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AGILE PHILOSOPHY AS A MECHANISM FOR FORMATION OF HIGH-LEVEL VALUES AND CHANGE IN ORGANIZATION

The pace of change in the external environment requires entrepreneurs not just to adapt to new conditions, but to work ahead. The emergence of technological innovations in software, digitalization, global implementation of Internet technologies, development of technological platforms, fierce competition and the desire to offer the target audience a product with unique properties among many analogues forces companies to look for new, relevant solutions. Flexible customer-centric management model is one of the tools that allow the company to form a system competence to respond to changing market demands and customize to the needs of specific customers. This allows you to create a stable system of management renewal in various areas of activity. In the development of Industry 4.0, such a system allows the company to quickly and adequately respond to the challenges and opportunities of a dynamic environment, becomes one of the main elements of enterprise competitiveness in the market. The pandemic has significantly increased the need for change management. The need for speed, flexibility will not be temporary – digitalization, globalization, automation, analytics and other forces of change will also accelerate¹.

To survive and prevail in an unstable, uncertain, complex, and ambiguous world, leading companies benefit greatly from flexibility on a scale. Proper application of flexible management methods, the order of their implementation and use can ensure effective business development based on knowledge.

The works of many domestic and foreign researchers are devoted to the concepts of flexible approaches to building a management system and their implementation in mo-

¹ Wouter Aghina, Karin Ahlback, Aaron De Smet, Gerald Lackey, Michael Lurie, Monica Murarka, and Christopher Handscomb, "The five trademarks of agile organizations", January 2018, McKinsey.com : веб-сайт. URL: <https://www.mckinsey.com/.../our-insights/the-five-trademarks-of-agile-organizations>

dem realities. The basic principles of flexible project management are set out in the works of H. Takeuchi and I. Nonaka, J. Highsmith, G. Alleman, G. Chin, A. Cockburn, K. Schwaber, K. Ulrich, S. Eppinger, P. Fowler, K. Beck, J. Sutherland, and others. The situational approach to the choice of the optimal method of flexible project management is presented by A.S. Koch. In the works of R. Barrer, J. Schole, F. Graves, A. Repyev, K. Kharsky, the importance of a customer-oriented approach is especially emphasized and substantiated.

Enterprise flexibility rethinks the organization as a set of highly productive teams, each with a clear goal and the necessary skills. Similar models are now running across the spectrum of business and technology.

Flexible management technology, developed from lean manufacturing, has been implemented in software since Agile Manifesto in 2001 and has since spread to all types of management tasks in all sectors of the economy. Agile emerged as a response to massive, rapid change, increasing complexity, and the shift of power in the market from producer to consumer. It is now possible to observe flexible management technologies in production, in retail in strategy, in human resource management, in budgeting, auditing and organizational culture. To say that the old management models do not work or work inefficiently is incorrect, because the purpose of flexible methods is not to destroy the old management system, but the ability to see its true nature, the ability to be flexible and be able to use existing advantages and opportunities. This will allow to constantly improve the intellectual capital of Agile-teams, to develop the ability to respond to different economic conditions and to form a readiness to accept change.

Flexible management technology is first and foremost a way of thinking, rather than a methodology, it is a path, not a destination. In addition, it does not depend on the presence of the label “Agile”, and its benefits are manifested regardless of which process or methodology is used. Agile is not a value system that helps developers create new products faster and more efficiently for business. Agile is implemented through various methodologies (tools, methods). In general, there are the following Agile methodologies that can be applied to organizations:

2. Agile Modeling (AM) – a method that uses a set of concepts, principles and techniques (practices) that allow you to quickly and easily perform project development;

2. Agile Unified Process (AUP) – a method of modeling the problem, which is as close as possible to understanding the requirements of customers and staff;

3. Agile Data Method (ADM) – a set of methods that focus on the formation of requirements and decisions on the project through the cooperation of individual teams;

4. Dynamic Systems Development Method (DSDM) – a method in which all stakeholders are involved in the development of the solution;

5. Essential Unified Process (EssUP) – a method that uses team practices aimed at uniting the team;

6. Extreme Programming (XP) – a method whose use involves planning to solve problems by employees;

7. Feature-Driven Development (FDD) – a technique aimed at corporate project development;

8. Getting Real (GR) – an effective technique for startups, which offers to make the most of the features of small projects;

9. OpenUP (OUP) – a technique that uses control over the time of work by each employee and the current discussion of the process and results of work in order to timely adjust them;

10. Lean software development, incl. Kanban – a set of principles of lean production, which aims to increase the efficiency of the development process, minimize costs. At the same time there is a constant training of the personnel that allows to increase possibilities of effective performance of the set tasks;

11. Scrum-method, which by its name allows to understand its essence – team work of technical specialists together with the owner of the product (product owner) and moderator (scrum-master). In Scrum, the workflow is divided into equal periods (sprints), the short-term and measurable of which allows you to effectively manage the process².

The nature of flexible thinking includes operational flexibility (improving existing businesses) and strategic flexibility (creating new products and services and thus attracting new customers). At the heart of flexible management technology, B. Wolfson reveals the following values that act as drivers of development:

- effective interaction between participants as a basis for achieving goals;
- production of an effective product as the main value;
- reaction to changes that aim to ensure the quality and competitiveness of the product should permeate all stages of its development, regardless of the planned objectives;
- regulations (observance of processes and tools, formation of documentation, conclusion of contracts, observance of the plan) should be of secondary importance, ie, give way to cooperation between the participants and the formation of a “working” product.

This is possible under conditions of continuity (the product should be delivered to the consumer as needed), unity of interests, motivation of employees and the corresponding corporate culture, simplicity and clarity of the process, system, autonomy in decision-making, responsibility.

These drivers are revealed in 12 principles of Agile Manifesto³:

- 1) working competitive product that satisfies the customer – the best indicator of progress and a measure of efficiency;
- 2) prompt and uninterrupted supply of a product that satisfies the customer;
- 3) adaptability of the product to new requirements that can increase its value and competitiveness (the ability to make changes at any stage of development);
- 4) simplicity and transparency of technical solutions, documentation, processes and tools, so as not to create unnecessary work;
- 5) accelerating the frequency of delivery of a functioning product (once a month / week or even more often);

² Вольфсон Б. Гибкое управление проектами и продуктами. СПб. : Питер, 2015. С. 14

³ The Agile Manifesto : web site. URL: <https://www.agilealliance.org/agile101/12-principles-behind-the-agile-manifesto/>

- 6) a constant pace of work of all project participants throughout its term;
- 7) minimization of organizational and information barriers, the best way to transmit information - is a personal face-to-face conversation;
- 8) close and daily communication of executors with the customer during all project;
- 9) motivation of project participants and providing them with all necessary working conditions, support and trust;
- 10) self-organization and self-control of the project team;
- 11) steady improvement of professional competencies of the project team;
- 12) systematic analysis and constant search for opportunities to optimize team and individual work.

However, flexible management technology is accompanied by a number of risks that stem from its benefits:

- reducing the importance of regulatory and technical documentation may lead to its irrelevance or even actual absence;
- short-term planning does not always consider the need to scale the product, which causes errors in the structure;
- accumulation of defects and reduction of product quality due to solving problems in the simplest and fastest, but not always the right way.

Methods of flexible management in organizations that are ready to transform, are used in the personnel management system. Because the tools for implementing change help not only to effectively organize the work of the team, but also to determine which employees are ineffective and slow down the process of achieving the goals of the organization.

Agile-approach to personnel management assumes that the company is working to improve its organizational flexibility in order to achieve competitive advantage in a rapidly changing environment. The strategy and practices of developing a flexible model of personnel management differ from traditional approaches to personnel work and moves in two directions.

The first direction is the application of the Agile approach in high-tech companies. The introduction of flexible methodologies – Scrum, Kanban, flexible programming (Extreme programming – XP), which are based on collaboration, requires a restructuring of personnel management functions, and not all companies succeed.

The second direction is the formation and implementation of a flexible model of personnel management as part of the overall strategy of enterprise development. This process is complicated by a large number of contradictory internal and external factors (automation of personnel management functions, lack of qualified personnel, high turnover, etc.).

It should be noted that there is currently no reliable information on the factors contributing to the implementation of Agile methodologies.

Agile methods are less directive than traditional ones⁴. This is due to compliance with the rules of the Manifesto, the desire to achieve timely delivery and quality of the final product.

4 Книберг Х., Скарин М. Scrum и Kanban: выжимаем максимум. Киев : InfoQ.com. 2010.

All forms of agile-methodologies used in the organization are based on the activities of teams that differ in specific features depending on the field of activity. As a result, aspects related to the conditions of staffing, operation and development of groups, phenomena and management processes that ensure the achievement of business goals are updated. Teams are characterized by open discussion of problems. Employees and relevant resources are combined, relationships between employees are based on complementarity. Thus, a team is a group of interdependent people capable of generating a synergistic effect, working to achieve a common goal, sharing responsibility for the overall result⁵. Despite the common goals and shared responsibilities, the team has issues related to leadership and leadership: leadership promotes collaboration and communication, plays the role of a catalyst for group interaction⁶. However, achieving this level of development is not a coincidence or a regularity: it requires a conscious management effort.

Team building can be a process of natural dynamics or the result of external influences on the organization. Recommendations of Agile-methodologies contain detailed instructions for their implementation, but do not contain psychological mechanisms of group formation⁷.

In social psychology, the study of the problems of small groups is devoted to the works of scientists from different scientific schools (psychoanalytic, personalized, situational approaches). From the point of view of management processes, the main condition for the success of team management is laid down in the mechanisms of transition of the external goal into internal personal and group goals, which determine the direction of the team. Summarizing the different points of view, we can identify the factors influencing this transition: the size of the group, its structure (including leadership), the time of interaction. No less important are the internal processes of group dynamics, which ensure the full formation, functioning and development of teams⁸.

The mechanisms for ensuring the integration of individual activity into the joint process and ensuring the state of maximum group cohesion include social facilitation, synergy, social laziness, group favoritism and others⁹. You can influence the process of forming a group by artificially "triggering" any of the group effects - this is one way to manage the team.

An example of the use of organizational and psychological knowledge about the phenomenology of the group is the experience of forming brigade contracts in the

5 Katzenbach J., Smith D. The Wisdom of Teams: Creating High Performance Organizations. Boston, MA : Harvard Business Press. 1992

6 Кричевский Р. Л., Дубовская Е. М. Социальная психология малой группы. М. : Аспект Пресс, 2001.

7 Лепилина А. 2016. Что такое Agile. Гайд по гибким методологиям, или, как работать с пользой? Часть 2. Бизнес-блог на веб-сайте издательства «Манн, Иванов и Фербер». URL : <https://biz.mann-ivanov-ferber.ru/2016/07/17/chto-takoe-agile-gajd-po-gibkim-metodologiyam-ili-kak-rabotat-s-polzoi-chast-2/> (дата звернения: 09.01.2021); Beck K., Beedle M., van Bennekum A., Cockburn A., Cunningham W., Fowler M., Grenning J., Highsmith J., Hunt A., Jeffries R., Kern J., Marick B., Martin R. C., Mellor S., Schwaber K., Sutherland J., Thomas D. 2001. Manifesto for Agile Software Development. URL : <http://Agilemanifesto.org> (дата звернения: 09.01.2021); Сазерленд Д. 2017. Scrum. Революционный метод управления проектами. М.: МИФ. Ульрих Д. 2007.

8 Lewin K. Experiments in social space // *Reflecons*, 1999. 1 (1). P. 7–13.

9 Кричевский Р. Л., Дубовская Е. М. Социальная психология малой группы. М. : Аспект Пресс, 2001; Почебут Л. Г., Тимофеев Ю. Т., Иванов Е. М. Бригадная форма организации труда и повышение социальной активности трудящихся // *Психологическое обеспечение трудовой деятельности*. Л. : изд-во ЛГУ, 1987. 46–49.

USSR in the 1980s.¹⁰ The purpose of the brigade contract was to complete a certain amount of work on time with proper quality and resource savings. The most important tools for regulating the joint activities of brigades were methods that stimulate group effects: socialist competition, various competitions and special bonus systems. Despite some successes, the economic effect of the introduction of brigade forms was generally lower than expected.

Participants and analysts of the brigade implementation process noted that the main factors that led to the unsuccessful completion of the socio-economic experiment on the implementation of brigade contracts were its formalization, unpreparedness for organizational change, lack of sufficient scientific understanding, comprehensive training and knowledge base¹¹.

The main obstacle to realizing the advantages of self-managed brigades has become the traditional hierarchical management systems. Despite the differences between the team contract and scrum-teams, the object and the subject of management in them are small groups with their own phenomenology. In both cases, the developers of management systems are looking for practices that allow you to form a self-organized group capable of developing and producing the value of the organization as a whole. For example, D. Sutherland, as well as adherents of brigade contracts, emphasizes the need to create a certain model of work organization: providing the team with a regime of autonomy; teaching people the skills to improve their capabilities; maintaining an atmosphere of cooperation and creativity. The need for high goals and values of group activities, limitation in the number of team members, multifunctionality of skills, time management in solving problems, feedback, comparative method of remuneration is emphasized¹². The author sees the key to the success of the system in the strict implementation of recommendations for the procedure of its implementation, and the reason for failure – the commitment of managers to traditional management thinking, unwillingness to openly use information.

Along with these reasons, there are factors of socio-psychological nature. The origins of the developed Scrum methodology lie in the experience of team management during hostilities, as well as in the lessons of Japanese management, when certain group effects are used to form cohesion and stimulate the achievement of high results. In the first case, it is the value of such concepts as duty, homeland, honor, the need to win over the enemy. In the second – the collective cultural values and traditions of Japanese society, which use group effects as a mechanism for the development of self-governing teams in organizations. The problem of external control of the process of group formation is greatly facilitated by the existence of effective mechanisms of its self-regulation, which correspond to environmental conditions. Most likely, the personal experience of the developer of the methodology “Scrum” allows him to successfully solve the problem of team management, but specific information about these management tools in the instructions is not contained. In addition, insufficient understanding of group dynamics

10 Почебут Л. Г., Тимофеев Ю. Т., Иванов Е. М. Бригадная форма организации труда и повышение социальной активности трудящихся // Психологическое обеспечение трудовой деятельности. Л. : изд-во ЛГУ, 1987. 46–49.

11 *ibid*

12 Сазерленд Д. 2017. Scrum. Революционный метод управления проектами. М.: МИФ. Ульрих Д. 2007.

processes and the application of a technocratic approach to team management, formal application of group behavior management tools lead to failures in the use of agile methodologies in many companies.

Problems with the implementation of agile methodologies may also be associated with duplication of the management loop: companies retain formal structures and management processes that must be combined with the management procedure of the Scrum method. There are positions of scrum-masters and agile-coaches, whose responsibilities include managing the behavior of people in the team. As a result, traditional human resource management functions and activities must be adapted to these conditions.

In connection with the above, it is advisable to answer the following questions: what personnel management practices do companies use to implement agile-project management methodology; What are the functions of human resources and HR managers? To systematize research materials, descriptions of practical experience and quantitative research, the AMO-department of personnel management is used¹³, according to which the personnel management system should include three groups of practices aimed at:

1) development of employees' competencies (ability) – covers the practices of development and training, as well as recruitment and selection of personnel¹⁴;

2) increase of motivation of the personnel (motivation) – covers practices of material and intangible encouragement and career advancement of employees¹⁵;

3) creating opportunities for the manifestation of staff abilities (opportunity). These include the practice of teamwork, the formation of communications, ensuring the autonomy of employees through the organization of labor.

According to the theory of strategic personnel management, these three groups of practices support each other and create a systemic synergy¹⁶. The absence or inadequate application of one or more groups of practices in the personnel management system can lead to dysfunctional behavior of employees, resulting in weakening the competitiveness of the firm. Consider how these components are provided in agile companies.

The first group of practices (ability) includes training, development, recruitment, recruitment and directly affects the human capital of the organization¹⁷. Training and development practices in agile companies are generally characterized by a low degree of formalization and situationally. The Agile Manifesto and the recommendations of various agile methodologies do not provide information on how employee development should be carried out in the long run. Usually, employees learn in practice, gaining the necessary knowledge in the process of working on the project.

13 Blumberg M., Pringle C. The missing opportunity in organizational research: Some implications for a theory of work performance // *Academy of Management Review*, 1982. 7 (4). P. 560–569.

14 García J. A. M., Tomas J. M. Deconstructing AMO framework: A systematic review // *Intangible Capital. Omnia-Science*, 2016.12 (4). P.1040–1087.

15 Jiang K., Lepak D. P., Han K., Hong Y., Kim A., Winkler A. L. 2012. Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review* 22 (2): 73–85;

Appelbaum E., Bailey T., Berg P., Kalleberg A. *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*. Ithaca: Cornell University Press, 2000.

16 Appelbaum E., Bailey T., Berg P., Kalleberg A. *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*. Ithaca: Cornell University Press, 2000.

17 Ref [17,18]

As a result of the constant exchange of experience between team members and retrospective activities, work and study become the only process that is often subordinated to the current task. Accordingly, the competence of employees follows the current (rather than long-term, strategic) business goals. One of the leading methods of staff development in agile companies is coaching, which is conducted by managers who have received special training in the field of behavior management. Individual and personalized online programs are used, which accelerate the acquisition of the necessary skills.

Agile methodologies do not regulate recruitment processes. However, a key feature of agile companies is recruiting to a specific team, not to the organization as a whole. The team is the main subject of personnel decisions: team members can participate in interviews, set criteria for selecting candidates, use their channels to find employees.

Of particular importance is the compliance of the values of the employee to the team. An important condition for the success of an agile team is the presence of a common mental model and cultural similarity of its members¹⁸. It should be emphasized that not all candidates are able to work in Agile: this requires at least a high degree of trust and openness, self-organization and responsibility for the result¹⁹.

Of particular importance are the professional competencies of team members who perform the role of scrum masters or agile coaches. The content of most vacancy announcements indicates the dominance of the technocratic approach to the implementation of Scrum, disregard for the psychological aspects of teamwork management, lack of understanding by HR managers of the specifics of the activities and competencies needed to successfully perform team positions.

The second group (motivation) includes practices aimed at ensuring fair individual and group pay, safety at work, balancing work and personal life, motivation to study, forming a working climate, staff satisfaction, etc.²⁰. Remuneration in an agile company is based on team results. The main criterion of material incentives is a working product. It is noted that insufficient consideration of individual factors can negatively affect the performance of the team²¹. The terms of bonus payments are shifted to the completion of projects, incentive payments for mutual assistance and knowledge exchange are introduced²². The formation of the principles of compensation policy

18 Schmidt C. T., Heinzl A., Kude T., Mithas S. 2014. How agile practices influence the performance of software development teams: The role of shared mental models and backup. In: Project Management and IS Development. Thirty Fifth International Conference on Information Systems, Auckland. URL: <https://pdfs.semanticscholar.org/048b/c875df549a2d1fda6d34e98fab5f72121028.pdf> (дата звернення: 12.01.2021).

19 Crowder J. A., Friess S. Agile Project Management: Managing for Success. Cham: Springer International Publishing, Crowley F, 2015.

20 Ref. [17]

21 Alashqur A.. Towards a broader adoption of agile software development methods // International Journal of Advanced Computer Science and Applications. 7 (12). P. 94–98.

22 Agile practices, collaboration and experience - An empirical study about the effect of experience in agile software development. In: P. Abrahamsson, A. Jedlidschka, N. A. Duc, M. Felderer, S. Amasaki, T. Mikkonen (eds.). 17th International Conference on Product-Focused Software Process Improvement (PROFES'16). Norway: Springer; 348–356.

becomes, for the most part, the task of the team and its leaders, rather than the function of the personnel department.

One of the leading practices is intangible incentives, which are based on factors that determine the high motivation of employees and their satisfaction with working conditions²³. Intangible incentives include autonomy, a sense of community with the team, feedback, recognition and trust, transparency of the result, a variety of work performed. Motivation is negatively affected by increased stress, increasing workload, duration and frequency of meetings, complexity and fragmentary tasks.

Due to the horizontal hierarchical structure, career development in agile companies is mostly associated only with horizontal movements. Employees can move from one project to another, with different levels of responsibility and financial incentives. A few options for vertical career development involve moving from the developer to the product owner and / or managing partner of the company. It is often a question of role career growth.

The approach to staff appraisal in agile companies is different from the traditional one. Involving staff and reducing the planning horizon contradicts the accepted assessment in the form of annual certifications. To provide quick feedback, evaluation at the end of the project, online real-time evaluation, evaluation procedures focused on the specifics of team activities are used. Evaluation centers are becoming development centers that focus on evaluating and developing the potential of employees²⁴.

The third group of practices (opportunity) correlates with the conditions and opportunities of staff to participate in the formation and use of company knowledge. It is a question of involvement of the personnel in the decision of administrative tasks of the organization of an exchange of knowledge, design of labor activity, expansion of autonomy of employees. The development of teamwork, i.e. practices that help shift the focus of decision-making and responsibility for the result from senior management to the team, is the driving force of the personnel management system and agile-company as a whole. The methodology of formation and management of agile-teams in the scientific and practical literature is presented indirectly. Opinions about the need for experience of teamwork among team members are contradictory. On the one hand, it is argued that the success of group activities depends on the level of maturity of the team, the team must form a common mental model²⁵. On the other hand, it is a matter of giving preference to newly created teams, and the activity of already united teams will lead to dysfunction and ineffective decision-making²⁶.

In an agile company, there is sufficient transparency of information related to the individual project that the team is working on, and open communication between team

23 Melnik G., Maurer F. 2006. Comparative analysis of job satisfaction in agile and non-agile software development teams. In: P. Abrahamsson, M. Marchesi, G. Succi (eds.). *Extreme Programming and Agile Processes in Software Engineering*. Berlin, Heidelberg : Springer, 2006. Vol. 4044. P.32 – 42.

24 Лурье Е., Попов А., Трдатьян Е. Как заглянуть в будущее: оценка потенциала сотрудников // HRTimes, 2014. (26). URL: <http://www.ecopsy.ru/publikatsii/kak-zaglyanut-v-budushhee-otsenka-potentsiala-sotrudnikov.html> (дата звернення: 12.01.2021).

25 Global Human Capital Trends. 2020. The New Organization: Different by Design. URL: https://www2.deloitte.com/content/dam/insights/us/articles/6935_2021-HC-Trends/di_human-capital-trends.pdf (accessed: 01.02.2021).

26 Ref.[25]

members. There is no indication in the literature of the need to provide employees with higher-level information, such as business results. It is assumed that the autonomy of the team is achieved through the widest possible specialization and versatility of each team member²⁷. Responsibility for the result and distribution of tasks for the project is equally divided into three levels: individual, team and organizational. The need to significantly transform the organizational structure and culture of the enterprise, create a digital platform for cooperation, invest in the training of team leaders and integrate the well-being of staff into the structure of work at all these levels. This is the key to the success of the transition to innovative management systems, building a sustainable future in which workers can work with maximum efficiency in the new conditions caused by the pandemic²⁸.

In the information sources, information about the role and functions of the human resources department in Agile is also contradictory. It is noted that the focus of functional managers, HR-managers is less focused on control and more – to support the activities of project teams²⁹. The role of personnel management in such organizations is becoming less strategic. The functions of monitoring individual performance disappear, the general demand for work is formed not from the needs of business, but from the tasks of the team and a specific project. In many agile companies, the human resources department only meets the current needs of the business (search for employees, staffing). Personnel management functions are blurred between team members, scrum masters and product owners.

The analysis of agile-methodologies implementation practices and relevant HR-practices shows that the importance and functions of the human resources department in achieving the success of agile-methodologies implementation is due to the extent to which its activities are integrated with the company's overall management strategy and organizational culture. That is, the human resources department may be isolated from key issues and perform ancillary functions, or its role is close to a strategic function, and the HR manager performs the functions of a business partner.

It should be noted that the lack of research in the field of agile-care highlights the need for systematic and interdisciplinary understanding of processes that are both technocratic procedural and humanitarian (socio-psychological) nature.

According to D. Ulrich, the world is currently undergoing revolutionary changes in the field of personnel management. Paradoxically, digitalization stimulates a humanitarian reorientation of personnel management. This is manifested in the shift of attention from managing individual talents to team organization and leadership, the transition from a competency approach (the right skills in the right place at the right time) to a focus on engagement (emotional commitment and finding meaning in work).

As the analysis of information sources at enterprises that tried to implement agile-project management methodologies showed, the implementation process is associated with a number of unresolved issues in the field of personnel management, in particular:

27 *ibid.*[25]

28 Crowder James A., Friess S. *Agile Project Management: Managing for Success*. Cham : Springer International Publishing, 2015.72 p.

29 Lawrence B. 2018. What's Next? Disruptions in HR. HR Certification Institute. URL: <https://www.hrci.org/community/blogs-and-announcements/hr-leads-business-blog/hr-leads-business/2017/12/01/what's-next-2018-disruptions-in-hr> (accessed: 01.02.2021).

- dominance of the technocratic approach in comparison with the socio-psychological one in the management of transformations;
- contradictions between administrative and substantive functions of personnel management;
- redistribution of personnel management functions between HR managers and project managers;
- Lack of systematic training and lack of knowledge of HR-managers to solve current problems related to changing the situation.

It can be assumed that insufficient attention to these problems will lead to a repetition of the experience of implementing team contracts.

These problems can be solved by the following transformations. First of all, it is necessary to change the role and functions of the personnel department in the management system of the organization: to minimize the administrative and accounting function; readjust accounting processes and performance metrics to key business objectives; transfer the HR-manager to the level of a business partner; introduce the roles of consultants and organizers of staff training processes for behavior in the new organizational environment (formation of organizational culture of involvement; development of teamwork skills).

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СТРАТЕГІЧНЕ ФІНАНСОВЕ ПЛАНУВАННЯ ДІЯЛЬНОСТІ ТЕРИТОРІАЛЬНИХ ГРОМАД

В сучасних умовах невід'ємним елементом муніципального менеджменту є стратегічне планування. У контексті фінансового розвитку територіальних громад (ТГ) під стратегічним плануванням слід розуміти системний шлях до якісного управління змінами, визначення існуючих проблем, що стоять на заваді до бажаного майбутнього стану території та способів їх вирішення. Об'єднаний бюджет є вагомою