

The dynamics of global business demands frequently update education programs. The following trends should be taken into account:

- Need for more Organizational Flexibility;
- Increased Demand for Sustainability;
- Globalization;
- Disruptive Events;
- Dynamic Competitive Strategies;
- Increased Rivalry.

New strategies, approaches, and tools are required in order to better manage this complexity.

As a result the most important strategic areas O.M. Beketov National University of Urban Economy needs to priorities are the following:

- to establish structured dialog with Business for providing long-term support in the establishment of strategic partnership in education;
- to establish structured dialog with Social Responsible Public Sector for building relationships and creating the networking for the cooperation in education;
- to establish structured dialog with the International Partners.

In such situation there is strong necessity to improve education infrastructure by means of facilitating continuing education programs for helping professionals advance skills, stand out in a competitive job market in cooperation with business partners and institutions.

The university should move on a significant number of directions to keep abreast of the competition, respond to a rapidly changing environment, and enhance academic strengths.

The special attention will be given to the Marketing (Competitive) Intelligence, which is a comparable young (management) discipline that provides decision makers with a range of concepts, theories, and above all support for making decisions.

OLIGARCHIC SYSTEM OF STATE AND CORRUPTION: ANTI-CORRUPTION REFORMS IMPLEMENTATION IN UKRAINE

Momot T. V., Doctor of Economics, O.M. Beketov National University of Urban Economy in Kharkiv, Ukraine, Vashchenko O. M., Ph.D in Economics, Center of Strategic Analytics and Anti-corruption Management A.N. Beketov National University of Urban Economy in Kharkiv, Ukraine

The corruption has its historical beginnings and social background. The sign of corruption has always followed the bureaucracy. There is no social or political system that fully immune to corruption – only its scopes and the influences change. The last is determined by the attitude of the state and the society.

Corruption is a widespread and growing problem in Ukrainian society. In 2016's Transparency International Corruption Perceptions Index Ukraine was ranked 131st out of the 176 countries investigated (tied with Russia, Guatemala, and

Lebanon). Back in 2007 Ukraine had taken 118th place (179 countries investigated that year). Ernst & Young (in 2012) put Ukraine among the three most corrupted nations of the world together with Colombia and Brazil.

During the transition of Ukraine to democracy and the market economy the following corruption backgrounds had been clarified (there are some those inherent to the transition-type states):

- In the condition of absence for a long time the political and economic strategy of the formation of the new social system, weakening of the coordination and control in the state establishment, the process of the transition of an ownership, privatization and accumulation of significant value that happened in the first years of independence have strengthened oligarchic groups and clans, corruption ties, played as an example of getting profits out of the position in the state establishment, opened an opportunity to combine the official position with the business.

- The declarative nature of many reforms intentions and the state decisions; shortcomings, delay and inconsistency in the reforms aimed on the democratization of the public governance, the liberalization of the economy, support of the small and medium business. The prevalence views in the society about the corruption nature of the state power as itself, inevitability and admissibility of the corruption ties and actions; the formation of the readiness amongst the citizens to use the corruption ties and relations; the formation of the idea to make the punishment for corruption crimes more tough instead of removing the backgrounds; the support of such ideas by media with the absence of real anti-corruption activities.

When interacting on the national level that backgrounds bring to other negative effects to the society. In particular they get the forms of the immediate causes of the political, economic, judicial, organizational and managerial, social and psychological factors. All these groups of factor are highlighted in detail in the paper.

Corruption is defined as a form of dishonest or unethical conduct by a person entrusted with a position of authority, often to acquire personal benefit. Corruption may include many activities including bribery and embezzlement, though it may also involve practices that are legal in many countries.

In the Ukrainian dimension, the corruption may be illustrated as a pyramid, which includes the following stages which are widely discussed in the paper:

- “lower stage” of it is the base of the whole pyramid, therefore covers the largest area, is bribery (bribes can be used by private parties to “buy” many things provided by central or local governments, or officials may seek bribes in supplying those things);

- the next “higher” stage of the corruption pyramid can be defined as a sectoral corruption (besides the common bribe-taking the most common misdemeanors that occurs in the sectoral corruption are: abuse of power, extortion, fraud, bidding cartels, fraud embezzlement);

- the top level of the corruption pyramid is the political corruption that had penetrated the top governing bodies and put them at the service of the oligarchic groups and clans (the political corruption, as the other forms, includes bribery, extortion, cronyism, nepotism, parochialism, patronage, influence peddling, graft, and

embezzlement. Misuse of government power for other purposes, such as repression of political opponents and general police brutality, is also considered political corruption.).

The special emphasis is given to a number of dependencies existing between political and business elites in Ukraine. The interplay of the interests of the oligarchs is the real mechanism that shapes Ukrainian politics. During the 1990s, the oligarchs emerged as well-connected entrepreneurs who started from nearly nothing and got rich through participation in the market via connections to the corrupt, but democratically elected, government of Ukraine during the state's transition to a market-based economy. Later numerous Ukrainian businesspeople have "taken over control" of political parties or started new ones to gain seats and influence in the Verkhovna Rada (Ukrainian parliament).

In 2008 the combined wealth of Ukraine's 50 richest oligarchs was equal to 85% of Ukraine's GDP. The total worth of the wealthiest 50 Ukrainians is \$112.7 billion, as much as two annual Ukrainian state budgets. Furthermore, according to Holoyda, "100 individuals represented by the "oligarchs" and "family" – or 0.00003% - of the total population control 80% – 85% of Ukraine's GDP/wealth."

Just before the Euromaidan protests began, in November 2013, it was calculated that the assets of Ukraine's 50 richest individuals made up over 45 percent of GDP, compared to less than 20 percent in Russia and less than 10 percent in the US. By 2015, due to the Ukrainian crisis, the total net worth of the five richest and most influential Ukrainians billionaires (Rinat Akhmetov, Viktor Pinchuk, Ihor Kolomoyskyi, Henadiy Boholyubov and Yuriy Kosiuk) had dropped from \$21.6 billion in 2014 to \$11.85 billion in June 2015 and to \$7,1 billion in 2016. In 2014 Ukrainian GDP fell by 7%; in 2015 it shrunk 12%. The hryvnia, the currency, has lost about 70% against the dollar in the past two years. In 2015 wealth of five richest Ukrainians billionaires is equal to 7% of Ukraine's GDP.

At present, big business does not have such a strong and decisive influence on politics in any other Eastern European country as it does in Ukraine. The Ukrainian oligarchic system, which developed and took its final form during Leonid Kuchma's second presidential term, turned out to be a stable phenomenon.

The monopolization of crucial economic sectors has constrained competition and created an unfavorable investment climate in Ukraine. The media space is used by oligarchic clans. As a result of twenty years of this oligarchic regime, the fragility of the Ukrainian state is now plain to see. Beyond the lack of strength of the state generated by the financial situation, the political dependence upon oligarchs is also a major factor of weakness.

So what is the real exit for Ukraine and how to oppose the comprehensive challenge that is corruption? From the author's point of view, the passage of the new counter-corruption legislation or creation of the new law enforcement agencies is not enough. The real shift in the situation with the corruption may happen only under the condition of an active support of the government-initiated activities by the civil society and the NGOs. The current situation in Ukraine showcases the importance of civil society in anti-corruption. By demanding more social accountability and

transparency, and by furthering societal norms that proscribe corrupt practices, an active civil society is one of the most crucial factors in fighting corruption.

The influence of civil society on reforms and counter-corruption activities is analyzed in the paper.

We conclude our research with the following:

- Ukraine has done little to implement the extensive anti-corruption reforms that the country desperately needs – and the new government offers little hope of a fresh start.

- The biggest obstacle to reform is the close ties between the oligarchy and the corrupt political class. Ukraine should focus on cutting these links, rather than dismantling the oligarchy itself.

- The oligarchy is kept in power by a series of vicious circles: the need for vast sums of money to win elections, the network of political appointees tunneling cash into campaigns, and the placing of allies in government.

- The counter-corruption activities might be successful only under the condition of the tight interaction between the government and the civil society.

FACTORS OF THE ENTERPRISE'S ECONOMIC SECURITY ENSURING BASED ON THE CONCEPT OF VALUE-BASED MANAGEMENT

Azarova T.V., Assistant of the Department of Financial and economic security, accounting and audit, O. M. Beketov National University of Urban Economy in Kharkiv, Ukraine

The constant interest of the enterprise in improving the management of the activities and growth of the financial well-being of the firm actualizes the search for new management techniques. The research of concepts of value-based management and economic security of the enterprise and their combination can be a productive step in the process of improving the management of the enterprise.

The study of the concept of value-based management is devoted to a number of works by American economists of the old school - Uolsh K., T. Kouplend, T. Koller, D. Murrin, Martyn Dzhon D., Petty Vyliam DZh., and A. Rappaport. The issue of ensuring economic security is being investigated by a large number of scientists both foreign and domestic - Zhykhor O.B., Kutsenko T.M. Makariuk O. V. MA Gureev, S.I. Ilyashenko, M.I.Kopitko, M.V.Minenko, V.O. Plotnikov, and others. However, the combination of these areas, that is, the use of the concept of value-oriented management can be a productive step in ensuring the economic security of the enterprise.

The purpose of the study is to identify and form a system of interconnected factors based on a combination of concepts of enterprise resource management, cost-oriented management and economic security, and effective management of which will ensure the growth of the cost of the enterprise and the high level of its economic security.