DOI: https://doi.org/10.32782/2519-884X-2025-55-8
UDC 338.43:351.863

Trusova N. V., *Doctor of Economics, Professor*
Dmytro Motornyi Tavria State Agrotechnological University
trusova_natalya5@ukr.net
ORCID: 0000-0001-9773-4534
Utechenko D. M., *PhD in Economics, Associate Professor*
Bila Tserkva National Agrarian University
dashautechenko@gmail.com
ORCID: 0000-0002-1162-0083
Byba V. A., *PhD in Economics, Associate Professor*
Bila Tserkva National Agrarian University
vbiba584@ukr.net
ORCID: 0000-0002-9157-3191

PARADIGM OF RISK MANAGEMENT AND AGRICULTURAL ADMINISTRATION IN THE ECONOMIC ACTIVITIES OF ENTERPRISES

Abstract. *The article considers the paradigm of risk management and agricultural administration of productive activities of enterprises, in particular farms, which are one of the most risky types of functioning in the agrarian sector of the economy. To obtain high yields and increase production efficiency, enterprises and farms need to make well-founded and balanced decisions based on highly specialized knowledge and practical experience. The roles of risk management and agricultural administration in the system of the agrarian paradigm are identified. The study was conducted using logical and structural analysis, theoretical modeling, specification, formalization and interpretation of theoretical information. In the course of studying the current state of agricultural production in the productive activities of enterprises, in particular farms, the infrastructure and information support of agricultural producers were determined. It was determined that effective risk management and agricultural administration in the sphere of productive activities of enterprises are a basic prerequisite for intensification of productivity and competitiveness of small producers. Priority vectors of risk management and agricultural administration are highlighted. The specifics of the process of managing the productivity of enterprises, and in particular farms, with the involvement of agricultural administration are studied and further prospects for its development are outlined. The main measures for optimizing the situation in the studied sector of agricultural production are proposed. The practical significance of the research results is considered in the possibility of their application in the process of developing relevant programs that allow increasing the effectiveness of risk management in the productive activities of enterprises of small forms of management, increasing the indicators of the production process and the competitiveness of products, as well as the formation of a stable and effective system of agricultural administration in Ukraine. It was established that the development of risk management and agricultural administration play a significant role in optimizing the standard of living of the population in rural areas.*

Keywords: *strategic risk management, monitoring, forecasting, competitiveness, profitability, agricultural administration.*

JEL code classification: E22, Q13, Q16, Q55

Statement of the problem. Destructive processes in the agricultural sector of Ukraine and world practice convincingly shows that risk management and agricultural administration are one of the most effective mechanisms for solving problems in the agricultural sector, for which the term “agricultural advisory activities” is often used in Ukraine. A short history of the practical implementation of such activities in Ukraine in new economic conditions requires the implementation of the paradigm of the development of risk management and agricultural administration accumulated in world practice, which is aimed at increasing the productivity of enterprises, and, in particular, farms, through the use of effective management tools.

Analysis of recent research and publications. Many studies by modern researchers are devoted to the essence of risk management and agricultural administration. Thus, O. Svitovy [26] and

O. Berbenets [2] define agricultural administration as a process whose purpose is to generate useful information on optimizing the productive activities of enterprises. N. Mazur and A. Nikolashin [19] argue that agricultural administration is the use of information to form optimal decisions by a business entity and create prerequisites for their implementation in the context of producing competitiveness and increasing the efficiency of the production process.

Considering the essence of consulting, V. Zbarsky and M. Talavirya [31] decompose it into specific vectors that include the goal, means of risk management and communication between participants in agricultural administration. At the same time, G. Pruntseva [22] emphasizes that the duty of an agricultural advisor is to act for the good of the partnership, while the business entity retains full independence in making decisions and responsibility for the consequences of their implementation.

The general problems of risk management of productive activities of agribusiness enterprises are considered quite thoroughly in the studies of modern researchers C. Li [17] and M. Masud [18]. Individual issues of increasing the productivity and competitiveness of farming formations are reflected in the works of E. Mohamed et al. [20]. However, the problems associated with the analysis of the algorithm for the successful and productive functioning of enterprises, and, in particular, farm formations and their effective agricultural administration using the opportunities to increase the production process and competitiveness, remain insufficiently researched today and require further scientific understanding.

Formation of the objectives of the article. The purpose of the study is to consider the paradigm of risk management and agricultural administration to study the possibilities of tools for managing the productive activities of enterprises to stimulate their functioning in Ukraine.

Summary of the main material. The problem of risk management and agricultural administration in the agricultural sector is multidimensional. It combines legal, technological, environmental, social and economic aspects. Researchers O. Klenin and M. Bilopolsky [13] include in the content of economic aspects the features of the concept of agricultural administration as consulting in the system of agrarian transformations and the prospects for the formation of a market economy. Today, the agricultural sector of Ukraine is undergoing a process of destruction of the productivity of business entities, which is largely due to the instability of the economy and a decrease in production volumes. Modern researchers T. Grober and O. Grober [7] see the essence of the impact of negative factors in the fact that many enterprises in the agricultural sector of the economy, and, in particular, farms, develop without synergy with market laws, in conditions of insufficient material and technical base of production, in the absence of the possibility of using innovative technological solutions and established economic ties. In addition, today there is a phenomenon of disproportion in the economic processes of enterprises, which is due to the liberalization of prices, the weakening of state regulation, the strengthening of inflationary processes, the complication of credit policy, and together with disproportionate phenomena – the redistribution of responsibility for overcoming them [30].

The dynamics of economic relations and the reorientation of agriculture with the priority of private ownership have led to a significant development of enterprises, and, in particular, farms [2]. Ensuring their effective functioning, increasing labor productivity and economic efficiency requires solving a whole range of problems related to increasing competitiveness, implementing the latest effective risk management tools and developing a set of relevant agricultural administration measures that could mitigate adaptation processes in conditions of increased competition. Ultimately, the market economy forms the main goal of agricultural administration of enterprises in the agrarian sector of the economy – increasing profitability, which is directly related to the growth of active development of productive activities of business entities, in particular, determined by indicators of economic activity [13].

Agricultural administration is a process that arises as a result of the interaction of three systems: a consultant, an agricultural sector enterprise-client and the external environment [20]. At the same time, the concept of agricultural administration is a set of all means of production and personnel directly involved in the formation of certain decisions and programs, that is, in the process of producing a consulting product. It is worth emphasizing the integrity of agricultural administration as a consulting process, since it is influenced by external factors – economic, social, political, natural and climatic affect the process [16].

The practice of agricultural administration of the productive activities of enterprises in the agricultural sector of Ukraine indicates the need to develop and implement appropriate individual risk management methods, functions, organizational structure and management system as a prerequisite for effective management of the competitiveness of enterprises.

In real conditions, it is considered advisable to form the concept of strategic risk management and agricultural administration by the productive activities of enterprises of the agricultural sector of the economy, which are aimed at improving their functioning, ensuring the orientation of the production process to demand and current market needs, cultivating effective relationships between labor, financial and information resources, stimulating the desire to obtain optimal results with minimizing costs. In particular, effective risk management involves flexibility, adaptability and regular revision of the goals and programs of agricultural administration depending on market conditions. In addition, the basic prerequisite for successful optimization of the risk management system in the agricultural sector is the use of modern innovative capabilities for programming, modeling and forecasting agricultural production.

The main components of ensuring the development strategy of risk management and agricultural administration of productive activities of enterprises of the agricultural sector of the economy are as follows: technical and technological, which involves the analysis of information, the implementation of the latest innovative strategies, technologies and concepts; legislative and scientific, which involves understanding the legislative framework of Ukraine and the ability to predict possible legislative changes, research foreign experience, develop and implement strategic innovations; motivated labor potential of regional development, awareness of local needs, communication between agricultural enterprises and authorities.

It is obvious that agricultural administration services are an important element of the risk management system of enterprises in the agricultural sector of the economy. The results of agricultural administration serve as the basis for developing a set of measures that, with minimal costs, bypassing the restructuring of the organizational structure of the enterprise, allow significantly increasing the productivity and efficiency of the production process, increasing the competitiveness of products and the efficiency of their functioning, and, therefore, can be used as an effective tool for reducing costs per unit of production. In developed countries, the process of providing agricultural administration services is an effective tool as part of the algorithm for risk management of the productivity of the agricultural segment, in particular, small-scale enterprises [8].

Recently, a number of effective formats of consulting operations in agricultural administration have been formed, aimed at solving existing problems and creating favorable conditions for the effective development of enterprises [11].

Today, it is obvious that services in agricultural administration and in the context of modern challenges of globalization should perform risk management to increase the productivity of business entities, provided that they perform the relevant functions of minimizing risks with highly competitive and export markets, promoting the ecological development of rural areas and establishing a closed production cycle in them, intensive use of financial results and development of active innovation processes in the production turnover, improving information activities, creating innovative infrastructure facilities [3; 21; 28; 27].

The main components of the innovative sector in the field of risk management and agricultural administration of the productive activities of enterprises in the agricultural sector of the economy should be advisory centers, united into a single system and an extensive network close to agricultural producers [1; 4; 6]. Today, in Ukraine, the functions of agricultural administration are performed by specialized consulting organizations operating at the regional and district levels. There is a primary need to assess the effectiveness of their activities, on the basis of which, as a rule, budget financing and their further development strategies are formed to increase the effectiveness of risk management at enterprises of the agricultural sector of the economy [23; 10].

The effectiveness of a specific risk management method in agricultural administration of productive activities of enterprises of the agricultural sector of the economy depends on a combination of factors,

which should include the flexibility and adaptability of the client to changes, the qualification of the consultant and the type of problem being solved for economic entities, and in particular, for small farm enterprises.

The agricultural production sector is one of the main sectors of the economy of Ukraine and has significant resource potential with the prospect of successful development. Agricultural enterprises, and in particular small farms, are now positioned as full-fledged entities of the agricultural sector of the economy. Their form of productive activity has significant advantages over larger forms of production. These include ease of entry into the market, increased adaptability in productive economic activity due to the scale of production and rapid response to the dynamics of market conditions [29]. Farms have evident advantages along with other agricultural entities: savings on on-farm transportation, management costs, and an interest in improving operational efficiency. Successful further development of the farm segment requires optimization of the methodological base and practical measures to increase their competitiveness and profitability [14].

It is noteworthy that one of the prerequisites for practical improvement of agricultural production efficiency indicators is the economic effect of reducing the initial cost of production, which, in turn, requires improving the cost risk management system. At the same time, the qualifications of managers in medium-sized enterprises of the agricultural sector of the economy and in small forms of entrepreneurship, for the most part, do not allow effectively solving tasks of such a plan, which makes it necessary to use the services of agricultural administration. This state of affairs is mainly due to the low level of awareness of enterprises about the advantages and benefits of agricultural administration services. The vast majority of agricultural managers are not confident in the appropriate level of confidentiality of information about their commercial activities. However, it is important to understand that agricultural administration can contribute to a significant improvement in risk management at enterprises and their economic benefits, in particular, the introduction of innovative approaches and technologies in the production cycle [25].

Agricultural administration in the agrarian economy is determined by the institutional ability of the state to unite the efforts of agricultural enterprises to maintain their share in the market, and, mainly, through the levers of market influence. The socio-economic significance of enterprises in the agrarian economy, on the one hand, determines the need to increase their competitiveness and ensure food security of the country as a whole; on the other hand, requires constant diagnostics of business risks. Business risks ensure the disappearance of outdated forms and methods of management, but, at the same time, they destroy the viability of the economic system of enterprises, which is not ready to counteract the destabilizing factors of the macro- and microenvironment. Business risks have a special impact on the unification of agricultural enterprises, since the influence of cyclical fluctuations in the economy leads to a crisis of instability of agricultural business. Accordingly, the combined influence of macro- and microenvironmental factors enhances the chaotic nature of the reproduction of agricultural production, which requires risk-oriented management in the economic system of combined enterprises. Modernization of the risk management process of agricultural enterprises is the main priority of state authorities and local governments, which take into account in their activities the influential levers of administration for effective counteraction to both internal risks and risks of the global integration system, which has an uncertain environment of threats to agricultural production. Unfortunately, this trend cannot be accurately predicted and reliably assessed even with the presence of a significant array of indicators and risk management tools and their introduction into agricultural administration [8].

Meanwhile, risk management tools in diagnosing threats and uncertainties in the economic activity of agricultural producers are the levers that restore sustainable development in conditions of an uncertain macro- and microenvironment, and take into account the complexity of the process of administering the structural components of the agricultural market on the way to developing new scenarios for financing economic activity, liquidating debt and preserving the resource potential of enterprises. Unforeseen difficulties in forming additional resources in economic activity provoke a dangerous situation of not obtaining a high result, which requires enterprises to immediately

implement criteria for stabilizing the resource potential and its constituent components in order to strengthen their competitive positions in the world market. Limited use of integrated scenarios for stabilizing economic activity through risk management tools, in conditions of an unstable political situation and martial law in the country, a high level of tax burden on income and profits, annual jumps in raw material prices weaken the own investment capabilities of enterprises [9]. Among these, the negative limitations of their active development, against the background of the constant growth of the cost of credit resources for long-term financing of economic activity, is the annual weakening of the regulatory policy of the agricultural sector. This negatively affects the introduction of innovative technologies into agricultural production and increases the level of uncertainty of the future, in the context of the emergence of additional risks of indirect action, leveling the economic interests of small and medium-sized enterprises among large agribusiness and weakening the principles of adaptive management with double benefit [3; 29].

An in-depth comprehensive understanding of multifactorial risk as an element of managing economic relations in business processes contains an effective component – economic losses that threaten the competitiveness of economic entities with corresponding consequences for the economy. For any variety of factors, the effective value of risk is in the plane of activity of small agricultural businesses. Risk is a probabilistic category, which means a change in the parameters of the economic system of farms under the dynamic influence of external and internal factors of development. In our opinion, a large number of risk derivatives, including "risk of reduced yields", "risk of increased business costs", "risk of loss of profitability", "risk of loss of business activity", "insolvency risk", are just factors that cause the probability of aggregate risk. They need to be integrated into a single systematic assessment, as the diversity of risks is confusing and distances from ensuring a stable level of farm competitiveness.

Risk, as "the deviation of a parameter of the economic system from a given target value by an amount not exceeding the allowable deviation of this parameter" [29], allows, on the one hand, to realize the economic interests of farms, and on the other hand – to identify their threat competitiveness [13]. From the standpoint of the implementation of the integrated value, macro- and micro-environment of multifactor risk in the system of competitiveness protection is associated with the problems of adequate resource management and ensuring the economic needs of farms in the future [9]. In our opinion, the division of risks into "pure" and "speculative" is quite fair. The latter can be understood as the risk of shortfall in excess profits in order to further increase its cash. Instead, farms are mostly exposed to "pure" risks: long production and financial cycle, dependence on natural and climatic conditions, the level of development of market infrastructure, price parity with related industries (resource sphere). Moreover, direct economic losses mean the cutting of production volumes to form a stable material base.

Conclusions. As a result of the study, it became possible to analyze the multifactor paradigm of risk management and agricultural administration of productive activities of enterprises in the system of agrarian transformations. During the study, it was established that the development of risk management and agricultural administration play a significant role in increasing agricultural productivity, strengthening food security and optimizing the standard of living of the population in rural areas. It was determined that risk management and agricultural administration provide effective support to rural producers who can quickly respond to new challenges, including transformations in the global food and agricultural system, the growing importance of food safety standards, increased competition in agribusiness, degradation of the natural resource base and climate change. It is proved that the state should play a leading role in the development of agriculture and its information provision regarding risk management and agricultural administration. In addition, their respective functions should be innovative production, control of the impact of agricultural production on the environment and regulation of food quality and safety standards. It is established that the implementation of these goals is possible thanks to the agricultural administration and risk management service to support and accompany the productive activities of enterprises and in particular farms. It is noted that strategic and operational risk management and the development of effective agricultural administration in the agricultural sector should be positioned as integral components of strategic management.

References:

1. Agnolucci P., Rapti C., Alexander P., de Lipsis V., Holland R., Eigenbrod,F., Ekins P. (2020). Impacts of rising temperatures and farm management practices on global yields of 18 crops. *Nature Food*, 1, 562–571.

2. Berbenets O. (2022). Global trends of the management consulting development. I*nvestments: Practice and Experience*, 12, 38–43. (in Ukrainian)

3. Cheng D., Yao Y., Liu R., Li X., Guan B., Yu F. (2023). Precision agriculture management based on a surrogate model assisted multiobjective algorithmic framework. *Scientific Reports*, 13, 1142.

4. Emirhüseyinoğlu G., Ryan S. (2022). Farm management optimization under uncertainty with impacts on water quality and economic risk. *IISE Transactions*, 54, 1143–1160.

5. Goncharova M. (2015). Managerial consulting in Ukraine: Key problems, trends and development perspectives. *Actual Problems of the Economy*, 2(164), 136–141. (in Ukrainian)

6. Griffin T., Gammon S. (2020). A brief history of farm management. *Journal of ASFMRA*, 20, 6–17.

7. Grober T., Grober O. (2020). Improving the efficiency of farm management using modern digital technologies. *E3S Web of Conferences*, 175, 13003.

8. Horikhovskyi M. (2018). *Strategic management of the competitiveness of farms*. Kamianets-Podilskyi: Podilskyi State Agrarian and Technical University. Available at: http://surl.li/lulpl (in Ukrainian)

9. Hu X., Sun L., Zhou Y., Ruan J. (2020). Review of operational management in intelligent agriculture based on the Internet of Things. *Frontiers of Engineering Management*, 7, 309–322.

10. Junior C.H., Oliveira T., Yanaze M. (2019). The adoption stages (evaluation, adoption, and routinisation) of ERP systems with business analytics functionality in the context of farms. *Computers and Electronics in Agriculture*, 156, 334–348.

11. Karpenko O. (2018). Perspectives of consulting activity development in Ukraine based on European experience. *Black Sea Economic Studies*, 27, 54–58.

12. Kernecker M., Knierim A., Wurbs A., Kraus T., Borges F. (2019). Experience versus expectation: farmers' perceptions of smart farming technologies for cropping systems across Europe. *Precision Agriculture*, 21, 34–50.

13. Klenin O., Bilopolskyi M. (2017). Strategic consulting in the enterprise development management system: retrospect and prospects. *Bulletin of Economic Science of Ukraine*, 1, 134–165. (in Ukrainian)

14. Knierim A., Kernecker M., Erdle K., Kraus T., Borges F., Wurbs A. (2019). Smart farming technology innovations – Insights and reflections from the German smart-AKIS hub. *NJAS – Wageningen Journal of Life Sciences*, 90–91(1).

15. Kovalska K. V. (2014). Features and trends in the market of consulting services in Ukraine. *Efficient Economy*, 6. Available at: http://www.economy.nayka.com.ua/?op=1&z=3156 (in Ukrainian)

16. Latif N., Mushoddad N., Azmai N. (2020). Agriculture management strategies using simple logistic growth model. *IOP Conference Series: Earth and Environmental Science*, 596, 012076.

17. Li C., Hunt D., Koenig K., Smukler S., Bittman S. (2021). Integrated farm management systems to improve nutrient management using semi-virtual Farmlets: Agronomic responses. *Environmental Research Communications*, 3, 075009.

18. Masud M., Akhtar R., Mamun A.A., Uddin S., Siyu L., Yang Q. (2022). Modelling the sustainable agriculture management adaptation practices: Using adaptive capacity as a mediator. *Frontiers in Environmental Science*, 10, 963465.

19. Mazur N., Nikolashyn A. (2021). Consulting services market of Ukraine and the world in the conditions of change. *Economy and Society*, 24. (in Ukrainian)

20. Mohamed E., Belal A., Abd-Elmabod S., El-Shirbeny M., Gad A., Zahran M. (2021). Smart farming for improving agricultural management. *The Egyptian Journal of Remote Sensing and Space Science*, 24(3), 971–981.

21. Panitz R., Glückler J. (2020. Network stability in organizational flux: The case of in-house management consulting. *Social Networks*, 61, 170–180.

22. Pruntseva G. (2020). The methodological framework for the assessment of food security system. *Economy and the State*, 6, 151–154. (in Ukrainian)

23. Randall N.P., James K.L. (2012). The effectiveness of integrated farm management, organic farming and agri-environment schemes for conserving biodiversity in temperate Europe – A systematic map. *Environmental Evidence*, 1, 4.

24. Reddy M., Reshma R., Kumar S., Krithika S., Manokaran S. (2021). Improving the efficiency of farm management using advanced software technology: Agriculture technology. *SPAST Abstracts*, 1(1). Available at: https://spast.org/techrep/article/view/919

25. Romero-Padilla A., Santoyo-Cortés V.H., Márquez-Berber S.R., Ayala-Garay A.V., Altamirano-Cárdenas J.R. (2022). Farm management succession by heritage. A Central Mexico case study. *Agronomía Colombiana*, 39(2), 282–292.

26. Svitovyi O. (2022). Management advice on improving expenses management in the field of crop production of agricultural enterprises. *Scientific Perspectives*, 7(25), 294–304.

27. Van Rossem A. (2021). Assessment and selection of management consultants: A comparative cognitive study between small- and large-scale companies. *Journal off Purchasing and Supply Management*, 27(1), 100673.

28. Väre M., Mattila T., Rikkonen P., Hirvonen M., Rautiainen R. (2021). Farmers' perceptions of farm management practices and development plans on organic farms in Finland. *Organic Agriculture*, 11, 457–467.

29. Weir R., Hadrich J., Bonanno A., Jablonski B. (2023). Beginning farmer status and financial performance differentials. *Agricultural Finance Review*. DOI: https://doi.org/10.1108/AFR-05-2023-0054.

30. Williams C., van Triest S. (2023). Understanding performance in professional services for innovation intermediation: Technology consultants vs. management consultants. *Technovation*, 126, 102824.

31. Zbarskyi V., Talavirya M. (2023). *Land use of Ukraine based on intensification*. Kyiv: National University of Bioresources and Nature Management of Ukraine. Available at: https://dglib.nubip.edu.ua/server/api/core/bitstreams/884668af-ca38-4a6a-90a5-51db47ef01b9/content.

Список використаних джерел:

1. Agnolucci P., Rapti C., Alexander P., de Lipsis V., Holland R., Eigenbrod F., Ekins P. Impacts of rising temperatures and farm management practices on global yields of 18 crops. *Nature Food*. 2020.Vol. 1. P. 562–571.

2. Бербенець О. Глобальні тенденції розвитку управлінського консалтингу. *Інвестиції: практика та досвід*. 2022. № 12. С. 38–43.

3. Cheng D., Yao Y., Liu R., Li X., Guan B., Yu F. Precision agriculture management based on a surrogate model assisted multiobjective algorithmic framework. *Scientific Reports*. 2023. Vol. 13. P. 1142.

4. Emirhüseyinoğlu G., Ryan S. (2022). Farm management optimization under uncertainty with impacts on water quality and economic risk. *IISE Transactions*. 2022. Vol. 54. P. 1143–1160.

5. Гончарова М. Управлінський консалтинг в Україні: ключові проблеми, тенденції та перспективи розвитку. *Актуальні проблеми економіки.* 2015. № 2(164). С. 136–141.

6. Griffin T., Gammon S. A brief history of farm management. *Journal of ASFMRA*. 2020. Vol. 20. P. 6–17.

7. Grober T., Grober O. Improving the efficiency of farm management using modern digital technologies. *E3S Web of Conferences*. 2020. Vol. 175. P. 13003.

8. Горіховський М. Стратегічне управління конкурентоспроможністю фермерських господарств. Кам'янець-Подільський: Подільський державний аграрно-технічний університет, 2018. URL: http://surl.li/lulpl (дата звернення 17.03.2025).

9. Hu X., Sun L., Zhou Y., Ruan J. Review of operational management in intelligent agriculture based on the Internet of Things. *Frontiers of Engineering Management*. 2020. Vol. 7. P. 309–322.

10. Junior C.H., Oliveira T., Yanaze M. The adoption stages (evaluation, adoption, and routinisation) of ERP systems with business analytics functionality in the context of farms. *Computers and Electronics in Agriculture*. 2019. Vol.156. P. 334–348.

11. Karpenko O. Perspectives of consulting activity development in Ukraine based on European experience. *Black Sea Economic Studies*. 2018. Vol. 27. P. 54–58.

12. Kernecker M., Knierim A., Wurbs A., Kraus T., Borges F. Experience versus expectation: farmers' perceptions of smart farming technologies for cropping systems across Europe. *Precision Agriculture*. 2019. Vol. 21. P. 34–50.

13. Кленін О., Білопольський М. Стратегічний консалтинг у системі управління розвитком підприємства: ретроспектива та перспективи. *Вісник економічної науки України*. 2017. №1. С. 134–165.

14. Knierim A., Kernecker M., Erdle K., Kraus T., Borges F., Wurbs A. Smart farming technology innovations – Insights and reflections from the German smart-AKIS hub. *NJAS – Wageningen Journal of Life Sciences*, 2019. Vol. 90–91(1). P. 1028.

15. Ковальська К. В. Особливості та тенденції ринку консалтингових послуг в Україні. *Ефективна економіка*, 6. URL: http://www.economy.nayka.com.ua/?op=1&z=3156

16. Latif N., Mushoddad N., Azmai N. Agriculture management strategies using simple logistic growth model. *IOP Conference Series: Earth and Environmental Science*. 2020. Vol. 596. P. 012076.

17. Li C., Hunt D., Koenig K., Smukler S., Bittman S. Integrated farm management systems to improve nutrient management using semi-virtual Farmlets: Agronomic responses. *Environmental Research Communications*. 2021. Vol. 3. P. 075009.

18. Masud M., Akhtar R., Mamun A.A., Uddin S., Siyu L., Yang Q. Modelling the sustainable agriculture management adaptation practices: Using adaptive capacity as a mediator. *Frontiers in Environmental Science*. 2022. Vol. 10. P. 963465.

19. Мазур Н., Ніколашин А. Ринок консалтингових послуг України та світу в умовах змін. *Економіка та суспільство*. 2021. № 24. DOI: https://doi.org/10.32782/2524-0072/2021-24-15

20. Mohamed E., Belal A., Abd-Elmabod S., El-Shirbeny M., Gad A., Zahran M. Smart farming for improving agricultural management. *The Egyptian Journal of Remote Sensing and Space Science*. 2021. Vol. 24(3). P. 971–981.

21. Panitz R., Glückler J. Network stability in organizational flux: The case of in-house management consulting. *Social Networks*. 2020. Vol. 61. P. 170–180.

22. Прунцева Г. Методологічна основа для оцінки системи продовольчої безпеки. *Економіка та держава*. 2020. № 6. С. 151–154.

23. Randall N. P., James K. L. The effectiveness of integrated farm management, organic farming and agri-environment schemes for conserving biodiversity in temperate Europe – A systematic map. *Environmental Evidence*. 2012. Vol. 1. P. 4.

24. Reddy M., Reshma R., Kumar S., Krithika S., Manokaran S. Improving the efficiency of farm management using advanced software technology: Agriculture technology. *SPAST Abstracts*. 2021. Vol. 1(1). URL: https://spast.org/techrep/article/view/919

25. Romero-Padilla A., Santoyo-Cortés V. H., Márquez-Berber S. R., Ayala-Garay A. V., Altamirano-Cárdenas J. R. Farm management succession by heritage. A Central Mexico case study. *Agronomía Colombiana*. 2022. Vol. 39(2). P. 282–292.

26. Svitovyi O. Management advice on improving expenses management in the field of crop production of agricultural enterprises. *Scientific Perspectives*. 2022. Vol. 7(25). P. 294–304.

27. Van Rossem A. Assessment and selection of management consultants: A comparative cognitive study between small- and large-scale companies. *Journal off Purchasing and Supply Management*. 2021. Vol. 27(1). P. 100673.

28. Väre M., Mattila T., Rikkonen P., Hirvonen M., Rautiainen R. Farmers' perceptions of farm management practices and development plans on organic farms in Finland. *Organic Agriculture*. 2021. Vol. 11. P. 457–467.

29. Weir R., Hadrich J., Bonanno A., Jablonski B. Beginning farmer status and financial performance differentials. *Agricultural Finance Review*. 2023. URL: https://doi.org/10.1108/AFR-05-2023-0054

30. Williams C., van Triest S. Understanding performance in professional services for innovation intermediation: Technology consultants vs. management consultants. *Technovation*. 2023. Vol. 126. P. 102824.

31. Збарський В., Талавіря М. Землекористування України на основі інтенсифікації. Київ: Національний університет біоресурсів і природокористування України. 2023. URL: https://dglib.nubip.edu.ua/server/api/core/bitstreams/884668af-ca38-4a6a-90a5-51db47ef01b9/content

Трусова Н. В., *д.е.н., професор*
Таврійський державний агротехнологічний університет
імені Дмитра Моторного
trusova_natalya5@ukr.net
ORCID: 0000-0001-9773-4534
Утеченко Д. М., *доктор філософії з економіки, доцент*
Білоцерківський національний аграрний університет
dashautechenko@gmail.com
ORCID: 0000-0002-1162-0083
Биба В. А., *кандидат економічних наук, доцент*
Білоцерківський національний аграрний університет
vbiba584@ukr.net
ORCID: 0000-0002-9157-3191

ПАРАДИГМА РИЗИК-МЕНЕДЖМЕНТУ ТА СІЛЬСЬКОГОСПОДАРСЬКОГО АДМІНІСТРУВАННЯ В ГОСПОДАРСЬКІЙ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ

Анотація. *У статті розглядається парадигма управління ризиками та сільськогосподарського адміністрування виробничої діяльності підприємств, зокрема фермерських господарств, які є одним із найбільш ризикованих видів функціонування в аграрному секторі економіки. Для отримання високих врожаїв та підвищення ефективності виробництва підприємствам та фермерським господарствам необхідно приймати обґрунтовані та зважені рішення, засновані на вузькоспеціалізованих знаннях та практичному досвіді. Визначено ролі управління ризиками та сільськогосподарського адміністрування в системі аграрної парадигми. Дослідження проводилося з використанням логічного та структурного аналізу, теоретичного моделювання, специфікації, формалізації та інтерпретації теоретичної інформації. У процесі вивчення сучасного стану сільськогосподарського виробництва у виробничій діяльності підприємств, зокрема фермерських господарств, було визначено інфраструктуру та інформаційне забезпечення сільськогосподарських виробників. Було визначено, що ефективне управління ризиками та сільськогосподарське адміністрування у сфері виробничої діяльності підприємств є базовою передумовою інтенсифікації продуктивності та конкурентоспроможності малих виробників. Виділено пріоритетні вектори управління ризиками та сільськогосподарського адміністрування. Досліджено специфіку процесу управління продуктивністю підприємств, зокрема фермерських господарств, за участю сільськогосподарського адміністрування та окреслено подальші перспективи його розвитку. Запропоновано основні заходи щодо оптимізації ситуації в досліджуваному секторі сільськогосподарського виробництва. Практичне значення результатів дослідження розглядається в можливості їх застосування в процесі розробки відповідних програм, що дозволяють підвищити ефективність управління ризиками у виробничій діяльності підприємств малих форм господарювання, збільшити показники виробничого процесу та конкурентоспроможність продукції, а також сформувати стабільну та ефективну систему сільськогосподарського адміністрування в Україні. Встановлено, що розвиток управління ризиками та сільськогосподарського адміністрування відіграють значну роль в оптимізації рівня життя населення у сільській місцевості.*

Ключові слова: *природоохоронна територія, стратегічний ризик-менеджмент, моніторинг, прогнозування, конкурентоспроможність, рентабельність, сільськогосподарське адміністрування.*