

УДК 338.242

I. Bashynska,
Doctor of Economic Sciences, Professor,
Professor of the Department of Economics, Odessa Polytechnic National University
ORCID ID: <https://orcid.org/0000-0002-4143-9277>
P. Voloshchuk,
Postgraduate student, Odessa Polytechnic National University
ORCID ID: <https://orcid.org/0009-0009-4144-674X>
R. Liakh,
Postgraduate student, Odessa Polytechnic National University
ORCID ID: <https://orcid.org/0009-0001-3622-2671>

DOI: 10.32702/2306-6814.2024.9.39

INTEGRATED STRATEGIES FOR MANAGING SKILLED PERSONNEL FOR SUSTAINABLE DEVELOPMENT: SYNERGY, PRUDENT SUFFICIENCY, AND INNOVATIVE PRACTICES IN BUSINESS SMARTIZATION AND PROJECT MANAGEMENT

I. O. Башинська,
д. е. н., професор, професор кафедри економіки, Національний університет "Одеська політехніка"
П. С. Волощук,
здобувач вищої освіти третього (освітньо-наукового) рівня, Національний університет "Одеська політехніка"
Р. М. Лях,
здобувач вищої освіти третього (освітньо-наукового) рівня, Національний університет "Одеська політехніка"

ІНТЕГРОВАНІ СТРАТЕГІЇ УПРАВЛІННЯ КВАЛІФІКОВАНИМИ КАДРАМИ ДЛЯ СТАЛОГО РОЗВИТКУ: СИНЕРГІЯ, РОЗУМНА ДОСТАТНІСТЬ ТА ІННОВАЦІЙНІ ПРАКТИКИ В СМАРТИЗАЦІЇ БІЗНЕСУ ТА ПРОЄКТНОМУ МЕНЕДЖМЕНТІ

The research delves into the intricate dynamics of managing skilled personnel within the ambit of sustainable development, spotlighting the integration of synergy, prudent sufficiency, and innovative practices as pivotal strategies for contemporary businesses and project management frameworks. Amidst the evolving technological landscapes and economic paradigms, the necessity for organizations to adapt and thrive while adhering to sustainability goals becomes paramount. Through a comprehensive analysis, the article showcases how the symbiosis of these strategies not only caters to the competitive edge required by businesses but also aligns with the broader objectives of sustainable development.

The discussion initiates with the exploration of synergy in the workplace, illustrating how cultivating a culture of collaboration and mutual support can unlock the workforce's full potential, thereby fostering innovation, creativity, and, importantly, sustainable and forward-thinking solutions. This is complemented by the principle of prudent sufficiency, which emphasizes the sustainable utilization of resources, including human capital.

Moreover, the article underscores the significance of embracing innovative practices, particularly in the realm of digital transformation, where the integration of new technologies and methodologies is essential for staying competitive. This includes leveraging AI and data analytics for enhanced decision-making in human resource management, as well as adopting flexible work arrangements and fostering a continuous learning environment to attract and retain top talent.

The convergence of business smartization with project management is presented as a strategic approach to achieving business objectives while fostering sustainable development. It highlights the role of smart technologies and agile methodologies in enhancing project efficiency, adaptability to changes, and making informed decisions based on real-time data. This integrated perspective ensures that projects not only contribute to immediate business success but also resonate with long-term sustainability goals.

In conclusion, the article posits that the contemporary challenges faced by organizations in the global, technological, and environmental spheres necessitate a multifaceted approach to personnel management. It suggests that the integration of synergy, prudent sufficiency, and innovative practices, underpinned by the strategic use of smart technologies in project management, is crucial for achieving sustainable growth and resilience in the 21st century.

Дослідження заглиблюється в складну динаміку управління кваліфікованим персоналом у рамках сталого розвитку, висвітлюючи інтеграцію синергії, розумної достатності та інноваційних практик як ключових стратегій для сучасного бізнесу та структур управління проектами. Серед еволюції технологічного ландшафту та економічних парадигм необхідність для організацій адаптуватися та процвітати, дотримуючись цілей сталого розвитку, стає першочерговою. Завдяки комплексному аналізу стаття демонструє, як симбіоз цих стратегій не лише забезпечує конкурентоспроможність, необхідну бізнесу, але й узгоджується з ширшими цілями сталого розвитку.

Обговорення розпочинається з вивчення синергії на робочому місці, ілюструючи, як культивування культури співпраці та взаємної підтримки може розкрити повний потенціал робочої сили, тим самим сприяючи інноваціям, креативності та, що важливо, стійким та перспективним рішенням. Це доповнюється принципом розумної достатності, який наголошує на сталому використанні ресурсів, включаючи людський капітал. Цей підхід забезпечує ефективний розподіл робочої сили без надмірного навантаження, тим самим запобігаючи вигоранню та плинності кадрів, а також сприяючи стабільному та продуктивному робочому середовищу.

Крім того, у статті підкреслюється важливість впровадження інноваційних практик, особливо у сфері цифрової трансформації, де інтеграція нових технологій і методологій є важливою для збереження конкурентоспроможності. Це включає використання штучного інтелекту та аналітику даних для покращеного прийняття рішень в управлінні людськими ресурсами, а також прийняття гнучкої схеми роботи та сприяння безперервному навчальному середовищу для залучення та утримання найкращих талантів.

Конвергенція інтелектуалізації бізнесу з управлінням проектами представлена як стратегічний підхід до досягнення цілей бізнесу при сприянні сталому розвитку. Він підкреслює роль інтелектуальних технологій і гнучких методологій у підвищенні ефективності проекту, адаптації до змін і прийнятті обґрунтованих рішень на основі даних у реальному часі. Ця інтегрована перспектива гарантує, що проекти не тільки сприяють негайному успіху бізнесу, але й відповідають довгостроковим цілям сталого розвитку.

На завершення статті стверджується, що сучасні виклики, з якими стикаються організації в глобальній, технологічній та екологічній сферах, вимагають багатогранного підходу до управління персоналом. Це свідчить про те, що інтеграція синергії, розумної достатності та інноваційних практик, підкріплена стратегічним використанням інтелектуальних технологій в управлінні проектами, має вирішальне значення для досягнення стійкого зростання та стійкості в 21 столітті.

Key words: innovations, integrated strategy, project activity, qualified personnel, smartization, sustainable development, synergy.

Ключові слова: інновації, інтегрована стратегія, кваліфіковані кадри, проектна діяльність, синергія, смартизація, сталий розвиток.

FORMULATION OF THE PROBLEM IN GENERAL TERMS AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

Organizations worldwide strive towards sustainability goals, the way they manage their most valuable asset — skilled personnel — becomes increasingly critical. This comprehensive approach not only addresses the immediate needs of businesses to stay competitive but also aligns with the broader objective of achieving sustainable development.

In technological advancements and shifting economic paradigms, the concept of synergy is crucial. By fostering a culture of collaboration and mutual support, organizations can unlock the full potential of their workforce, encouraging innovation and creativity. This not only leads to improved efficiency and productivity but also ensures that solutions are sustainable and forward-thinking. In this context, synergy is not

just about working together; it's about working smarter, where the collective output is greater than the sum of individual efforts.

Prudent sufficiency, on the other hand, emphasizes the sustainable utilization of resources, including human capital. In the face of finite resources and the increasing demand for work-life balance, managing personnel with a focus on sufficiency ensures that teams are not overburdened and that resources are allocated efficiently. This approach is not only ethical but also practical, as it helps prevent burnout and turnover, thereby preserving organizational knowledge and fostering a stable work environment.

Moreover, the drive towards innovative practices highlights the need for continuous improvement and adaptability. As businesses undergo digital transformation, the integration of new technologies and methodologies is essential for staying ahead. This innovation extends beyond mere technological upgrades; it encompasses a shift in mindset

towards embracing change, learning, and development. By investing in their employees' growth and encouraging a culture of innovation, organizations can navigate the complexities of the modern market more effectively.

Finally, the convergence of business smartization and project management reflects the growing recognition of the strategic value of smart technologies and agile methodologies in achieving business objectives. In the quest for sustainable development, the ability to manage projects efficiently, adapt to changes swiftly, and make informed decisions based on real-time data is invaluable. This integrated approach ensures that projects not only contribute to immediate business success but also align with long-term sustainability goals.

In conclusion, the emphasis on integrated strategies for managing skilled personnel for sustainable development encapsulates a holistic view of business success in the 21st century. It recognizes that the challenges of today require a multifaceted approach that balances efficiency, innovation, and sustainability. As organizations navigate the complexities of globalization, environmental concerns, and technological disruption, adopting these integrated strategies becomes not just important but essential for long-term success and resilience.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

The intricate balance of managing skilled personnel for sustainable development in businesses and project management necessitates a multifaceted approach. Integrating strategies that prioritize synergy, prudent sufficiency, and innovative practices has become paramount. Recent research and publications in the field offer valuable insights into these dynamics, highlighting overarching trends that shape the way organizations navigate their personnel management and development strategies.

A significant trend is the emphasis on synergy [1; 2] between various departments and skill sets. Organizations are increasingly recognizing the importance of cross-functional teams that bring together diverse talents to foster innovation and address complex challenges. This approach not only enhances productivity but also contributes to a more cohesive organizational culture, facilitating sustainable growth. Synergy in this context is seen not merely as a buzzword but as a critical operational strategy that leverages the collective strengths of the workforce.

The concept of prudent sufficiency [3; 4] has also gained traction, reflecting a shift towards more mindful and sustainable resource management practices. This involves ensuring that the organization has the right amount of skilled personnel to meet its needs without excessive redundancy or resource depletion. Prudent sufficiency advocates for a balanced approach to talent acquisition and development, focusing on long-term sustainability rather than short-term gains. It emphasizes the importance of developing internal talent and creating a work environment that nurtures continuous learning and adaptability.

In the realm of innovative practices [5; 6; 7], there is a clear move towards leveraging technology and data analytics to enhance human resource management. Artificial Intelligence (AI) and Machine Learning (ML) are being utilized to streamline recruitment processes, personalize employee

development plans, and predict future talent needs. These technologies facilitate more informed decision-making and can significantly improve the efficiency of talent management strategies. Moreover, innovative practices are not limited to technological advancements; they also encompass novel approaches to work arrangements, such as flexible working hours and remote work, which can attract and retain top talent in a competitive market.

Finally, the transition towards business smartization [8; 9] within project management and overall operational strategies underscores the importance of integrating smart technologies and practices throughout the organization. This not only includes the adoption of digital tools but also the cultivation of a smart mindset among employees — a culture that values agility, flexibility, and continuous improvement. The integration of smart technologies and methodologies into project management practices enhances project outcomes, enables more efficient use of resources, and contributes to the sustainable development of the organization.

In conclusion, recent literature suggests that managing skilled personnel for sustainable development requires a holistic approach that blends synergy, prudent sufficiency, and innovative practices. As organizations navigate the complexities of the modern business landscape, adopting these strategies can lead to more effective talent management, fostering sustainable growth and competitive advantage.

FORMULATION OF ARTICLE OBJECTIVES (TASK STATEMENT)

The research task statement are:

- to explore the concept of synergy in the workplace;
- to analyze the principle of prudent sufficiency in managing resources;
- to evaluate innovative practices in personnel management;
- to investigate the role of business smartization in sustainable development;
- to propose an integrated framework for managing skilled personnel.

By setting these objectives, the article aims to contribute valuable insights into the strategic management of human resources in a way that supports not only the economic goals of businesses but also their social and environmental responsibilities.

PRESENTATION OF THE MAIN RESEARCH MATERIAL

Exploring workplace synergy. Exploring the concept of synergy in the workplace unveils a fascinating dynamic where the collaborative effort of a group surpasses the sum of individual contributions. This notion is deeply rooted in the understanding that teams working in harmony can achieve far greater outcomes than isolated efforts. Synergy is the magic that happens when diverse skill sets, experiences, and perspectives converge within a framework of effective communication, shared vision, and mutual trust. It's about leveraging this diversity to foster an environment where creative problem-solving and innovation flourish, leading not only to enhanced productivity but also to an enriched workplace culture.

Central to achieving synergy is the principle of effective communication. It serves as the backbone, ensuring that all team members are aligned towards common goals, thus facilitating a smoother collaboration process. When team members share a common vision and work towards unified objectives, their efforts are magnified, leading to more impactful outcomes. The importance of trust and respect in this equation cannot be overstated; it is the glue that holds the team together. In an atmosphere where trust prevails, team members feel more comfortable sharing ideas and taking risks, fostering a dynamic and innovative team environment.

The benefits of workplace synergy are manifold. It leads to a significant increase in productivity as team members combine their strengths and compensate for weaknesses in a seamless manner. This synergy sparks creativity and innovation, with the diverse ideas and approaches coming together to push the boundaries of what's possible. Moreover, synergistic teams excel in problem-solving, as they bring a comprehensive range of knowledge and perspectives to the table, making them adept at tackling complex challenges. Another notable advantage is their adaptability; such teams can swiftly navigate through changes and uncertainties, thanks to their solid foundation of collaboration and effective communication.

Cultivating synergy requires intentional effort. Leadership plays a crucial role in this endeavor, as it's up to leaders to foster a culture of collaboration, celebrate diversity, and ensure that the workplace environment is conducive to open communication and mutual support. Furthermore, engaging in regular team-building activities strengthens relationships among team members, building the trust and respect necessary for a synergistic relationship. Additionally, recognizing and rewarding collaborative achievements can further reinforce the value of teamwork, encouraging employees to seek out and embrace synergistic opportunities.

In essence, the exploration of synergy within the workplace highlights its vital role in driving team performance, fostering innovation, and realizing organizational ambitions. By consciously nurturing an environment that values diversity, champions effective communication, and aligns around shared goals, organizations can unlock the tremendous potential of synergy, propelling them towards greater success and a more vibrant workplace culture.

Analyzing resource management through prudent sufficiency. Analyzing resource management through the lens of prudent sufficiency involves a deep dive into the strategic optimization of resources to ensure their efficient and effective use, while also safeguarding against overextension that could compromise future capabilities. Prudent sufficiency is a concept rooted in the balance between meeting current needs and preserving the ability to meet future needs, embodying a forward-thinking approach to resource management that emphasizes sustainability and responsibility.

In the context of managing skilled personnel and organizational resources, prudent sufficiency calls for a meticulous evaluation of how human, financial, and material resources are allocated and utilized. It champions the idea of doing more with less, encouraging organizations to innovate within constraints and to prioritize tasks and

projects that deliver the highest value. This approach not only seeks to optimize productivity but also to maintain a healthy balance that prevents burnout among employees and depletion of material resources.

At the heart of analyzing resource management through prudent sufficiency is the recognition that resources are finite and that their thoughtful use today is critical to ensuring their availability tomorrow. This perspective requires organizations to critically assess their operational processes, project management practices, and overall strategic goals to identify areas where efficiency can be enhanced without compromising quality or long-term sustainability.

Moreover, prudent sufficiency in resource management extends to the environmental impact of organizational activities. It advocates for practices that minimize waste and reduce ecological footprints, aligning with broader sustainability goals that are increasingly important to stakeholders, including customers, employees, and regulators. In this way, prudent sufficiency contributes not only to the operational and financial health of an organization but also to its social and environmental responsibility.

To implement a strategy of prudent sufficiency effectively, organizations need to foster a culture of continuous improvement, where employees at all levels are engaged in identifying efficiencies and innovations. This includes adopting lean methodologies, investing in training that enhances the versatility and adaptability of the workforce, and leveraging technology to streamline operations.

In conclusion, analyzing resource management through prudent sufficiency reveals a multifaceted approach that balances immediate operational needs with long-term sustainability goals. By embracing this principle, organizations can navigate the complexities of the modern business landscape more effectively, ensuring that they remain competitive, resilient, and responsible stewards of the resources entrusted to them.

Evaluating innovative practices in personnel management. Evaluating innovative practices in personnel management involves examining how modern, creative strategies are revolutionizing the way organizations manage, develop, and retain their workforce. At the core of these practices is a focus on leveraging technology, fostering a culture of continuous learning, and adapting to the evolving expectations of the modern employee.

Innovative personnel management practices often include the use of data analytics and artificial intelligence to make more informed decisions about hiring, training, and performance management. This technology-driven approach allows for a more personalized employee experience, matching individuals' skills and career aspirations with organizational needs and opportunities for growth.

Another key aspect is the emphasis on flexibility and work-life balance, recognizing that a one-size-fits-all approach to work arrangements may no longer be viable. Remote work options, flexible hours, and project-based assignments are examples of how organizations are adapting to meet the diverse needs of their employees.

Continuous learning and professional development are also central to innovative personnel management. Organizations are investing in online learning platforms, mentorship programs, and cross-functional projects to

ensure employees can grow their skills and adapt to changing industry demands.

Lastly, creating a supportive and inclusive culture is crucial. Innovative practices here include diversity and inclusion initiatives, open communication channels, and employee wellness programs, all aimed at creating an environment where every employee feels valued and motivated.

In summary, evaluating innovative practices in personnel management highlights the shift towards more personalized, flexible, and technology-driven approaches. These practices not only enhance employee satisfaction and retention but also position organizations to thrive in a competitive and ever-changing business environment.

Investigating the role of business smartization in sustainable development.

Proposing an integrated framework for skilled personnel management. Integrating strategies for managing skilled personnel towards sustainable development involves a comprehensive approach that balances synergy, prudent sufficiency, and innovative practices. These strategies can be particularly effective in the realms of business smartization and project management (Fig. 1).

Let's break down these components:

I. Synergy. Synergy in the context of managing skilled personnel and sustainable development refers to the collaborative effort of a group to achieve superior outcomes compared to what could be achieved individually. It emphasizes the importance of teamwork, cross-functional collaboration, and leveraging diverse skills and perspectives to innovate and solve complex challenges more effectively.

a) Team Collaboration. Harnessing the collective skills, talents, and insights of the workforce to achieve greater outcomes than individuals could achieve independently. In project management and business smartization, this means creating multidisciplinary teams that can tackle complex problems with innovative solutions.

b) Cross-Functional Integration: Encouraging departments or teams to work closely together, sharing knowledge, resources, and goals. This can lead to more cohesive strategies for sustainable development and can be facilitated by shared project management tools and platforms.

II. Prudent Sufficiency. Prudent Sufficiency is about optimizing the use of resources and personnel to ensure long-term sustainability. It involves strategic planning to ensure that resources are not overused, focusing on efficiency and moderation. In managing personnel, it means assigning tasks wisely to prevent burnout and maintain a healthy work-life balance, thereby ensuring that the workforce remains productive and motivated over time.

a) Optimizing Resources: Making the most of available resources without overexploitation. In managing skilled personnel, this means assigning the right people to the right tasks, avoiding burnout, and promoting work-life

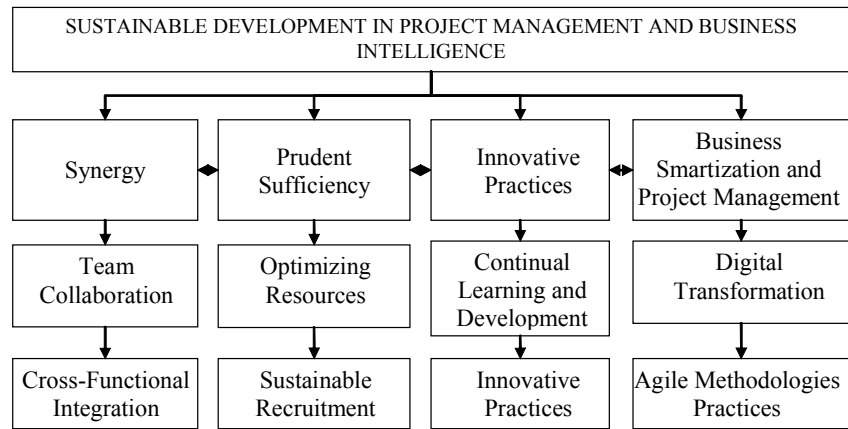


Figure 1. Synergy and Innovation: The Path to Sustainable Development in Project Management and Business Intelligence

balance to sustain productivity over the long term.

b) Sustainable Recruitment Practices: Adopting hiring practices that focus on long-term growth and development, ensuring that the workforce evolves in alignment with the company's sustainability goals.

III. Innovative Practices. Innovative Practices involve the adoption of new and creative approaches to improve business processes, project management, and overall organizational efficiency. This can include the integration of the latest technologies, such as AI and machine learning, the implementation of continuous learning and development programs for employees, and the adoption of agile methodologies to remain flexible and responsive to changes.

a) Continual Learning and Development: Investing in the ongoing education and skill development of employees to keep pace with technological advancements and changing industry standards. This can involve formal training programs, mentorship, and creating a culture of continuous improvement.

b) Adoption of Smart Technologies: Leveraging AI, machine learning, and other smart technologies to enhance decision-making, improve efficiency, and foster innovation in project management and business processes. This can also include the use of data analytics to inform strategic decisions and predict future trends.

IV. Business Smartization and Project Management. Business Smartization refers to the process of using digital technologies and smart solutions to enhance business operations, decision-making, and customer satisfaction. It involves the digital transformation of traditional business models to increase efficiency, reduce costs, and improve service delivery. In project management, smartization includes the use of sophisticated project management software tools and techniques to plan, execute, and monitor projects more effectively, ensuring timely completion and alignment with strategic business objectives.

a) Digital Transformation: Implementing digital tools and platforms to streamline operations, improve communication, and enhance productivity. This involves integrating software solutions for project management, customer relationship management (CRM), and enterprise resource planning (ERP).

b) Agile Methodologies: Adopting flexible project management approaches that allow for rapid iteration and adaptation to changing conditions. Agile methodologies can improve team productivity and responsiveness to emerging challenges in sustainable development projects.

For businesses and organizations aiming for sustainable development, integrating these strategies requires a thoughtful approach that balances immediate operational needs with long-term goals. This involves not only the adoption of advanced technologies and methodologies but also fostering a culture that values sustainability, continuous learning, and collaborative innovation. By focusing on synergy, prudent sufficiency, and innovative practices, organizations can manage their skilled personnel more effectively, leading to more sustainable outcomes in business smartization and project management.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH IN THIS DIRECTION

In the quest for sustainable development, organizations are increasingly focusing on integrated strategies to manage their skilled personnel, leveraging synergy, prudent sufficiency, and innovative practices within the framework of business smartization and project management. This holistic approach underscores the importance of fostering collaborative cultures that exceed the sum of individual efforts, ensuring the efficient use of resources to prevent employee burnout, and adopting technological innovations that promote continuous learning and adaptability. By doing so, businesses not only address their immediate competitive needs but also align with broader sustainability goals, balancing operational efficiency with long-term viability.

Further exploration into these strategies reveals a dynamic interplay between the need for agile methodologies and the integration of smart technologies, driving improved project outcomes and strategic decision-making. Future research directions could include examining the impacts of remote work on team synergy, the long-term benefits of prudent sufficiency on organizational health, and the effectiveness of innovative HR practices in enhancing employee engagement. As organizations navigate the complexities of modern business landscapes, the continuous adaptation and integration of these strategies become crucial for fostering sustainable growth and resilience.

Література:

1. Park S. and Caldwell G. (2022), "Muscle synergies are modified with improved task performance in skill learning", *Human Movement Science*, vol. 83 (167), 102946.
2. Filippov, V.Y. Zaichenko, K.S. Pontus, K.M. and Perevozna, M.O. (2023), "Sustainable Management of the Company's Production Activities: Strategies and Tools", *Economic journal Odessa polytechnic university*, vol. 2(24), pp. 65—74.
3. Sestanji-Peric, T. and Kozjak, S. (2020), "The Concept of Prudence in Theory and Practice", *International Journal of Economic Sciences*, vol. IX (1), pp. 156—178.
4. Niekrasova, L.A. and Polishchuk, A.S. (2022), "Innovative Technologies of the Digital Economy as a Direction of Investment in the Development of Ukraine",

Economic journal Odessa polytechnic university, vol. 4 (22), pp. 14—20.

5. Bashynska, I. Malynovska, Y. Kolinko, N. Bielialov, T. Jarvis, M. Kovalska, K. and Saiensus, M. (2024), "Performance assessment of sustainable leadership of enterprise's circular economy-driven innovative activities", *Sustainability*, vol. 16 (2). 558.

6. Bashynska, I. Prokopenko, O. and Sala, D. (2023), "Managing Human Capital with AI: Synergy of Talent and Technology", *Scientific Journal of Bielsko-Biala School of Finance and Law*, vol. 27 (3), pp. 39—45.

7. Zaichenko, K. S. and Filyppova, S.V. (2019). Innovative development of small industrial enterprise in conditions of informatization of economy: organizational component, *Time Realities Scientific Group UG (haftungsbeschränkt)*, Schweinfurt, Germany.

8. Bashynska, I. (2023), Smartization of business processes of an industrial enterprise: theoretical and methodological aspects, *Teadmus O?*, Tallinn, Estonia.

9. Bashynska, I. (2024), Management of smartization of business processes of an industrial enterprise to ensure its economic security, *Time Realities Scientific Group UG (haftungsbeschränkt)*, Schweinfurt, Germany.

References:

1. Park, S. and Caldwell, G. (2022), "Muscle synergies are modified with improved task performance in skill learning", *Human Movement Science*, vol. 83 (167), 102946.
2. Filippov, V.Y. Zaichenko, K.S. Pontus, K.M. and Perevozna, M.O. (2023), "Sustainable Management of the Company's Production Activities: Strategies and Tools", *Economic journal Odessa polytechnic university*, vol. 2(24), pp. 65—74.
3. Sestanji-Peric, T. and Kozjak, S. (2020), "The Concept of Prudence in Theory and Practice", *International Journal of Economic Sciences*, vol. IX (1), pp. 156—178.
4. Niekrasova, L.A. and Polishchuk, A.S. (2022), "Innovative Technologies of the Digital Economy as a Direction of Investment in the Development of Ukraine", *Economic journal Odessa polytechnic university*, vol. 4 (22), pp. 14—20.
5. Bashynska, I. Malynovska, Y. Kolinko, N. Bielialov, T. Jarvis, M. Kovalska, K. and Saiensus, M. (2024), "Performance assessment of sustainable leadership of enterprise's circular economy-driven innovative activities", *Sustainability*, vol. 16 (2). 558.
6. Bashynska, I. Prokopenko, O. and Sala, D. (2023), "Managing Human Capital with AI: Synergy of Talent and Technology", *Scientific Journal of Bielsko-Biala School of Finance and Law*, vol. 27 (3), pp. 39—45.
7. Zaichenko, K. S. and Filyppova, S.V. (2019). Innovative development of small industrial enterprise in conditions of informatization of economy: organizational component, *Time Realities Scientific Group UG (haftungsbeschränkt)*, Schweinfurt, Germany.
8. Bashynska, I. (2023), Smartization of business processes of an industrial enterprise: theoretical and methodological aspects, *Teadmus OU*, Tallinn, Estonia.
9. Bashynska, I. (2024), Management of smartization of business processes of an industrial enterprise to ensure its economic security, *Time Realities Scientific Group UG (haftungsbeschränkt)*, Schweinfurt, Germany.

Стаття надійшла до редакції 09.04.2024 р.