a person, which manifests itself during the creative process as the ability to generate a diverse, socially important, original product and productive ways of its application; the ability to find solutions in non-standard situations; a property that is realized only under favorable environmental conditions at a high level in various fields of human activity during one's life [1, 5]. Today, society has at its disposal many theories of creativity, which help to look at existing problems in a non-standard way and offer non-trivial solutions. These theories can be useful in various areas of human activity.

SCAMPER is a creativity technique that suggests changes that can be made in the work on a certain object. This technique was developed by Bob Eberle in 1997. The technique is to consistently answer questions about the modification of the assigned task. Using the SCAMPER technique involves the following modifications: Substitute – replace something, Combine – combine, Adapt – add something, Modify – modify, Put – apply for something else, Eliminate – Remove parts, Reverse – swap places.

TRIZ (theory of solving inventive tasks) is a theory that investigates the mechanisms of development of technical systems with the aim of creating practical methods of solving inventive tasks. Work on TRIZ was started by Heinrich Altshuller and his colleagues in 1946, and the concept continues to evolve. TRIZ is based on a scientific approach to invention, application of special algorithms for finding solutions, improvement of creative teams. Graham

Wallace's theory as an understanding of Poincaré's ideas claims that creativity is inextricably linked with human labor, with painstaking work, but at the same time it often requires moving away from the problem, relaxing, shifting attention [2].

In 1926, the English psychologist Graham Wallace in his book "The Art of Thinking" identified four stages of the creative process: Preparation stage - a person learns something new in order to process it later, plans for himself the order of work and determines the sequence of elements to which he will pay attention. For the preparation stage, it is important: - do not hesitate to show interest in any field; - to be aware of one's research activity, to plan it; - manage your mood (sometimes it may be necessary to study boring material to understand interesting); - attract attention (sometimes it is useful to concentrate on a subject for a deep, complete understanding of it). The stage of incubation is reminiscent of what Einstein called a "combinatorial game" and which for him consisted in the free flight of imagination, mixing impressions, images, emotions, intuition, "muscular sensations", etc. At the stage of incubation, creative thought produces an unconscious (mostly) processing of existing data. These data include a person's knowledge, abilities, skills, his various ideas, images, etc. For this stage in the creative process, it is important: - to voluntarily refrain from conscious thoughts on this subject (you can work on other issues or simply rest, passively or actively); - sometimes you can succumb to the internal temptation to fantasize a little about this problem, but in no case can you force yourself, somehow induce, torment yourself with the search for a solution. The stage of enlightenment is the culmination of a series of associations, an invisible inner work, which may have continued over a period of time and which was probably preceded by a series of unsuccessful chains and solutions. Here it is important: - not to push yourself to enlightenment (it is believed that important enlightenment cannot be forced and artificially induced); - do not miss the moment and "catch the thought" on the idea that has arisen. The stage of verification - the stages are extremely specific: direct efforts to verify the correctness of your ideas and begin to design. In the everyday flow of thoughts, these four different stages constantly overlap each other, as soon as we start solving various problems. The main thing is to follow their sequence and never limit yourself to one stage of the creative process [3].

Mind maps (sometimes called: connection diagrams, mind map, etc.) is a theory founded by Tony Busen, which emphasizes that the creative process is closely related to human memory and associative thinking. Tony Busen suggested writing the key concept in the center of the letter, and writing all the useful associations on the branches coming from the main word around it. Further, each association grows into its own circle of new associations, which expands the possibilities of creating a new idea. Associations can also be drawn. Creating such a map helps to come up with new associative connections, and the image of the map is much better remembered. The following option is especially convenient for creative thinking: on the left edge of the sheet, we draw the starting point, the problem that needs to be solved, and on the right - the ideal solution to this problem. After that, we draw a chain of actions that should connect the two starting points. As a result, a scheme is obtained, thanks

to which the optimal line of behavior to achieve the goal is calculated. In addition, the diagram also shows intermediate tasks that you can focus on in the creative process [6].

The use of E. de Bono's "Six Hats of Thinking" method in the work of a teacher as a means of organizing productive educational activities allows one to concentrate on understanding and comprehending one problem, without distracting one's attention. Each hat implies a corresponding image and type of thinking. The "Six Hats of Thinking" method by E. de Bono is based on the principles of role play. By wearing a hat of a certain color, the student plays a role and looks at the problem from a specific point of view. The student's automatic thinking turns into focused (conscious) thinking. The "Six Hats of Thinking" method is aimed at the realization of the following goals: organization of thinking, working with information, development of creative thinking, appeal to the intuitive sphere, generation of creative ideas, development of logical abilities and skills [5, 6]. Usually, when we try to think about solving a practical problem, we encounter some difficulties. First, we often don't tend to think the decision through at all, instead limiting ourselves to an emotional response that determines our subsequent behavior. Secondly, we feel insecure, not knowing where to start and what to do. Thirdly, we try to simultaneously keep in our heads all the information related to the task, be creative, constructive, logical, make sure that our interlocutors are logical and so on, and all this, of course, causes nothing but confusion [4]. This method is universal, it allows you to generate new ideas free from thought patterns.

Key words: creativity, creative development, theories of creativity, creative economy

References.

1. Шимановська-Діанич Л. М. Креативно-емоційний інтелект як фактор розвитку в умовах нової економіки. Науковий вісник Ужгородського університету. Серія «Економіка». 2010. Вип. 31. С. 12–16.
2. Теорія Грехема Уоллеса [Електронний ресурс]. – Режим доступу: <http://mojaosvita.com.ua/psihologija/teoriya-grexema-uollasa/> [22.04.2018].
3. Wallas G. The Art of Thought / G. Wallas. – N. Y. C., 1926.
4. Эдвард де Боно. Душа и разум. Метод шести шляп мышления [Електронний ресурс] // Режим доступу: <http://www.souls-mind.ucoz.ru>. [25.04.2018]
5. Шимановська-Діанич Л.М., Іванов Ю.В. Креативний розвиток персоналу підприємства як чинник формування креативної індустрії України в умовах євроінтеграції. Науковий вісник Полтавського університету економіки і торгівлі, серія «Економічні науки». 2014. № 4 (66), С.39-46
6. Шимановська-Діанич Л. М. Майнд-менеджмент та інтелект-карти як інструменти креативного менеджменту та розвитку інтелектуального капіталу в умовах формування економіки знань / Л. М. Шимановська-Діанич, О. В. Манжура, Т. Є. Іщейкін // Науковий вісник Полтавського університету економіки і торгівлі. Серія : Економічні науки. - 2018. - № 2. - С. 163-168. - Режим доступу: http://nbuv.gov.ua/UJRN/Nvpushk_2018_2_24.

MODERN NAVIGATION

Dursun Tsintsadze

Batumi Navigation Teaching University,

Professor

Batumi, Georgia

d.tsintsadze@bntu.edu.ge

WHY SEAFARERS MATTER

Today, 90% of world trade is carried by ship. Globally, there are over 50,000 merchant ships trading internationally and the total cargo capacity of the world merchant shipping fleet is 1.75 billion deadweight tons (DWT). The people responsible for maintaining, running and operating the fleet are seafarers. The work that seafarers do is often under-appreciated by the majority, and their working conditions vary. About the 1.5 million international seafarers worldwide helping to maintain our way of life.

Marine Navigation and Safety of Sea Transportation addresses the main aspects of marine safety, including: safety of navigation; maneuvering and ship-handling systems; marine traffic control and automatic identification systems; navigation tools, systems and equipment; anti-collision; communication at sea; maneuvering and pilot navigation; sea-river and inland navigation; route planning and weather navigation; hydro-meteorological aspects; methods and algorithms; safety and reliability aspects of technical systems; marine transportation; human factors and crew resource management; maritime education and training; maritime policy, proposals and recommendations.

The twentieth century brought important advances to marine navigation, with radio beacons, radar, the gyroscopic compass, and the global positioning system (GPS). Most oceangoing vessels keep a sextant onboard only in the case of an emergency.

Gyroscopic Compass.

The gyroscopic compass (or gyro compass) was introduced in 1907. The primary benefit of the gyro compass over a magnetic compass is that the gyro is unaffected by the Earth's, or the ship's, magnetic field, and always points to true north.

Radar.

The first practical radar (short for "radio detection and ranging") system was produced in 1935. It was used to locate objects beyond range of vision by projecting radio waves against them. This was, and still is, very useful on ships to locate other ships and land when visibility is reduced.

Loran.

The U.S. navigation system known as Long Range Navigation (Loran) was developed between 1940 and 1943, and uses pulsed radio transmissions from so-called "master" and "slave" stations to determine a ship's position. The accuracy of Loran is measured in hundreds of meters, but only has limited coverage.

GPS.

In the late twentieth century, the global positioning system (GPS) largely replaced the Loran. GPS uses the same principle of time difference from separate signals as Loran, but the signals come from satellites. As of 2002, the system consisted of 24 satellites, and gave the mariner a position with accuracy of 9 meters (30 feet) or less.

A ship is primarily used to transport cargo and/or passengers from one port to another. As above proverb suggests, it requires proper knowledge, planning and execution to navigate the ship safely to its known port of destination. Voyage planning is a key element of Bridge Resource Management (BRM) forming the foundation the bridge team will use to ensure the vessel's safe transit along its intended route. A voyage plan (or **passage plan**) is a comprehensive, berth to berth guide, developed and used by a vessel's bridge team to determine the most favorable route, to identify potential problems or hazards along the route, and to adopt bridge management practices to ensure the vessel's safe passage. During passage planning, portions of a voyage that have the potential to pose the greatest risk should receive additional review, and the limits and conditions for undertaking those portions of the voyage set in advance.

As the phase in period for ECDIS use has been completed in July 2018, all applicable vessels should use ECDIS systems for planning, moving from traditional paper chart navigation. Port state control inspections also started to be detailed and extended on passage plan review, a factor which adds more difficulty and pressure to Bridge officers and Masters.

Sustainable Transport System and Maritime Logistics ISTSML 2022

Proceedings of the VI International Scientific Conference

Batumi, Georgia

June 24, 2022

Copying of content is not permitted except for personal and internal use, to the extent permitted by national copyright law, or under the terms of a CC BY-NC 4.0 License.

Batumi Navigation Teaching University № 38 Tamar Mefe ave., Makhinjauri;
Batumi, Georgia

E-mail: b.gechbaia@bntu.edu.ge, website: www.bntu.edu.ge