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THE HARMONIOUS ENTERPRISE DEVELOPMENT MODEL AS A TOOL FOR STRATEGIC MANAGEMENT AND PLANNING

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МОДЕЛЬ ГАРМОНІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ ЯК ІНСТРУМЕНТ СТРАТЕГІЧНОГО УПРАВЛІННЯ ТА ПЛАНУВАННЯ

In conditions of dynamic changes in the economic environment, the significance of development that ensures meeting the needs of the present generation without compromising the ability of future generations to meet their own needs is increasing. In other words, the economy, society, and technology must operate in a way that allows people to live comfortably while using resources, and

any economic activity must not harm the future. This creates additional uncertainty and competition. In fact, enterprises find themselves in a situation of constant uncertainty and high competition for a “sustainable” image, which requires continuous improvement of strategic management and planning. Therefore, the aim of the article is to substantiate a model of the harmonious development of an enterprise as a tool for strategic management and planning, as well as to identify its components and mechanisms for balancing the economic, environmental, and social goals of enterprise development. Within the study, the author established that harmonious development and sustainable development are related but not identical concepts. It was noted that while sustainable development emphasizes the long-term balance of economic, environmental, and social components, harmonious development is aimed at the dynamic coordination and proportional interaction of these components in real time, ensuring the effectiveness of managerial decisions. Accordingly, the value of the research is determined by the evidence that the functional form of the harmonious development model allows formalizing the dependencies and interactions between the economic, environmental, and social components, modeling dynamic fluctuations, and analyzing strategic management scenarios, whereas the numerical implementation of the model through the harmonic mean allows quantitative assessment of the level of harmony, identification of imbalances, determination of optimal resource proportions, and making concrete managerial decisions to improve HD. It was also noted that the combined use of both forms of the model provides a complete cycle of strategic management: from conceptual modeling of interdependencies to practical evaluation and planning of managerial measures, enhancing decision-making efficiency and reducing the risks of imbalance.

В умовах динамічних змін економічного середовища зростає значущість розвитку, що забезпечує задоволення потреб нинішнього покоління без загрози здатності майбутніх поколінь задовольняти власні потреби. Тобто економіка, суспільство та технології повинні функціонувати таким чином,

щоб люди могли жити комфортно, раціонально використовуючи ресурси, а господарська діяльність здійснювалася без шкоди для майбутнього. Це створює додаткову невизначеність і посилює конкурентний тиск. У результаті підприємства опиняються в умовах постійної невизначеності та високої конкуренції за формування «сталого» іміджу, що вимагає від них безперервного вдосконалення системи стратегічного управління та планування. Відтак метою статті є обґрунтування моделі гармонійного розвитку підприємства як інструменту стратегічного управління та планування, а також визначення її складових і механізмів забезпечення збалансування економічних, екологічних та соціальних цілей розвитку підприємства. У межах дослідження встановлено, що гармонійний розвиток і сталий розвиток є спорідненими, проте не тотожними поняттями. Визначено, що якщо сталий розвиток зосереджений на довгостроковій збалансованості економічної, екологічної та соціальної складових, то гармонійний розвиток спрямований на динамічне узгодження та пропорційність їхньої взаємодії в реальному часі, що забезпечує підвищення ефективності управлінських рішень. Цінність дослідження зумовлена доведенням того, що функціональна форма моделі гармонійного розвитку дає змогу формалізувати залежності та взаємодії між економічною, екологічною і соціальною складовими, моделювати динамічні коливання та аналізувати сценарії стратегічного управління. Водночас числова реалізація моделі на основі гармонійного середнього дозволяє кількісно оцінювати рівень гармонійності, визначати дисбаланси, встановлювати оптимальні пропорції ресурсів і приймати обґрунтовані управлінські рішення для підвищення рівня HD. Визначено, що комбіноване використання обох форм моделі забезпечує повний цикл стратегічного управління — від концептуального моделювання взаємозалежностей до практичної оцінки та планування управлінських заходів, що підвищує ефективність прийняття рішень і зменшує ризики виникнення дисбалансів.

Keywords: *harmonious development; sustainable development; managerial planning; imbalance risks; resource optimization.*

Ключові слова: *гармонійний розвиток; сталий розвиток; планування управлінських заходів; ризики дисбалансу; ресурсна оптимізація.*

Problem statement. In conditions of dynamic changes in the economic environment, the significance of development that ensures meeting the needs of the present generation without compromising the ability of future generations to meet their own needs is increasing. In other words, the economy, society, and technology must operate in a way that allows people to live comfortably while using resources, and any economic activity must not harm the future (i.e., future generations must also have the opportunity to satisfy their needs, and resources, ecology, and social systems must not be depleted). Simply put, the importance of “meeting today’s needs without harming tomorrow” is growing.

The concept of “meeting today’s needs without harming tomorrow” means that modern enterprises must consider not only short-term profits but also the long-term consequences of their activities for resources, the environment, and society. This creates additional uncertainty and competition because:

1. Resources are limited, and enterprises cannot simply “consume” natural or social resources to the maximum, as this would harm the future.
2. Decision-making becomes more complex, since economic, environmental, and social factors must be considered simultaneously, increasing both risk and uncertainty.

In practice, enterprises operate under conditions of constant uncertainty and high competition for a “sustainable” image, which requires continuous improvement of strategic management and planning. At the same time, the main problem is that traditional management approaches are mostly aimed at ensuring “stability” and maintaining a conditional long-term balance between economic, social, and environmental goals, but they do not account for the dynamic interaction of these components in real time.

Enterprises need effective strategic management tools that allow not only the assessment of the current state but also planning and adjustment of activities to

ensure a proportional balance between economic efficiency, environmental responsibility, and social stability. In this context, the model of harmonious development serves as a powerful instrument capable of integrating conceptual vision with practical managerial actions.

Analysis of research and publications. The issues of development under the principle of “meeting today’s needs without harming tomorrow” have been actively studied by scholars such as Hrechko A., Ocheretiana O. [1], Stepanenko T.O. [4], Mykytin O., and Rohozhynska A. [2]. In particular, their research is relatively systematic and covers topics related to promoting economic growth, ensuring social welfare, and preserving natural resources. In addition, Petrolyuk Y. and Hrebeniuk N. [3] examine the problems and specifics of developing sustainable management strategies for enterprises, as well as the integration of sustainable development principles into long-term business plans.

Most studies emphasize the adaptation of organizations to conditions of uncertainty, enhancing competitiveness through innovative and environmentally responsible solutions, and fostering a corporate culture that promotes responsible resource use and social responsibility. Nevertheless, despite significant scholarly attention, the issues of promoting the pursuit of harmony in the modern economy and focusing enterprises on harmonious development remain unresolved. This limitation is largely due to the predominant use of the sustainable development model as a tool for strategic management and planning.

Formulation of the article's objectives. Accordingly, the aim of the article is to substantiate the model of harmonious enterprise development as a tool for strategic management and planning, as well as to identify its components and mechanisms for ensuring the balance of economic, environmental, and social goals in enterprise development.

The paper main body. The principle of “meeting today’s needs without harming tomorrow” imposes new rules for enterprises: they must be efficient today while being responsible tomorrow, which creates complexity, uncertainty, and competition. This need has driven the rapid spread of a pursuit of harmony in the modern economy, along with a corresponding focus of enterprises on harmonious

development. At the same time, the author emphasizes that the concept of harmony is not identical to the concept of sustainability.

While the concept of sustainable development is primarily aimed at ensuring an abstract long-term balance between economic, social, and environmental interests to preserve resources for future generations (as noted, for example, in the works of Hrechko A. and Ocheretiana O. [1]), harmonious development involves the dynamic balancing of these components (as reflected, for example, in the works of Mykytin O. and Rohozhynska A. [2]). In other words, sustainable development conceptually focuses on maintaining the long-term balance of the system, whereas harmonious development emphasizes practical mechanisms for achieving coordination, proportionality, and complementarity among the economic, environmental, and social components.

It is important to distinguish the concept of sustainable or harmonious development from their integrated management models [3-4].

Regarding sustainable development, the concept defines general principles and target guidelines (the long-term balance of economic, environmental, and social interests [1]), while the integrated management model formed on its basis provides practical tools and methods for implementing these principles in enterprise activities. Thus, criticism of the sustainable development concept is often related to the fact that it is presented as an abstract model of coordinating three components—economic (E), environmental (Ec), and social (S)—without always offering specific mechanisms for integrating these components into practical strategic management and planning [5].

Thus, in a functional (abstract) form, this can be expressed as [3-4]:

$$SD=f(E,Ec,S), \quad (1);$$

This represents a general functional relationship in which the level of sustainable development (SD) is determined as a function of three components: the economic component E, the environmental component Ec, and the social component S.

In a normalized aggregated form, it can be expressed as [3-4]:

$$SD=w_1+w_2+w_3w_1E+w_2Ec+w_3S, \quad (2);$$

where: SD — level of sustainable development; E — economic component; Ec — environmental component; S — social component; w_1, w_2, w_3 — weighting coefficients of importance.

Thus, the first form is functional and conceptual, while the second is quantitative and aggregated; however, neither of them is capable of serving as an effective tool for strategic management and planning (see Table 1).

Table 1. Forms of sustainable development modeling and their limitations for strategic management and planning

Form of sustainable development modeling	Characteristics of the modeling form	General conclusion regarding application possibilities
Functional (abstract) form	An abstract form because it does not specify how E, Ec, and S are calculated. It does not define the weights or interrelationships among the components. It is used for theoretical or conceptual assessments but is not a direct management tool.	Both presented forms cannot serve as tools for strategic management and planning because they do not consider the dynamic interrelationships between the components and do not provide specific recommendations for decision-making.
Normalized aggregated form (linear weighted combination)	A weighted average of the components where w_1, w_2, w_3 determine their importance. It allows obtaining a numerical index of the level of sustainable development. However, it remains static and abstract because: • the weights w_i are often determined by expert judgment; • interactions between the components are not taken into account; • it does not indicate which managerial decisions should be made to change SD.	

Source: created by the authors based on [4-5]

First, within these models, there are no clearly defined mechanisms for the formation and measurement of the components E, Ec, and S, which in the real activities of enterprises are represented by a large number of heterogeneous indicators.

Second, the weighting coefficients w_1, w_2, w_3 in the normalized aggregated form are predominantly expert-based or conditional in nature, which makes the obtained result largely subjective.

Third, any of these models captures only a static state of balance without reflecting the dynamics of mutual interactions among the components or the managerial mechanisms for their coordination.

The outlined shortcomings limit the applicability of the sustainable development model as a tool for strategic management and planning. In fact, strategic management involves defining specific managerial actions, while planning implies the prospective allocation of resources among areas of activity, the establishment of development priorities, and the forecasting of the consequences of managerial decisions.

However, the aggregated index of sustainable development only captures a generalized level of balance and does not indicate what specific changes should be made in the structure of enterprise activities to achieve or improve this balance. For example, if an industrial enterprise increases investments in wastewater treatment facilities and environmental technologies, the environmental indicator E_c may increase. At the same time, economic efficiency E may temporarily decrease due to rising costs. Within the aggregated model of sustainable development, the resulting index may remain almost unchanged or even decline, although strategically the enterprise is moving toward greater environmental responsibility and long-term competitiveness.

Thus, the classical model of sustainable development does not allow the determination of optimal proportions of resource redistribution among components, which is a key task of strategic management.

The concept of harmonious development sets the aspiration for the dynamic balancing of development components according to the principle of “meeting today’s needs without harming tomorrow,” whereas the integrated management model derived from it is based on the idea of its moving constructs (under which the normalized aggregated form loses its relevance) [6].

In particular, the moving constructs are the economic (E), environmental (E_c), and social (S) components, which are considered dynamic elements of the system. Their values change under the influence of internal enterprise decisions (investments, technologies, managerial actions) as well as external factors (market conditions, regulations, and demand).

Unlike the static aggregated index of sustainable development, moving constructs allow modeling continuous fluctuations and interdependencies among these components.

Thus, in functional form, this model is more conveniently represented through the harmonic mean or a balance coefficient:

$$HD = f(E, Ec, S) = \frac{3}{\frac{1}{E} + \frac{1}{Ec} + \frac{1}{S}}, \quad (3);$$

where: $f(E, Ec, S)$ — represents the functional form, which shows the dependence of HD on the three variables, while $\frac{3}{\frac{1}{E} + \frac{1}{Ec} + \frac{1}{S}}$ - is the specific numerical implementation of this function through the harmonic mean..

It should be noted that, unlike the static aggregated index of sustainable development, moving constructs allow modeling continuous fluctuations and interdependencies among the components.

Thus, if the concept of moving constructs is applied, the numerical implementation of the model can be expressed as follows:

$$HD = \frac{E \square Ec \square S}{(E + Ec + S)^2} \rightarrow E \approx Ec \approx S, \quad (4);$$

where: numerator $E \square Ec \square S$ — the synergy of the components, which determines the extent to which the economic, environmental, and social components support one another. If any of the components is very low, the synergy decreases, and HD declines; denominator $(E + Ec + S)^2$ — the system scale, which effectively normalizes the result so that HD always remains within the range 0–1, allowing for meaningful comparisons between different enterprises or periods.

In this context, the mobility of the constructs means that the values of E, Ec, and S can change over time ($E = E(t), Ec = Ec(t), S = S(t)$) under the influence of [2; 6]:

- Internal managerial decisions: investments in environmental technologies, personnel development programs, production automation;
- External factors: market conditions, legal requirements, product demand.

At the same time, for example, the percentage changes of each component can be determined as follows:

$$\Delta E\% = (E_{new} - E_{old}) / E_{old} \cdot 100, \quad (5);$$

$$\Delta Ec\% = (Ec_{new} - Ec_{old}) / Ec_{old} \cdot 100, \quad (6);$$

$$\Delta S\% = (S_{new} - S_{old}) / S_{old} \cdot 100, \quad (7);$$

It should be noted that HD fluctuates, reaching its maximum when $E \approx Ec \approx S$, i.e., when the components are proportionally balanced, which highlights the harmony of the system's development. At the same time, the mobility of HD itself indicates how the level of harmony changes in response to variations in the components.

In the harmonious development model, the different components are not simply summed but interact proportionally, forming a kind of balance (see Table 2). For example, if an enterprise increases investments in environmental technologies (Ec), the economic component (E) may temporarily decrease, but thanks to the adjustment of other components, the system maintains a harmonious balance, i.e., an optimal proportionality among all three components.

Table 2. Forms of harmonious development modeling and their advantages for strategic management and planning

Form of harmonious development modeling	Characteristics of the modeling form	General conclusion regarding application possibilities
Functional form	Sensitivity to balance: if one component is very low → the indicator drops sharply; the system cannot be harmonious under imbalance	Both presented forms can serve as tools for strategic management and planning, although each in its own way.
Numerical implementation (based on the idea of moving constructs)	- Accounts for proportional balance and interaction among components; - Allows quantitative assessment of the level of harmony; - Sensitive to imbalance and interdependencies	

Source: created by the authors based on [2; 6]

Both forms of harmonious development modeling—functional and numerical implementation—can serve as tools for strategic management and planning, although each in its own way:

- The functional form allows formalizing the dependencies and interactions among the economic, environmental, and social components, defining the principles of proportional balance, and modeling the dynamic fluctuations of the system. It is useful for scenario analysis, forecasting interrelationships, and evaluating the strategic impact of managerial decisions.
- The numerical implementation, based on the harmonic mean or balance coefficient, enables quantitative assessment of the level of harmony, identification of imbalances, determination of optimal resource proportions, and the making of concrete managerial decisions to improve HD.

Thus, the combined use of the functional and numerical forms of the harmonious development model provides a **complete cycle of strategic management**: from conceptual modeling of interdependencies to practical quantitative assessment and planning of managerial decisions.

For example, for LLC “MELODIYA”, which as of 2021 faced challenges in integrating economic, environmental, and social interests, a decision was made to shift in strategic management and planning from the sustainable development model to the harmonious development model.

The initial state of the enterprise’s basic components was as follows: economic efficiency (E) = 0.8; environmental component (E_c) = 0.5; social component (S) = 0.6. Using the functional form of the model made it possible to analyze interrelationships and dynamics. In particular, it was found that the enterprise’s economic efficiency is high (0.8), while E_c and S are significantly lower (0.5 and 0.6). It is evident that the enterprise’s development is unbalanced, with the economic component growing faster than the social and environmental components.

Based on this analysis, a managerial decision was made to increase E_c and S through investments in environmental technologies and social programs. The combined use of the functional and numerical forms of the harmonious development model allows not only the identification of imbalances in the initial state but also the evaluation of the effects of managerial decisions and the dynamic

planning of enterprise development, taking into account the economic, environmental, and social components, as presented in Table 3.

Table 3. Harmonious development model for LLC “MELODIYA”, 2021–2027

Scenario	E	Ec	S	HD	Specific outcomes	Planned measures
Initial state, 2021	0.8	0.5	0.6	0.0665	Low level of system harmony. Economic efficiency dominates over environmental and social components.	Increase Ec: conduct an audit of environmental risks and resource consumption. Increase S: analyze labor conditions and personnel needs. Increase Ec and S: assess costs and profitability to ensure the financial basis for future development cycles.
First cycle of managerial actions, 2022–2024	0.8	0.7	0.8	0.085	Ec increased to 0.7 and S to 0.8 through investments in environmental technologies and social programs. Improvement in harmony observed, with more balanced interactions among components.	Increase Ec: 1) implement energy-efficient equipment and production technologies; 2) modernize treatment facilities to reduce environmental impact; 3) establish resource consumption monitoring systems for optimized water and electricity use; 4) certify environmental processes according to international standards. Increase S: 1) introduce employee support programs: training, skill development, incentive programs; 2) improve working conditions and ensure workplace safety; 3) initiate corporate projects for community social engagement.
Second cycle of managerial actions, 2025–2027	0.9	0.8	0.7	0.086	Further increase in E, Ec, and S to optimize interactions among components. HD=0.086 indicates a relatively high level of harmony, with proportionally balanced components approaching the ideal of harmonious development.	Optimize E: 1) redistribute investments to simultaneously ensure profitability and support environmental programs; 2) implement managerial innovations and automate production processes; 3) apply strategic budgeting for efficient resource allocation. Further improve Ec and S: 1) invest in new environmental projects (energy saving, waste recycling, green logistics); 2) expand social programs (corporate social responsibility initiatives); 3) implement a regular monitoring system for Ec and S indicators to maintain stable growth.

Source: created by the authors based on data from LLC “MELODIYA”

Specifically, for LLC “MELODIYA”, the first cycle of managerial actions was planned—the initial wave of strategic measures to increase E_c and S —as well as the second cycle of managerial actions, consisting of additional adjustments to optimize the proportional interaction of components and achieve a higher HD . It is evident that these measures leverage the mobility of the enterprise’s development components, allowing the modeling of HD fluctuations and the evaluation of the effects of managerial decisions. After the first cycle of actions (increase in E_c and S): $E=0.8; E_c=0.7; S=0.8 \rightarrow HD=0.085$. After the second cycle (additional increase in E , E_c , and S): $E=0.9; E_c=0.8; S=0.7 \rightarrow HD=0.086$.

Thus, the “mobility” is ensured by the continuous updating of E , E_c , and S values according to managerial decisions and external conditions. This example demonstrates that the outlined approach makes the model a practical tool for strategic management and planning, rather than merely a static index.

Conclusions. Within the framework of this study, the author established that harmonious development and sustainable development are related but not identical concepts. It was found that while sustainable development emphasizes the long-term balance of economic, environmental, and social components, harmonious development focuses on the dynamic coordination and proportional interaction of these components in real time, ensuring the effectiveness of managerial decisions. Based on these positions, the following conclusions were drawn:

1. Classical sustainable development models—functional (abstract) and normalized aggregated forms—have significant limitations for strategic management. In particular, they:

- do not take into account the dynamic changes of the components;
- do not reflect the interdependencies and proportional relationships among E , E_c , and S ;
- do not provide specific recommendations for managerial actions aimed at improving the level of sustainable development;
- rely on weighting coefficients in the normalized form that are largely subjective, which reduces the practical value of the obtained results.

2. The dynamic harmonious development model, based on the idea of moving constructs (E, Ec, S), allows:

- model continuous fluctuations and interdependencies among the components;
- assess the proportionality of interactions and the level of system harmony (HD);
- apply numerical implementation through the harmonic mean for the quantitative evaluation of HD;
- forecast the impact of internal managerial decisions and external factors on the harmony of development.

Thus, the value of this study lies in demonstrating that the functional form of the harmonious development model allows formalizing the dependencies and interactions among the economic, environmental, and social components, modeling dynamic fluctuations, and analyzing strategic management scenarios. Meanwhile, the numerical implementation of the model through the harmonic mean enables quantitative assessment of the level of harmony, identification of imbalances, determination of optimal resource proportions, and the making of concrete managerial decisions to improve HD.

Therefore, the combined use of both forms of the model ensures a complete cycle of strategic management: from conceptual modeling of interdependencies to practical assessment and planning of managerial actions, enhancing decision-making efficiency and reducing the risks of imbalance.

The prospects for further research lie in improving the integrated harmonious development model for more accurate quantitative assessment of the interdependencies among economic, environmental, and social components, as well as in developing adaptive enterprise management strategies in a dynamic economic environment.

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