



*The Academy of Management  
and Administration in Opole*

**MODERN MANAGEMENT:  
LOGISTICS AND EDUCATION**



*The Academy  
of Management  
and Administration  
in Opole*

**NOWOCZESNE ZARZĄDZANIE:  
LOGISTYKA I EDUKACJA**

**MODERN MANAGEMENT:  
LOGISTICS AND EDUCATION**

*Monograph*

*Edited by Marek Piałucha*

*Oleksandr Nestorenko*

Opole 2018

**ISBN 978 – 83 – 946765 – 0 – 6**

**Modern Management: Logistics and Education.** *Monograph.* Opole: The Academy of Management and Administration in Opole, 2018; ISBN 978-83-946762-0-6; pp.196, illus., tabs., bibls.

**Editorial Office:**

Wyższa Szkoła Zarządzania i Administracji w Opolu  
45-085 Polska, Opole, ul. Niedziałkowskiego 18  
tel. 77 402-19-00/01  
E-mail: info@poczta.wszia.opole.pl

**Reviewers**

*doc. RNDr. Renáta Bernátová, PhD. (Slovakia)*  
*prof. dr hab. Lidia Sobolak (Poland)*  
*prof. dr hab. Kateryna Vlasenko (Ukraine)*

**Editorial Board**

*Marian Duczmal (Poland), Wojciech Duczmal (Poland), Stanislav Filip (Slovakia),  
Tamara Makarenko (Ukraine), Oleksandr Nestorenko (Ukraine),  
Tetyana Nestorenko (Ukraine), Iryna Ostopolets (Ukraine), Marek Piałucha (Poland),  
Tadeusz Pokusa (Poland), Jadwiga Ratajczak (Poland), Sławomir Śliwa (Poland)*

**Publishing House:**

Wyższa Szkoła Zarządzania i Administracji w Opolu  
45-085 Polska, Opole, ul. Niedziałkowskiego 18  
tel. 77 402-19-00/01

Authors are responsible for content of the materials.

**ISBN 978 – 83 – 946765 – 0 – 6**

© Authors of articles, 2018  
© Publishing House WSZiA, 2018

## Table of Contents

<b>Preface</b> .....	5
<b>Part 1. Theoretical Aspects of Educational Management</b> .....	7
1.1. The importance of self-education in modern education.....	7
1.2. Methodology and organization of scientific researches in the field of social-humanitarian sciences.....	14
1.3. Historical and architectural heritage of cities as an important element in the upbringing of modern youth.....	21
1.4. Informational and innovation culture: new construct Industry 4.0.....	27
1.5. Fear as a motivating demotivator of schoolchildren's learning.....	34
1.6. Varieties of analysis of artistic work: the theoretical component.....	40
1.7. Pedagogical management of schoolchildren activity using methods of functional assessment of behavior.....	46
1.8. The role of innovative technologies in the management of the scientific and educational process of higher education.....	51
<b>Part 2. Educational Management: Practical Issues</b> .....	58
2.1. The role of educational policy in Ukrainian society transformation during an epoch of globalization changes.....	58
2.2. Teacher-educator's personal ideal in the statement of basic concepts of Polish pedeutologists.....	64
2.3. Optimization of human sport potential as the condition of forming the sports paradigm of the society in the conditions of globalization... in Ukraine.....	77
2.4. Family values in the world outlook palette of student young in Ukraine.....	84
2.5. Actual trends in education in the European Union.....	91
2.6. Formation of the information culture of the person in Ukraine as one of the directions of education management.....	107
2.7. Quality education in Ukraine.....	114
2.8. The reform of Ukrainian education in terms of decentralization: the relevance of administrative and financial technologies.....	120
2.9. Exercise of the education's methods for the disclosure of the problem of national immortality through the prism of the process of death in the work of D. Matiyash "The Day of the Snowman".....	127

<b>Part 3. Management of Logistic Processes</b> .....	134
3.1. Fourth industrial revolution or CRM of the leader of passenger international transport.....	134
3.2. Logistics on industry level 4.0 – key (example) directions of change....	143
3.3. A technique to determine the optimum package of logistic services provided by the transport and logistics centre.....	152
3.4. Institutional transformations of sustainable agri-food supply chains in Ukraine.....	157
3.5. Concept of development and formation of transport-logistic systems in the agroindustrial complex.....	165
3.6. Logistics management system of the enterprise.....	170
3.7. Logistics Process Management. Functions and classification of logistics flows.....	177
3.8. Complex approach to sustainable development management of tourism in cities of Ukraine.....	180
 <b>Annotation</b> .....	 189
 <b>About the Authors</b> .....	 195

*References:*

1. Національна транспортна стратегія України на період до 2030 року. [Електронний ресурс]. Режим доступу: [http:// www.kmu.gov.ua/ua/news/uryad-shvaliv-nacionalnu-transportnu-strategiyu-do-2030-roku](http://www.kmu.gov.ua/ua/news/uryad-shvaliv-nacionalnu-transportnu-strategiyu-do-2030-roku)
2. Хедли, Дж. Анализ систем управления запасами [Текст] / Дж. Хедли, Т. Уайтин. – М.: Наука, 1999. – 511 с.
3. Прокофьева, Т.А. Экономические предпосылки создания интегрированных транспортно-распределительных систем [Текст] / Прокофьева Т.А., Лопаткин О.М. // Бюллетень транспортной информации. – 2003. – №2–3. – С. 18-25.
4. Попова, Н.В. Стратегия развития транспортно-логистической системы региона [Текст] / Попова Н.В., Белевцова Н.М // Економіка транспорту і зв'язку. – 2010. – №5. – С. 12-15.
5. Аакер, Д. Стратегическое рыночное управление [Текст] / Д. Аакер. – СПб. : Питер, 2007. – 496 с.
6. Еловой, И.А. Формирование транспортно-логистической системы Республики Беларусь: учеб.-метод. пособие [Текст] / И. А. Еловой, А. А. Евсюк, В. В. Ясинский. – Гомель: БелГУТ, 2007. – 155 с.
7. Nachiappan Subramanian. Integration of logistics and cloud computing service providers: Cost and green benefits in the Chinese context [Text] / Nachiappan Subramanian, Muhammad D. Abdulrahman, Xiaolai Zhou // Transportation Research Part E: Logistics and Transportation Review, Volume 70, October 2014, P. 86-98.
8. Matthew J. Roorda A conceptual framework for agent-based modelling of logistics services [Text] / Matthew J. Roorda, Rinaldo Cavalcante, Stephanie McCabe, Helen Kwan // Transportation Research Part E: Logistics and Transportation Review Volume 46, Issue 1, January 2010, P. 18-31.
9. Павленко О. В. Методика формування ресурсозберігаючої технології доставки вантажів транспортно-логістичним центром [Текст] / Павленко О. В., Калініченко О.П., Нефьодов В. М. // ХНУМГ імені О.М. Бекетова, Науково-технічний збірник «Комунальне господарство міст», № 142. – С. 96-102.
10. Zhi G.J. An Improved Ant Colony Algorithm for the Location of Logistics Center [Text] / G. J. Zhi, Z. K. Li // Applied Mechanics and Materials, 2012, Vols. 209-211, P. 887-890
11. Зборовский, Г.Е. Прикладная социология: Учебное пособие. [Текст] / Г.Е.Зборовский, Е.А. Шукшина. – М.: Гардарики, 2004. – 176 с.

### **3.4. Institutional transformations of sustainable agri-food supply chains in Ukraine**

*Introduction.* Ukraine has all the necessary components to further development and potential for agribusiness growth. Increasing competition in the domestic and foreign agri-food markets and reorientation to Western markets requires the creation of powerful advantages of domestic producers, which can be achieved through the creation of efficient agri-food logistic distribution systems.

An important place in development of such systems belongs to institutions – formal and informal rules of the game in society. They regulate the relationships of all stakeholders in the AFSC, in the economic, environmental and social areas.

*Literature review.* The agri-food logistics issues were investigated by such scholars as D.J. Bowersox, J. Van der Worst, B. Johnson, N. Kay [2]. Agri-food

logistics and agri-food supply chain management have been investigated by such Ukrainian scientists as T. Bozhydarnik, N. Burennikova [3], O. Wieliczka [4], T.Kosarevoy [5], N. Potapova [6], I.Smirnov [7] and other. However, the issue of sustainable development of agri-food logistics and institutional mechanisms for its implementation have not been studied by Ukrainian scientists.

*Goals and tasks of the article.* The purpose of this paper is to assess the institutional environment of the agri-food logistic system sustainable development in Ukraine and to develop a mechanism for its improvement in sustainable way, based on elaborated and generalized paradigms of sustainable development and value added chains.

*Results of the research.* An agrarian sector plays a significant part in the Ukrainian economy. The share of agricultural production in the total GDP of the country increased in 2016 compared with 2008 from 7.5% to 10%. According to the World Bank data, the total raw materials and processing industries of agriculture increased their share in the country's GDP to 22%. Ukrainian high quality agri-food products are in great demand in more than 190 countries of the world. It has significant export potential in the European market and also has a huge impact on the country's trade balance. The exports share of agri-food products has increased from 12% in 2005 to 42% in 2016. Such growth has been caused mainly by global processes, but not by increasing the efficiency of agricultural enterprises. However, the lack of logistics infrastructure and poor agro-food supply chain management leads to invalid and irrational decision making in the distribution process and leads to significant losses and wastes (Table 1).

*Table 1. Production and Waste Indicators of basic agri-food products in Ukraine, 2000-2016, ths. t*

	Indicator	2000	2005	2010	2014	2015	2016	Growth 2016 to 2000, +/-
Grain	Production	24140	38556	41500	61145	63520	64198	+40058
	Waste	309	375	794	1593	1400	1350	+1041
	%	1,28	0,97	1,91	2,61	2,20	2,10	+0,82
Potatoes	Production	16898	19567	19145	22522	21793	21404	+4506
	Waste	220	2062	2720	3824	3799	3174	+2954
	%	1,30	10,54	14,21	16,98	17,43	14,85	+13,55
Vegetables	Production	6023	7510	9206	10365	10100	10061	+4038
	Waste	177	393	835	1223	1203	1195	+1018
	%	2,94	5,23	10,18	11,99	11,91	11,88	+8,94
Fruits	Production	1966	2133	2154	2435	2539	2385	+419
	Waste	81	191	170	231	218	213	+132
	%	4,12	8,95	7,89	9,49	8,58	8,93	+4,81

Source: concluded by the authors based on [8]

According to the results of the study we can conclude that the level of agri-food waste in Ukraine have a tendency for their steady growth. The problem here is the increased production level together with poor logistic infrastructure which could help to provide an appropriate level of storage and move agri-food products to the end customers. So we have an increase in logistic losses of agri-food products as a result. It is very difficult to determine the real level of losses in Ukraine due to lack of information The statistical data do not often reflect real food losses amount that consumers have to overpay and do not take into account of processing, distribution and consumption losses, so called logistics losses. For comparison, according to FAO data [9], annual losses of agricultural products at the global level are: cereals – 30%, vegetables and fruits – 45%, meat – 20%, dairy products – 20%.

In addition, such losses as delays in the transportation, processing and packaging of products are usually associated with higher labor costs, electricity, fuel, which inevitably leads to an increase in the final price of the product for the consumer or to a decrease in the profit of the supply chain participants. Logistics waste reduction is not able to achieve more rational use of resources. When we talk about logistics losses, it is necessary to realize that these are not only spoiled products but also irrationally used resources, losses of time, losses of opportunity for value adding, losses of energy and other.

According to the World Bank research [10], Ukraine has been ranked 80th out of 160 countries in terms of the logistics performance indicator in the agricultural sector (Logistics performance index). According to the World Bank, Ukraine's logistics efficiency index (2.74 in 2016) dropped significantly compared with 2014 (2.98) and almost by 30% lower than the leading country in this area – Germany (4.23 ) So, if in 2014 it was slightly higher than the average index for countries of Europe and Central Asia, then in 2016 – even below average (Table 2).

*Table 2. Logistics indicators in Ukraine and developed countries of Europe and Central Asia in 2016*

Country	Range	LPI	Fees and Taxes	Infrastructure	Quality of Logistics
Germany	1	4,23	4,12	4,44	4,28
Poland	33	3,43	3,27	3,17	3,39
Russia	99	2,57	2,01	2,43	2,76
Ukraine	80	2,74	2,30	2,49	2,55
Average indicator		2,88	2,71	2,75	2,82

Source: concluded by the authors based on [10]



Ukraine is still far from using its agricultural potential at full capacity due to the low level of implementation of the agri-food supply chain management tools, which have been successfully used in advanced economies.

The agri-food supply chain is the link between the producer and the consumer and it usually involves the process of products moving to public catering and retail network, or directly to the consumer.

Today, however, agricultural producers are increasingly beginning to realize that it is very important in terms of rigorous economy and environmental responsibility to use the concept of sustainable development and LEAN-technology. The LEAN concept of agri-food supply chains involves strategy with the purpose to reduce time to perform operations and costs to improve efficiency. It focuses on optimizing the processes in the supply chain in order to simplify it, reduce losses and reduce non value added processes [11].

Awareness of the necessity and appropriateness of the agri-food supply chains development according to the sustainable development concept allowed us to propose a new interpretation of the "sustainable agri-food value chain" as an institutional mechanism for strategic management of the sustainable development of the distribution system. This approach is based on a consistent transformation from the agri-food supply chain management to green management of the agri-food supply chain, ensuring waste reduction, improving quality with the introduction of sustainability and traceability.

Before the detailed frame of institutional support for a strategy of logistics distribution system sustainable development is proposed, we will conduct a SWOT analysis of sustainable development of *AFSC* in Ukraine (Table 3).

The development of the institutional network of should become an effective instrument for regulating the agrarian market of agricultural products, to ensure the free and transparent movement of agricultural products [12].

Based on the SWOT analysis of the institutional environment of *AFSC* functioning in Ukraine (Table 3), it is possible to propose the following institutional mechanism for the transformation of *AFSC* in *SAFVC* to ensure the sustainable development of the logistics distribution system (Fig. 1).

1) The preparatory phase involves the development of a common methodology for the development of an optimal configuration of *SAFVC* for a specific industry, and includes the following tasks: assessment of the direction of production in the region; development and approval of the regulatory framework for the functioning of the *SAFVC*; creation of a working group, identification of possible participants in the *SAFVC*; development of the mission and objectives of the *SAFVC*, familiarization of the working group with the pilot project.

2) Analytical stage involves conducting researches with a view to in-depth analysis of market conditions, potential competitors, substantiation of the main

indicators of efficiency of deepening of integration processes. At this stage, the following steps are implemented: expertly determine the parameters by which these or other enterprises can be attributed to the *SAFVC*; the limits of the *SAFVC* are determined; A coordination center for managing *SAFVC* is formed; A strategic analysis of the *SAFVC* is conducted, its strengths and weaknesses are determined.

Table 3. *SWOT Analysis of Sustainable Development of the Agro-Food Supply Chain in Ukraine*

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>• Favorable agro-climatic conditions.</li> <li>• A large supply of highly skilled personnel with relatively low pay.</li> <li>• Availability of constant demand for products and their production;</li> <li>• Great potential for reorientation to organic production.</li> <li>• Significant transit potential and convenient geographic location.</li> </ul>	<ul style="list-style-type: none"> <li>• Insecurity of small commodity producers in relations with national trade networks;</li> <li>• Low level of logistics development, which is especially critical for agricultural enterprises.</li> <li>• Low level of support and understanding by society and government.</li> <li>• Low level of added value created.</li> <li>• Large product losses along <i>AFSC</i>.</li> <li>• Undeveloped logistics infrastructure</li> <li>• Insufficient development of irrigation infrastructure.</li> <li>• Moratorium on the sale of agricultural land.</li> <li>• Low level of agricultural co-operation.</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>• Reorientation to new markets.</li> <li>• Transition to EU security standards.</li> <li>• The introduction of a free trade agreement with the EU will encourage producers to improve product quality.</li> <li>• Agricultural subsidies (1% of GDP).</li> <li>• Growth in demand for food and the promotion of organic products</li> <li>• The need for own energy resources will promote the development of alternative energy and energy-saving technologies.</li> <li>• International technical assistance.</li> <li>• Interest of foreign investors.</li> <li>• Integration processes in <i>AFSC</i></li> <li>• Harmonization of standards with the EU will significantly reduce trade costs.</li> <li>• Improving food security through the implementation of HACCP (risk analysis, hazard analysis and critical points control) will stimulate Ukrainian exports.</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistency in the amount of penalties for the nature and extent of violations in the environmental sphere;</li> <li>• Strengthening the emphasis on punishment (fines and sanctions) as opposed to measures to prevent irregularities.</li> <li>• Significant increase in the cost of energy, raw materials, materials.</li> <li>• Decrease in fertility and land degradation.</li> <li>• Closing of Customs Union markets for Ukrainian products.</li> <li>• Reducing the purchasing power of the population.</li> <li>• Lack of labor.</li> <li>• Restricted access to credit resources and their high cost.</li> </ul>

Source: Concluded by the authors

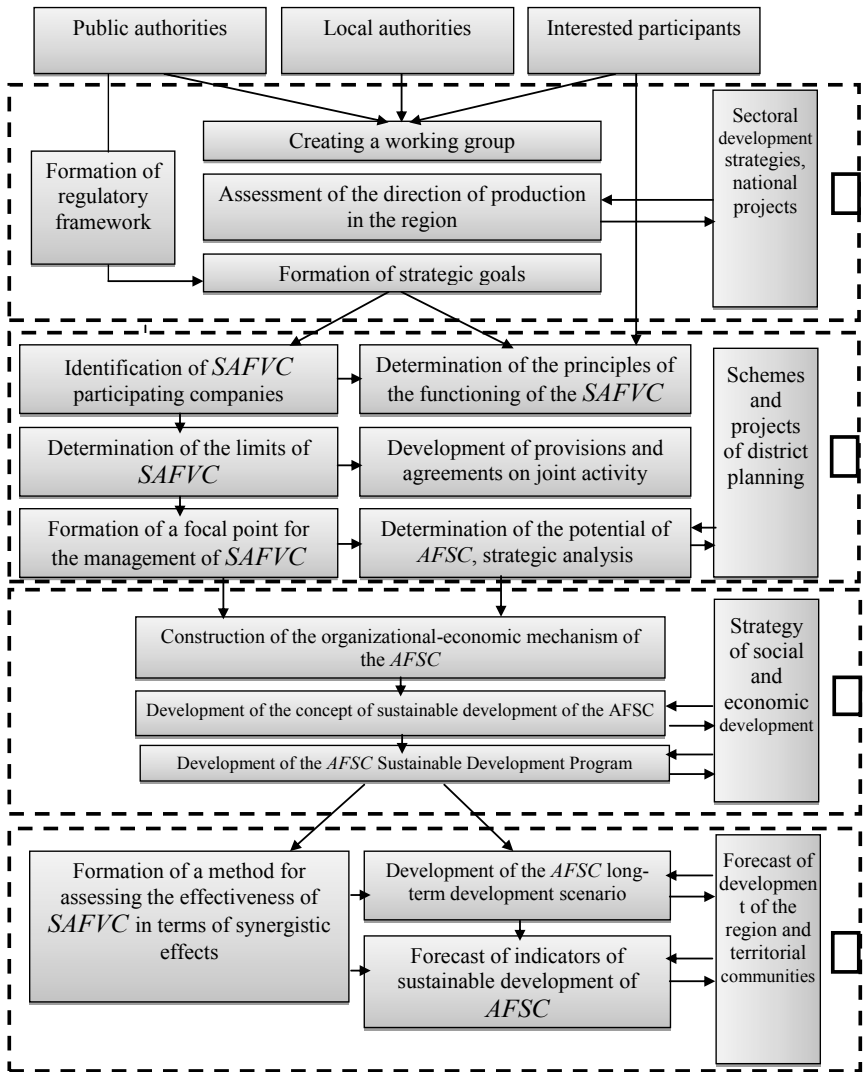


Fig. 1 Institutional mechanism for the transformation of AFSC in SAFVC to ensure the sustainable development of the logistics distribution system\*  
Source: own investigations

3) The organizational and economic stage involves the formation of the SAFVC model, the development of recommendations for its effective functioning to ensure the sustainable development of the AFSC, including state support measures. The methodological basis for realization of this stage is the principle of integration of the

strategy of sustainable socio-economic development of the region and the integrated corporate strategy of *SAFVC*. This stage includes: definition of the scale of joint activity of participating enterprises; consolidation of functions by individual participants of *SAFVC*; development of the concept of Sustainable Development of the LSR, including the construction of a tree of goals, scenarios and directions of sustainable development; the development of a joint development program for the *SAFVC*, which envisages the creation of regulatory, legal and organizational mechanisms for the implementation of strategic goals and targets for sustainable development.

4) The stage of the assessment of the effectiveness of the *SAFVC* involves the development of a long-term *AFSC* scenario, including forecasts for the functioning of the *SAFVC*, the development of a methodology for assessing the effectiveness of *SAFVC* in terms of synergistic effects and the contribution to the strategy of regional development. The initial assumption will be that the effective functioning of *SAFVC* accelerates the innovation process, by increasing the share of created value added, its fair distribution between participants and reducing transaction costs of *SAFVC* participants. The following benefits are developing, such as susceptibility to innovation, business streamlining, faster growth in the productivity of sustainable development, etc.

It should be noted that *SAFVC* is a structure that is formed independently, and not compulsorily, by the authorities. However, at each of the aforementioned stages of the formation of *SAFVC*, state support for initiatives should be carried out.

The principle of the algorithm for the formation of *SAFVC* in general terms can be represented as a successive change in a number of stages: the setting of an organizational problem and the development of legal bases; determination of participants and limits of *SAFVC* and analysis of the potential of the future structure; construction of an organizational and economic mechanism for the functioning of the *SAFVC*; development of a methodology for increasing the effectiveness of this mechanism.

For successful implementation, the strategy for sustainable development of the region and the strategy of sustainable development of the LSR should be mutually agreed, that is, there should be a consensus between the business and administrative elites of the region about the need for integration within the *SAFVC* to ensure the sustainable development of the *SAFVC* and the region as a whole. At the same time, the functions that government structures and agribusiness have to perform for the development of *SAFVC* are different, but complementary.

Formation of *SAFVC* allows to obtain synergistic effect from cooperation of enterprises-participants at the expense of synergy of the effects of knowledge transfer, increase of cash flow, joint use of infrastructure objects, reduction of transaction costs,

as well as synergies of cooperation, specialization, concentration of production and agro-industrial integration.

*Conclusions.* Agrarian logistics is still a "problem" issue in the agricultural sector. This is a shortage of modern repositories and a low quality of road infrastructure, insufficient investments in modernization of rail and road transport, which leads to significant losses of production by Ukrainian producers, therefore, in almost all areas of the logistic distribution process, we have reserves for improving indicators, and therefore – for further growth.

Formal and informal institutions play a special role in maintaining and facilitating the transition of the relationship between the main actors of the *AFSC* to a qualitatively new level. However, based on the SWOT analysis of sustainable development of *AFSC* in Ukraine, a number of problems were identified in the functioning of the distribution system of agricultural products, which significantly affects its efficiency and the transition to sustainable development. To overcome or partially weaken the identified shortcomings can be due to the deepening of vertical ties by introducing the institutional mechanism for the transformation of *AFSC* and *SAFVC* with the involvement of active support of the state.

#### *References:*

1. Jack G. A. J. van der Vorst, Carlos A. Da Silva, J. H. Trienekens Agro-industrial Supply Chain Management: Concepts and Applications FAO. 2007. 56 p.
2. Key N., Sadoulet E., De Janvry A. Transaction costs and agricultural household supply response. *American Journal of Agricultural Economics*. 2000. 82(2). P. 245-259.
3. Буреннікова Н.В., Ярмоленко В.О. Логістичні системи: оцінювання дієвості функціонування. *Економіка. Фінанси. Менеджмент: актуальні проблеми науки і практики*. № 6. 2017. С. 94-102.
4. Величко О.П. Логістика в системі менеджменту підприємств аграрного сектору економіки: монографія. Дніпропетровськ: Акцент ПП, 2015. 525 с.
5. Косарева Т.В. Логістичні стратегії підприємств агропродовольчого комплексу. *Вісник ПДТУ*, 2014. Вип. 28. Серія: Економічні науки. С. 234-241.
6. Потапова Н.А. Перспективи розвитку агрологістики на ринках сільськогосподарських культур. *Економіка, фінанси, менеджмент: актуальні проблеми науки і практики*. № 1. 2017. С. 28-36.
7. Смирнов І.Г., Косарева Т.В. Логістична інфраструктура АПК: теорія та практика. *Агроінком*. 2003. № 5-6. С. 24-27.
8. Державне управління статистики України. URL: [http://www.ukrstat.gov.ua/operativ/oper\\_new.html](http://www.ukrstat.gov.ua/operativ/oper_new.html)
9. SAVE FOOD: Global Initiative on Food Loss and Waste Reduction. URL: <http://www.fao.org/save-food/resources/keyfindings/infographics/fruit/en/>
10. International LPI global ranking. The World Bank. URL: <http://lpi.worldbank.org/>
11. Machado V.C., Duarte S. Tradeoffs among paradigms in Supply Chain Management. *International Conference on Industrial Engineering and Operations Management*: 9-10 January, 2010. Dhaka, Bangladesh. P. 244-250.
12. Мороз О.Д. Методика оцінки передумов формування регіональних логістичних систем. *Економічний простір: Збірник наук. праць*. 2010. №36. С. 69–78.

## About the authors

### Part 1. Theoretical Aspects of Educational Management

- 1.1. *Krystyna Langowska-Marcinowska* – PhD  
Academy of Management and Administration in Opole, Opole, Poland.
- 1.2. *Valentyna Voronkova* – Doctor of Philosophical Sciences, Professor  
*Vitalina Nikitenko* – PhD in Philosophy, Associate Professor  
Zaporizhzhia State Engineering Academy, Zaporizhzhia, Ukraine;  
*Roman Oleksenko* – Doctor of Philosophical Sciences, Associate Professor, Professor  
Bogdan Khmelnytsky Melitopol State Pedagogical University, Melitopol, Ukraine.
- 1.3. *Tetyana Zhydkova* – PhD, Associate Professor  
*Svitlana Chepurna* – Assistant  
O.M. Beketov National University of Urban Economy in Kharkiv, Kharkiv, Ukraine.
- 1.4. *Mykola Kyrychenko* – Doctor of Philosophical Sciences, Professor  
State Higher Educational Institution «University of Educational Management» of  
the National Academy of Pedagogical Sciences of Ukraine, Kiev, Ukraine.
- 1.5. *Larysa Kondratenko* – PhD in Pedagogical Sciences, Senior Researcher  
*Lidiya Manylova* – PhD in Psychological Sciences  
G.S.Kostiuk Institute of Psychology NAPS of Ukraine, Kyiv, Ukraine.
- 1.6. *Nazar Liashov* – PhD in Philological Sciences, Associate Professor  
Donbas State Pedagogical University, Slovyansk, Ukraine.
- 1.7. *Anna Tantsura* – PhD Student  
Classical Private University, Zaporizhzhia, Ukraine.
- 1.8. *Svitlana Shevchenko* – PhD in Psychological Sciences, Associate Professor  
Bogdan Khmelnytsky Melitopol State Pedagogical University, Melitopol, Ukraine.

### Part 2. Educational Management: Practical Issues

- 2.1. *Valentin Molodychenko* – Doctor of Philosophical Sciences, Professor  
*Nataliia Molodychenko* – PhD in Pedagogical Sciences, Associate Professor  
*Svitlana Kirsanova*  
Bogdan Khmelnytsky Melitopol State Pedagogical University, Melitopol, Ukraine.
- 2.2. *S. Maria Bogumila Pecyna* – dr hab, Professor  
Academy of Management and Administration in Opole, Opole, Poland.
- 2.3. *Vlada Bilohur* – Doctor of Philosophical Sciences, Professor  
Bogdan Khmelnytsky Melitopol State Pedagogical University, Melitopol, Ukraine.
- 2.4. *Oleksandr Gorodetskyi* – PhD in Historical Sciences, Associate Professor  
Prydniprovskaya Academy of Physical Culture and Sports, Dnipro, Ukraine.
- 2.5. *Tetyana Zubro* – PhD  
University of Economics in Bratislava, Bratislava, Slovakia.

- 2.6. *Victoria Melnyk* – PhD in Philosophy, Associate Professor  
National Pedagogical Dragomanov University, Kyiv, Ukraine.
- 2.7. *Jevgenija Nevedomska* – PhD in Pedagogical Sciences, Associate Professor  
Borys Grinchenko Kyiv University, Kyiv, Ukraine.
- 2.8. *Myroslava Oliievska* – PhD in Economics, Associate Professor  
*Sergiy Petrukha*  
Financial Institute of Academy of Financial Management, Rivne, Ukraine.
- 2.9. *Nadiia Tenditna* – PhD in Philological Sciences, Associate Professor  
Donbas State Pedagogical University, Slovyansk, Ukraine.

### **Part 3. Management of Logistic Processes**

- 3.1. *Anna Dobrzańska*  
Academy of Management and Administration in Opole, Opole, Poland.
- 3.2. *Bożena Gajdzik* – dr, Ing.  
Silesian University of Technology, Gliwice, Poland.
- 3.3. *Oleksiy Pavlenko* – PhD, Associate Professor  
*Denis Kopytkov* – PhD, Associate Professor  
*Oleksandr Kalinichenko* – PhD, Associate Professor  
Kharkiv National Automobile and Highway University, Kharkiv, Ukraine.
- 3.4. *Viktoria Vostriakova* – PhD in Economics  
*Tetiana Kolomiets*  
Vinnytsia National Agrarian University, Vinnytsia, Ukraine.
- 3.5. *Viktor Aulin* – Doctor of Technical Sciences, Professor  
*Denis Velykodnyi* – PhD  
*Viktoriya Dyachenko* – PhD Student  
Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine.
- 3.6. *Yuliya Zaloznova* – Doctor of Economic Sciences, Corresponding Member of the  
National Academy of Sciences of Ukraine, Senior Research Fellow  
*Nataliia Trushkina* – PhD in Economics, Corresponding Member of Academy of  
Economic Sciences of Ukraine  
Institute of Industrial Economics of the National Academy of Sciences of Ukraine,  
Kyiv, Ukraine.
- 3.7. *Elena Nagolyuk* – Doctor of Law  
*Sophia Spivak* – Associate Professor  
*Alexei Prokopenko* – PhD in Philosophy  
Lugansk National Agrarian University, Kharkiv, Ukraine.
- 3.8. *Igor Smyrnov* – Doctor of Sciences in Geography, Professor  
Kyiv National Taras Shevchenko University, Kyiv, Ukraine.