



**THEORETICAL FOUNDATIONS OF STRATEGIC PERSONNEL MANAGEMENT
TO SUPPORT INNOVATIVE DEVELOPMENT**

**FUNDAMENTOS TEÓRICOS DA GESTÃO ESTRATÉGICA DE PESSOAS PARA
APOIAR O DESENVOLVIMENTO INOVADOR**

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ABSTRACT

Objective: This study examines the theoretical foundations of strategic personnel management and its crucial role in supporting the innovative development of organizations, focusing particularly on the integration of higher education and industry needs.

Methods: The research methodology includes a dialectical approach to scientific cognition, employing a combination of general scientific and specialized methods. These include comparative legal analysis, logical-analytical techniques, and systemic-structural analysis, which are applied to explore the dynamics of strategic personnel management within the context of innovation-driven economic environments.

Results: The findings illustrate the complex interaction between higher education institutions and innovative enterprises, highlighting the necessity for strategic





partnerships to enhance personnel training and development. This study elaborates on the conceptual strategies for managing personnel in a way that aligns with technological advancements and market demands.

Conclusions: The paper concludes that effective strategic personnel management is essential for fostering an innovative culture within organizations. It recommends establishing robust educational frameworks that closely collaborate with industry to tailor training programs that meet the evolving needs of the economy, thereby enhancing the innovative capacities of the workforce.

Keywords: Theoretical Concepts; Innovation Management; Higher Education; Higher Technical Education; Innovative Enterprises.

RESUMO

Objetivo: Este estudo examina os fundamentos teóricos da gestão estratégica de pessoal e seu papel crucial no suporte ao desenvolvimento inovador das organizações, focando particularmente na integração entre o ensino superior e as necessidades da indústria.

Métodos: A metodologia de pesquisa inclui uma abordagem dialética à cognição científica, empregando uma combinação de métodos científicos gerais e especializados. Estes incluem análise jurídica comparativa, técnicas lógico-analíticas e análise sistêmico-estrutural, que são aplicadas para explorar as dinâmicas da gestão estratégica de pessoal dentro do contexto de ambientes econômicos impulsionados pela inovação.

Resultados: Os resultados ilustram a interação complexa entre instituições de ensino superior e empresas inovadoras, destacando a necessidade de parcerias estratégicas para aprimorar o treinamento e desenvolvimento de pessoal. O estudo elabora as estratégias conceituais para a gestão de pessoal de uma maneira que esteja alinhada com os avanços tecnológicos e as demandas do mercado.

Conclusões: O artigo conclui que uma gestão estratégica de pessoal eficaz é essencial para fomentar uma cultura inovadora dentro das organizações. Recomenda-se o estabelecimento de estruturas educacionais robustas que colaborem estreitamente com a indústria para adaptar programas de treinamento que atendam às necessidades evolutivas da economia, aumentando assim as capacidades inovadoras da força de trabalho.

Palavras-chave: Gestão estratégica de pessoal, desenvolvimento inovador, ensino superior, formação da força de trabalho, gestão da inovação.





1 INTRODUCTION

The issue of personnel provision clearly reflects the specifics of the innovative economy. In the context of mastering science-intensive technologies, informatization and digitalization of economic and social sectors, as well as the growth in the number of scientific discoveries, highly competent personnel of various fields and specialties, including natural sciences, engineering, humanitarian, etc., ready for proactive, creative activity, become the leading driving force of innovative development and a key subject of the national innovation system. An important role in the structure of highly competent personnel is given to engineers of the highest qualification level, the shortage of which is a significant obstacle to scientific and technological transformations in the economy. The share of graduates of educational institutions who received education in the fields of engineering, technology and technical sciences is approximately 21% of the total number of graduates. At the same time, the demand for engineering and technical education from applicants is growing every year, and the quantitative need for engineering personnel is gradually replenished. However, the role of the knowledge economy as the main component of human capital is constantly increasing. And in an increasing number of industries, the quality of the workforce is a determining factor for the effectiveness of development. Therefore, the problem of meeting the need for high-quality professional training and increasing the number of engineers in scarce profiles, such as innovative product development engineers, data scientists or process analysts, requires a solution. The digital transformation of enterprises has contributed to the formation of demand for engineering and management personnel who combine technical knowledge and management skills in relation to production and technological systems - digital design and process managers, business architects, data managers, etc.

Overcoming the deficit of highly qualified engineers requires formulating conceptual foundations for strategic management of personnel provision for innovative development, rethinking the role of the system of higher technical education, ensuring the reproduction of engineers, who, along with representatives of other professions, will act as leaders of innovation, forming their "advanced" thinking (Gerhard O. Mensch, 1979). One of the priority goals of the economic policy of Ukraine in the 21st century in the conditions of wartime should be support for innovative development based on the maximum concentration of professionals in the field of highly qualified labor, whose competence will be based on the progress of fundamental and applied knowledge and the readiness of their





practical application in all areas of activity. Achieving this goal involves increasing the social role of professional knowledge and high motivation for qualified labor, as well as expanded reproduction of personnel innovative potential based on regulating the processes of making and implementing strategic decisions.

A characteristic feature of the fourth industrial revolution is the formation of a global information space that transforms the institutional environment, as well as the processes occurring in the economy, in turn, innovations that spread at great speed at all stages of reproduction become the driving force of economic development, and the generator of knowledge, as well as its consumer, is a person - the bearer of the relevant competencies and experience (Thomas S. Kuhn, 1962). At the same time, strategic management of personnel provision for innovative development is the most important process of making and implementing strategic decisions related to the development of human potential at the enterprise, in the region, at the national and global levels (Ribeiro, T. De L., & Antônio De Lima, 2022). It should be noted that the lack of a clear strategy can lead to inefficient use of resources. For this reason, it is critically important for higher technical education institutions in cooperation with innovative enterprises, with the most active role of the state, to focus on high-quality professional training of creators - primarily engineers with a sufficient level of digital competence, with whose participation it is possible to create a new innovative paradigm - a knowledge economy that promotes the digital transformation of economic systems, their technological modernization and innovatization, and in aggregate - the preservation of Ukraine as an integral sovereign state. Strategizing the professional training of engineering personnel in the system of strategic management of personnel provision for innovative development is valuable for the theory of innovation management, as well as practical significance in ensuring the innovative, technological and digital development of Ukraine. The stated circumstances determined the relevance of the topic of this study.

2 LITERATURE REVIEW

In addition to the ideas of (John D. Bernal, 1939), many authors have contributed much input which directly or indirectly refer both to "innovation" and "management": These scientists include: (John D. Bernal, 1939), (Thomas S. Kuhn, 1962), (Gerhard O. Mensch, 1979), (Robert M. Solow, 1956), (Brian Twiss, 1992), (Edmund S. Phelps, 1968), (Joseph A. Schumpeter, 1942) and others. The knowledge management approach to be





considered earlier as the initial component of innovation is displayed in works David Bell, 1963), (Peter F. Drucker, 1954), (Alvin Toffler, 1970), (Iasechko, M., Rabiichuk, S., Mykhalchenko, N., Pavlushchenko, N., & Dzhurylo, A., 2024) and others.

Theoretical Background The concept of strategic management personnel provision for innovative development has been developed on the researches made by (Malone, 1985), (Porter, 1980) and Phelps et al.

The structure of organizations and their affect on economic evolution were explored by (John K. Galbraith, 1958), (Karl R. Popper, 1959) etc

In order to determine the strategic priorities for the development of the professional training system in the context of innovative economic development, the studies of (Bill Johnston, 2003), (Henry Etzkowitz, 2000) and others were analyzed. The education system as a source of investment in human potential in the interests of innovative economic development is studied in the scientific works of (Edward F. Denison, 1962), (Theodore W. Schultz, 1961) and others.

The problem of innovative development based on improving the management of its personnel provision has received close attention in recent years, however, many of its aspects remain insufficiently studied or require critical rethinking. We are talking about the need to conceptualize the theoretical and methodological characteristics of strategic management of personnel provision of innovative development; rethinking the role of the state, the system of higher technical education, innovative enterprises in its implementation; searching for scientifically sound management decisions aimed at achieving the maximum effect from the formulated and implemented strategy. These circumstances predetermined the choice of topic, the purpose and objectives of the study and its structure.

The aim of the article is to develop the theoretical foundations of strategic management of personnel provision for innovative development of the economy.

The object of the article is the system of strategic management of personnel provision for innovative development of the economy.

The subject of the article is organizational and economic relations arising in the process of strategic management of personnel provision for innovative development.

3 METHODS

The theoretical and methodological basis of the article was formed by the theoretical





and methodological results of the scientific, methodological and practical activities of the authors, as well as the theory of innovative development, knowledge management, and innovation management. Depending on the tasks set, the following research methods and techniques were used in the work: retrospective, system and statistical analysis, generalization, analogy, scientific abstraction, expert judgments, etc. The use of these methods and techniques, as well as a large amount of statistical information allowed the author to ensure the reliability of the study and the validity of its conclusions.

4 RESULTS AND DISCUSSIONS

The central concept of the author's interpretation of the structure of the enterprise's innovative potential is the concept of personnel innovative potential. The author understands the personnel innovative potential of an enterprise as an element of innovative potential that reflects the ability of the enterprise's intellectual workers to increase their professional knowledge and skills, to put forward new ideas with their help and to practically implement innovations, as well as the creation of conditions by the enterprise for the development of intellectual workers (Henry Etzkowitz, 2000), (Bill Johnston, 2003). The personnel innovative potential of enterprises as a whole forms the personnel innovative potential of the economy.

The article considers innovative enterprises as the leading bearers of innovative competence in the economy, that is, enterprises whose activities are related to the development and creation of technological innovations for commercial gain, with a developed innovative culture and formed conditions for increasing the innovative potential.

Regular replenishment of the resource component of the innovative potential (at least its part related to the "labor" factor, that is, with human potential) should stimulate the innovative development of an innovative enterprise (Kelli Morin, S., & Ismael Mauri Gewehr Ramadam, 2020). The accumulation of personnel innovation potential in order to improve the quality of human capital of innovative enterprises, its ability to create and disseminate innovations, should take into account the temporal challenges of the economy, accompanied by strategic management of personnel provision for innovative development (Leif Edvinsson, 1997). At the same time, the author understands the system of management of development of intellectual workers of an innovative enterprise as a set of interrelated methods of influencing the level and dynamics of their human potential, aimed at accumulating personnel innovation potential of the enterprise in the interests of innovative development.





The article emphasizes that carriers of innovative competence are qualified personnel of different training areas and specialties. At the same time, the author's main attention is focused on engineering personnel with skills in design, development of new technical solutions and technological innovations. The initial premise of the concept is the idea that as a result of the integration of efforts of innovative enterprises and educational organizations of higher technical education implementing professional training of engineering personnel, it is possible to accumulate the personnel innovative potential of the economy.

Strategic management of personnel provision for innovative development makes it possible to formulate a forecast, without which innovative processes in the economy are unthinkable, and also reflects the needs and values as determinants of the interests of its subjects. A step-by-step scheme for strategizing the system of professional training of engineering personnel.

The mission, vision, goal, objectives and other important elements of strategizing are formulated.

Mission - creation of an effective system of professional training of engineering personnel, ensuring the reproduction of human potential, forming the personnel innovative potential of the economy in the interests of its innovative development and improving the social well-being of citizens of Ukraine. Vision – creation of appropriate conditions designed to ensure growth in the economy of innovation, high results of its technological modernization and digital transformation to achieve high standards of living and quality of life of the population of Ukraine and increase its competitiveness in the world market.

Goal – formation of a system of higher technical education adaptive to the needs of the economy in innovative development, based on relevant scientific and technical knowledge and skills, as well as the widespread use of digital technologies.

To develop and approve the organizational structure, it is necessary to select or redistribute executives, managers and auxiliary management personnel - heads of departments and chief specialists of innovative enterprises, management of faculties and departments of educational organizations of higher technical education, and the teaching staff involved in the implementation of the strategy. In the process of making strategic decisions, the timing of the formation of the organizational structure, determination of functionality and leaders is extremely important: if they are met, then the full implementation of the formulated strategy is accelerated. Management tools, infrastructure and information technologies streamline the implementation of the strategy, have a certain





motivational effect and ensure control over the implementation of tasks assigned by the management to the performers participating in the system of strategic management of personnel provision for innovative development (Edmund S. Phelps, 1968).

In the methodology of strategizing, the main functions without which it is impossible to achieve high results from the implementation of the strategy are: strategic planning; strategic monitoring and control; strategic motivation.

The implementation of the function of strategic planning of personnel provision for innovative development is based on the establishment of a strategic partnership of educational organizations with innovative enterprises. The competitiveness of the strategizing object in current and future conditions depends on the timeliness of the strategic monitoring and control system.

The education system is characterized by reflection of the historical process of self-organization of society, and therefore strategic management of personnel provision for innovative development cannot be carried out abstractly from the historical subtext. Retrospective analysis of the education system allowed the author to identify the stages of its evolution and historical periods (waves) of transformation, which is caused by innovative processes in the economy, and also to establish a number of specific features.

1. The evolution of the education system is a long process, which consists of stages that change under the influence of adaptability to state and public expectations, reflected in the country's political course.

2. The specific features of each stage are subject to a set of external (scientific and technological progress, globalization and network organization of society, ICT development, economic policy of the country, etc.) and internal factors (differentiation of educational services, personalization of education, formation of a digital educational environment, etc.).

3. The frequency and duration of the stages are not standardized, but they state the presence of distinct stages of evolution. The range of periods (waves) of education transformation is also conditional. Thus, with the development of industrial production in the second half of the 19th century, the need for highly qualified personnel increased, which increased the importance of education in the formal segment of the first wave of transformation. At present, in the interests of innovative and technological development, which corresponds to the natural format of the second wave, the system is experiencing transformational shifts inherent in the third wave of transformation, the leading idea of which is the integration of education, science and production.





4. In the dynamics of each stage of the development of the education system, the accumulation of internal evolutionary potential occurs, which, in combination with the system-forming external impulse of transformations, creates conditions for a change of transformation waves.

5. A change in the technological order can act as an impulse from the external environment that provokes the transformation of education. In the interests of the transition to a new technological order, the education system becomes a source of reproduction of knowledge, which forms the basis of the expected and in-demand discoveries and inventions in the economy and society. In turn, technology, which is the core of the technological order, determines the structure and content of educational activities. The conclusion emphasizes the leading role of the education system in socio-economic and innovative development. In the context of the innovative paradigm, the structure of education and its content should be consistent with the needs of the innovative economy.

6. The dynamics of the target indicators of the education system is conditionally positive throughout all the stages studied, with the exception of the 1990s. This proves the progressive nature of the transformation process, but does not confirm its evolution. Evidence of evolution will be considered the growth of indicators in the economy, correlating with the main indicators in education:

- positive dynamics of labor productivity in the real sector of the economy;
- reduction in the unemployment rate; — increase in the number of graduates of higher technical education institutions (Iasechko, Yudina, Kharkova, Korotun & Pavlushchenko, 2024);
- growth in the number of scientific discoveries;
- growth in the contribution of education to the development of the country, etc.

In the analysis of the factors of reproduction of the personnel innovative potential of the economy, the author introduced into scientific circulation the terms "conscious enrollment" and "conscious employment" in relation to applicants and graduates of an educational organization of higher technical education. Conscious enrollment is understood as the enrollment of an applicant in an educational organization based on his conscious choice of a specific direction of future educational training, taking into account the consequences of the choice made. Conscious employment of a graduate of an educational organization is due to his conscious choice of the place of future employment in close connection with the mastered direction of educational training. The criteria for assessing conscious enrollment include a high degree of awareness of the applicant about the peculiarities of the





educational services market; the applicant's experience of participation in career guidance work and taking into account the results of career guidance counseling and employment, etc. The criteria for assessing conscious employment are the correspondence of the conditions of the actual work of the graduate to preliminary expectations; the speed of employment of the graduate, etc.

Substantiating the thesis that strategic partnership in innovative development of educational organizations with innovative enterprises should be implemented on the basis of project management. The following principles are laid down as the basis of the project management methodology: the presence of SMART goals; a fixed period of time until the end of the project, linked to the program of strategic development of the educational organization and/or a partnership agreement with an innovative enterprise; combining the efforts of the project team members aimed at forming the necessary professional competence in future engineers, etc. Taking into account the principles, alternative strategies for project management of partnership in innovative development of educational organizations with innovative enterprises are formulated.

Expansion strategy: Active promotion of educational services by an educational organization at different levels of education, independent development (or participation in the development) of educational standards for higher education, popularization of higher technical education and the prestige of engineering;

Consolidation strategy: Development of the scientific, educational and innovative potential of an educational organization through the development of cooperation with other educational organizations, scientific institutions and innovative enterprises;

Differentiation strategy: Opening up new areas of educational training, expanding and (or) deepening professional competencies that take into account the needs of employers and meet the interests of the economy in innovative development;

Imitation protection strategy: Maintaining the achieved positions in the educational services market, protecting competitive advantages, imitating the achievements of competing educational organizations with less investment of resources;

Reduction strategy: Applied when there are fundamental changes in the economy, accompanied by the closure of areas of educational training, re-profiling of the educational organization.

The scientific novelty of the study lies in obtaining specific theoretical, methodological and applied results in the field of conceptualization of strategic management of personnel provision for innovative development of the economy, and includes the following points:





1. Development of the conceptual apparatus of the structure of personnel innovation potential. The economic category "System for managing the development of intellectual workers of an innovative enterprise" is proposed as an element of personnel innovation potential, presented in the form of a set that includes a number of components (formalized labor activity with a given result; methods for implementing the need for self-development of an employee, etc.) (Iasechko, S., & Iasechko, M., 2024).

2. The concept of strategic management of personnel provision for innovative development is proposed. The concept is based on the strategy of professional training of engineering personnel. An independent category of strategizing is substantiated - policy - as an aggregation and integration of the strategy and tactics of professional training of engineering personnel into a single system of its adaptation to the needs of the innovative economy in personnel provision.

3. Based on the evolutionary approach, the historical experience of transforming the system of professional education is summarized, a classification of the stages of transformation is proposed. A distinctive feature of the classification is the subordination of stages to "waves of transformation", the change of which is influenced by the system-forming impulse of the external environment (literacy of the population, personnel provision for industrialization of the economy, etc.) and the internal potential of the evolution of education (increasing accessibility of education, the number of scientific discoveries, etc.). As a result of a retrospective analysis of the dynamics of the main indicators characterizing the development of the professional education system, cycles in the dynamics of the number and graduation of students were identified.

4. The following were developed and tested: a system for assessing the conformity of education management with the priorities of state policy in the field of modernization and technological development of the economy; coefficients of conscious enrollment of applicants in an educational organization of higher technical education and conscious employment of its future graduates.

5. A methodology for project management of strategic partnership of educational organizations of higher technical education with innovative enterprises in innovative development was developed, approaches to the organization of project management and its alternative strategies were proposed. A classification of SMART goals of project management and indicators of their effectiveness were formulated.

6. A system of interaction between educational institutions of higher technical education and innovative enterprises regarding the organization of practical training of students has





been developed. Indicators have been proposed that characterize the formation of innovative behavior in students in the field of engineering, technology and technical sciences, as well as indicators of the effectiveness of their practice-oriented training for innovative enterprises from the position of the state, an innovative enterprise studying on the basis of productivity and resource intensity criteria.

7. It has been proposed to create schools of additional professional education (training centers) in the structure of the management system for the development of intellectual workers of innovative enterprises. It is recommended to use training centers as a platform for advanced training of the teaching staff of educational institutions of higher technical education. Indicators have been developed that characterize the effectiveness of cooperation between training centers and educational organizations.

5 CONCLUSIONS

Thus, the study allowed us to develop a number of theoretical provisions and scientific and practical recommendations in the field of strategic management of personnel provision for innovative development, as a result of which it becomes possible to formulate, ensure implementation, monitoring and subsequent refinements of the strategy for professional training of engineering personnel, taking into account the priorities of innovative development, as well as:

- based on a review of scientific theories, to generalize theoretical ideas about innovations, innovation management and mechanisms of innovative development, to develop a conceptual apparatus of the structure of the personnel innovative potential of an enterprise;
- to disclose the content of the system of strategic management of personnel provision for innovative development;
- to determine the procedures and measures in the field of developing partnerships between educational organizations and innovative enterprises, including on the basis of developing innovative competence in students, as well as ensuring the continuity of professional experience of specialists from high-tech enterprises;
- to propose a classification of factors of strategic partnership between innovative enterprises and educational organizations in innovative development;
- to formulate directions for the development of the system of professional training of engineers in the context of an innovative economy, etc.

The theoretical significance of the article consists in the development of theoretical and





methodological provisions in the field of strategic management of personnel provision for innovative development. The conclusions obtained as a result of the study, as well as recommendations, can serve as a theoretical basis for the development of new and updating of existing documents in the innovation management system in organizations (departments, universities). The main provisions of the study can be used in teaching the disciplines "Innovation Management", "Military Management", "Fundamentals of Military-Scientific Support", "Management in the Sphere of Education" in educational organizations of higher education.

Practical significance of the study. The results obtained in the article can be used by government bodies, primarily those engaged in education management, the business community in designing innovative development programs, representatives of the scientific community studying the problem of staffing for innovative development in Ukraine, centers for supporting graduate employment at higher education institutions in the course of consulting students on issues of personal and professional self-determination.

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