

# 1 (1) November, 2018

# ***GLOBAL ACADEMICS***

*International Journal of Advance Researches*

*Issue # 1 (1):*

*Priorities of Social Development in the Vision  
of Modern Ukrainian Scientists*

[www.i-journal.org](http://www.i-journal.org)

# *GLOBAL ACADEMICS*

*International Journal of Advance Researches*

**Editor and Publisher:**

World War III Prevention Project, Corp.

**Editorial Board:**

*Igor Gorkiy*

Chief Editor, Doctor of Political Science,  
Vice-President, World War III Prevention Project, Corp.

*Yuriy Safonov*

Doctor and Professor of Economics, Deputy Director of the Institute for the Modernization of the Content of Education, Kyiv Ukraine

*Yevgen Maslennikov*

Doctor and Professor of Economic Sciences, Department of Economics and Management, Odesa I.I.Mechnikov National University, Odessa Ukraine

*Tetyana Semigina*

Doctor and Professor of Political Science, Vice-Rector for Research, Academy of Labor, Social Relations and Tourism, Kyiv Ukraine

*Ihor Vdovychyn*

PhD in Political Science, Professor - Head of the Department of Theory of State and Law, Lviv University of Trade and Economics, Lviv Ukraine

*Lyudmyla Moskalyova*

Doctor and Professor of Pedagogical Science, Vice-Rector - Bogdan Khmelnytsky Melitopol State Pedagogical University, Melitopol, Zaporozhye region, Ukraine

*Yurii Zavalevskiy*

Doctor and Professor of Pedagogical Science, First Deputy Director of the Institute for the Modernization of the Content of Education, Kyiv Ukraine

**Executive Editor:**

Maksim Gorkii

**Authors:**

Safonov Yu. M., Bazhenkov Ie., Borshch V. I., Bun V., Vdovychyn I., Steblianko I.O., Yerak A.V., Markina I., Syomych M., Aksyuk Y., Topuzov O.V., Puzikov D.O., Moskaleva L.Yu., Bohdan Khmelnytsky B., Nazarenko H., Berezhna T, Yezhova O, Biesiedina A., Taranik-Tkachuk K., Oleksandrovich M.Yu., Stepanovich G.G.

*This is the first issue of the quarterly journal Global Academics, whose goal is to publish, distribute, and popularize the most significant academic and research problems and ideas of the modern world on a variety of topics. The first issue of the journal contains articles of modern Ukrainian scientists from various fields of knowledge on the most topical issues discussed in the Ukrainian academic community. In particular, the articles are devoted to issues of political science, economics, education, and cultural studies.*

*Published articles are designed to draw the attention of the global academic community to the issues raised in published articles in order to develop the discussion of scientists in designated areas and set the academic vector for publications in subsequent issues of the journal.*

## *Contents*

Safonov Yu. M., Borshch V. I. <i>Intellectual Leader and His Role in the Modern Management System.</i>	4
Bun V. <i>Methodology for the study of electoral choice in transitional societies: the construction of integrative models.</i>	18
Vdovychyn I. <i>Liberal Idea in the Ukrainian Political Thought of the 20-30s of the Twentieth Century.</i>	32
Steblianko I.O., Yerak A.V. <i>Influence of Environmental Responsibility of Modern Business on the Economy of a Country.</i>	44
Markina I., Syomych M., Aksyuk Y. <i>Main Directions of Marketing Activities Improvement of Grain Processing Enterprises in the Conditions of Globalization.</i>	54
Topuzov O.V., Puzikov D.O. <i>Forecasting of General Secondary Education's Content Development.</i>	70
Moskaleva L.Yu., Bohdan Khmelnsky B. <i>Teachers' Scientific Research Work as a Basis for Formation of a Tutor Training System in a Higher Educational Institution.</i>	81
Nazarenko H. <i>Information and Communication Space for the Development of Professional Compenency of Teachers in Pre-Educational Institutions.</i>	89
Berezhna T, Yezhova O, Biesiedina A. <i>Experience of health schools in Ukraine and Eastern Europe.</i>	105
Taranik-Tkachuk K. <i>The narrative model of the English novel of the eighteenth century (based on the work of Henry Fielding «The History of Tom Jones, a Foundling»).</i>	120
Oleksandrovich M. Yu., Stepanovich G.G. <i>Innovating Direction of Human Capital Management System in the Publisging Industry.</i>	128
Sheremet O. <i>Conceptual Approaches to the Formation of Strategic Priorities in the Food Industry.</i>	147
Bazhenkov Ie. <i>Economic Factors of Education.</i>	160

**INTELLECTUAL LEADER AND HIS ROLE IN THE MODERN MANAGEMENT  
SYSTEM**

**Safonov Yu. M.,**

Doctor of Economic Sciences, Professor

of Macroeconomics and public administration Department

Kyiv National Economic University named after Vadym Hetman

**Borshch V. I.,**

PhD in Economics, associate professor

of Management and innovations Department

Odessa I. I. Mechnikov National University

**Abstract**

This paper aims to research the new type of the leadership, known as intellectual or transformational one. Thus, intellectualization process as the core one for creation and development intellectual leaders is viewed. In the paper authors examine different types and directions of the intellectualization process (in community, economy and labour activity).

Knowledge systems, informational systems and intellectual technologies as result of intellectualization process are also considered in the paper. Special attention is paid to the problem of intellectual management as the novel management theory, based on integration knowledge and character management.

Problem of intellectual leader development in the context of innovation and knowledge economies is researched. The main features of the intellectual leader, including intellectual curiosity, goal orientation and taking a risk, are viewed. The activities, ensuring model of intellectual management implementation on the national and regional levels are proposed.

Taking the results and findings of the paper, it is necessary to say that intellectualization in Ukraine is slowly ongoing process, which is characterized by problematic involvement of the knowledge, intellectual and informational systems and technologies into industrial, managerial,

administrative and other business-processes. Thus, it needs the complex systematic measures for its improvement and acceleration, which are proposed in the article.

**Key words:** post-industrial economy, intellectual leader, transformational leadership, intellectual management.

## 1. Introduction

Modern world economy evolves; it is defined as the post-industrial one, which is characterized by the shift away from producing [goods](#) and toward producing [services](#). The main directions of post-industrial economy are (1) innovation economics, and (2) knowledge economy, which are both characterized by increased role of innovations and knowledge.

Gary Hamel has noticed, that today “we've reached the end of incrementalism. Only those companies that are capable of creating industry revolutions will prosper in the new economy” (Hamel, 2000). Change unfolds so fast today and whips companies so furiously that business survival depends on “nonlinear” responses (“nonlinear” means anything different that makes a big impact) (Hamel, 2000). Companies will compete not in products and services but in the ability to devise ideas for innovative businesses.

Thus, we see the increasing role of the innovative ideas, which must be produced by the company's innovative and intellectual leaders.

The innovative processes also needs and are accompanied by implementation of the innovative, informational and intellectual technologies. All these emphasize an abnormally high value of the intellectualization in community, economy and entrepreneurship.

At the modern stage of the societies' development intellectualization has extended all the spheres of the human activities. The problem of the intellectual technologies' use is rather new for Ukrainian management science, because our country has not still achieved such level of the innovation development and implementation into all activities of the enterprise, as highly developed countries, for example USA, Japan, Germany, and even as developing countries, as India and China. Today this problem is researched by such domestic scientists as A. Antokhov (Antokhov, 2016), O. Melnyk (Melnyk, 2007), A. Kuzmin (Kuzmin, 2014), A. Turylo (Turylo,

2012), N. Hryhorak (Hryhorak, 2017). But nevertheless, these scientists explore this issue in the general (as the problem of the intellectualization of economic or entrepreneurial activity) or from the perspective of the specific economic branch (e.g., implementation into the productive sphere of agriculture, logistics, so on). Yes, the implementation of some intellectual technologies in the management system of Ukrainian enterprises is conducted, but often it has spontaneous character and is based on own will of the enterprise's holder.

And if the issue of the intellectual technologies and intellectualization is researched in the domestic management science, the problem of the intellectual leaders is not investigated at all. Yes, the foreign scientists and business thinkers analyze this problem in their researches, e.g. B. M Bass (1985), J. Burns (Burns, 1978), P. F. Drucker (Drucker, 2001), G. Hamel (Hamel, 2000).

The main goal of this article is to analyze the nature and the role of the intellectual leaders in the modern management system.

## **2. Intellectualization in the modern management**

Intellectualization is the complex process, which mainly has the following directions:

1) intellectualization of the human personal characteristics, that consists in continuous education, development, building new skills and abilities; mental development and formation of critical thinking and so on;

2) general intellectualization, that means informational and computer equipping, provision of the newest intellectual technologies to the production, enterprise and national economy, generally;

3) development of the intellectual and informational space on the basis of the Internet technologies and mobile services of the new generation, their constant development and improvement, that results in the changes of the forms of the economic and financial activity, enterprises' types, character of their interaction in the external and internal environment and so on;

4) general robotization and creation of the artificial intelligence and its implementation into the productive and organizational activity of the enterprise.

From the point of view of economy, intellectualization at the macro level covers intellectual

markets, markets of innovations, capital, technologies, and knowledge, so on, that results formation of the economy of the new type – postindustrial one. At the micro level, we mean by the intellectualization process intellectual, human and innovation capitals, intellectual and informational technologies as the main factors of the enterprise's competitiveness at the market.

If we view the intellectualization from the position of entrepreneurship, then the intellectual product is the main economic product (e.g., know-how, technology, patent and so on) and hi-tech product, in which the share of expenditures on R&D is about 3,5 % (Akhtiamov *et al.*, p. 17].

Another authors, A. A. Antokhonov (Antokhov, p. 31-32) and O. L. Melnyk (Melnyk) for example, allocate the following directions of the intellectualization in the context of the economic theory:

- 1) intellectualization of the community, that means enhancing the role of the results of the use of the individual's intellectual abilities for the societies' development, improvement of the living conditions and the further progress stimulation;
- 2) intellectualization of the economy, that means enhancing the role of the results of the use of the individual's intellectual abilities for the economic development, optimization of expending resources relatively the received income;
- 3) intellectualization of the labour activity, which characterizes the socio-economic trend and leads to changing conditions, features, labour tools, means and its subject. The expansion of the innovative intellectual thinking takes place due to the step-by-step production satiety with the knowledge-intensive technologies and innovations.

So, we can give the following definition of the intellectualization. It is the intellectual tool of the economic development, based on the knowledge and ensures the competitiveness of the economic entities through the growth of the organizational intellect and use of the different types of the capital. Intellectualization at the enterprise characterizes the abilities of its leader, the quality of the intellectual activity of the enterprise's personnel, the availability of the intellectual capital, the ability to receive intellectual rent and so on.

The main elements of the intellectualization are:

- information and informational technologies;
- scientific knowledge;



- professional, scientific and cultural potential of the person and community;
- innovation capital and technologies;
- intellectual capital and technologies.

Factors, influencing the intellectualization process, are the following:

- 1) labour sphere, i.e. the environment of the use of the population's social and labour potential;
- 2) scientific and educational sphere, i.e. the field of the education and continuous development of the social and labour potential of the population;
- 3) management sphere, i.e. the hierarchy of the authorities' structure with all its influence factors at the processes of the societies' development and the ability to realize its intellectual potential;
- 4) socio-cultural sphere, i.e. the field of the development of the elements of the social infrastructure, that meet the requirements of the qualitative characteristics of the population's life and let to create the comfortable conditions for the human intellectual abilities realization;
- 5) informational and communicational sphere, i.e. a network of the virtual relationships among the economic entities, allowing to share information and knowledge, to develop intellectual abilities and the skill to use them (Antokhov, p. 30).

Thus, we see that the system of the factors of influence is very complicated and many spheres have an impact on the intellectualization process course.

So, what must be done at the state, regional levels and the level of the company to ensure the intellectualization process? In our view, the following efforts must be undertaken:

1. At the state level the conditions for the realization of the human intellectual abilities must be created through the development of the knowledge inclusive types of economic activity, engagement of the creative, talented youth, creation of the innovative workplaces;
2. Ensuring of the transformation of the intellectual potential to the capital through the market gears and maximum involvement of the inner resources;
3. Creation of the demand for the specialists and employees with the appropriate intellectual abilities;

4. Promotion of the competition in the employment sphere by means of the support of the management intellectualization through the financial resources use;
5. Implementation of the concept of the social responsible business;
6. Support of the creation of the digital economic space with the new virtual forms of business, which requires specialists with the high intellectual abilities;
7. Implementation of the intellectual technologies in the different spheres of activity.

The measures provided above must be ensured by the market mechanism of reallocation of the human resources and human capital among those types of the economic activity, that provide sustenance of this type of economic branch. So, these measures will provide the creation of the new workplaces, new economic branches and market segments at the state level. It means that intellectualization process displays the highest level of resultiveness under the condition of the social utility of the results of the intellectual activity.

Intellectual technology is the man result of the intellectualization process.

In general terms, intellectual technologies are defined as the systems, in which data are being generated, analyzed, interpreted and used. They relate to the analysis of data and the development of solutions directly in the system in which the relevant data is generated.

There are three main types of intellectual technologies:

- operational technology (OT);
- industrial Internet technology (IIoT);
- information technology (IT).

Operating technologies are commonly used at the manufacturing enterprises. Information technologies are common at the telecommunication and media industries. IIoT is a combination of operational and information technology, it is used at different branches and fields of activity and is very popular in the modern business environment. A prime example of its use is their use at power stations. Sensors for information reading are connected with turbines, and due to this the physical and statistical data about their work, temperature, humidity, vibration, the state of physical wear of the machine, power, etc. is received. Forecast analytics programs process the resulting data and provide an immediate overview of the state of the equipment, its performance, and other benchmarks. This makes it possible to better control the maintenance of equipment, predict physical wear, malfunction, performance, etc. Thus, the information gained through the IIoT makes it possible to create a significant commercial value for the enterprise.

Hence, intellectual technologies are part of the analytical, operational and strategic management of the enterprise. If we consider them as an integral part of analytical management, then we can state that they are “electronic interface”, i. e. a program, in which control and analysis are carried out on the main indicators of the enterprise by its various structural divisions. If we consider intellectual technologies as an integral part of operational management, then due to them it can be ensured the production process, its control, etc. If we consider intellectual technologies as an integral part of strategic management, then the results of the analysis become the basis for making strategic decisions on the whole for the company and its structural divisions.

The main advantages of using intellectual technologies in the enterprise management system are the following:

1) increasing business efficiency by the improvement of the resultiveness of the business processes through their automatization and ensuring compliance with the requirements of specific business, industry, activity specifics, corporate rules and standards;

2) increasing the profitability of the enterprise due to introduction of constant automatic analysis of its activity;

3) the risk of “leakage of information” decreases due to the refusal of the enterprise to attract third-party organizations;

4) reducing costs in the long run, owing to the refusal of the outsourcing of the analysis function despite the significant previous costs of the purchase and introduction into the enterprise’s activity;

5) the possibility of autonomous operation due to the refusal of the “work of the network”, which at any moment may fail;

6) reducing the delay in the process of “receiving information – processing information – decision-making”;

7) increasing of “bandwidth” for reception and processing of data due to the cloud technologies and creation of data bank of the enterprise.

Most of the intellectual technologies are based on the continuous interaction of equipment, people and the environment, providing a new level of quality. Thus their implementation into the management system of the enterprise create are new quality of its realization and becomes a background for formation of the managerial capital of the enterprise.

### **3. Intellectual leadership: its essence, nature and role in the modern management system**

Global intellectualization processes, economy's transformation towards the knowledge one, increased role of innovations and intellectual economy require the changes from the company's leaders. This change should be made towards the increasing role of the intellectualization and its maintaining at the company. It is the leader who takes responsibilities for providing managerial, technological, organizational and other innovations at the company. So the new role of the leaders needs to be researched.

First, who has proposed the concept of the intellectual leadership, was James MacGregor Burns in his book *Leadership* (Burns, 1978). In his book he proposes the term "transformational leadership", by which he means "a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders" (Burns, 1978).

So the intellectual leadership is related with such terms, as transformational, transactional and reform leadership. Thus, the intellectual leader attempts to transform community by creating a clear vision of the future. They do this by showing the followers how their ideas and values can change the social environment, and create a better future for everyone. We see that such opinion is upheld by B. M. Bass, P. F. Drucker and G. Hamel.

Intellectual leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include (a) connecting the follower's sense of identity and self to the mission and the collective identity of the organization; (b) being a role model for followers that inspires them; (c) challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance.

Bernard M. Bass (Bass, 1985) argues that, the extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self gain; they provide followers with an inspiring mission and vision and give them an identity.

The leader transforms and motivates followers through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful.

Intellectual leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and community.

Modern intellectual leader must have not only the above said qualities, but predominant features of the leadership concept became the following: (a) intellectual and innovative potential of a leader; (b) knowledge and informational component; (c) high level of the cognitive development, creativity, imagination and willingness to create.

In our opinion, one unique attribute unites all the intellectual leaders: constant generation of new information and new knowledge, use of which increase the effectiveness and competitiveness of the company. Meanwhile, generating new knowledge and valuable information becomes the strategic activity of high-priority, due to which the competitive product is produced not only in the form of new technologies, know-how, discovery, product or service, but also in the form of unique approaches in business, politics, culture, art, medicine and spiritual sphere.

We take into consideration creative and imaginative feature of human cognition in analyzing the intellectual leadership concept. Human innovative culture, his/her mentality, spirituality, innovative potential is at the heart of human creativity.

Another important feature of an intellectual leader is his / her intellectual curiosity, i.e. search on heterodoxies, creative ideas and approaches to decision-making. Intellectual leader calls into question the status quo with purpose to make a breakthrough and to break away from the malaise and inertia of navel-gazing and siloed thinking that plagues many organizations (Babat).

Intellectual leaders are risk-takers. They promote experimentation, often testing the boundaries of possibilities without fear of failure (Babat). Such type of leadership is focused not only on their own capacities, but also they create tailor-made intellectual projects to involve and activate other people, "leading them toward a goal that no one can quite define before the journey begins".

Emergence of a new leadership type, such as an intellectual leader, and extraordinary pace of intellectual technologies' implementation in the management practice, necessitates the emergence of novel management theory – intellectual management, which is an integration of knowledge management and character management. The informational systems and intellectual technologies are at the core of intellectual management and transform managerial activity towards the high intellectual activity.

#### **4. Intellectual management as the novel management theory**

The notion of intellectual management that only was simply mentioned by Ostapov (Ostapov, [2012](#)) is really novel.

An organization involved in intellectual management would be knowledge-intensive and characteristic for synchronously achieving core competence and character competence, which in turn guarantee its long-term competitive advantage.

As it was above-said, intellectual management is an integration of knowledge and character management.

By knowledge management we understand management system underpinned by information and communication technologies, which enhance the management efficient of knowledge resources including individual knowledge, organizational knowledge, technological knowledge, etc. Technologically, knowledge management include a number of information, communication and intellectual technologies, such as document management system, expert based system, information management system, decision support system, and communication and collaborative system. So, knowledge management is a pragmatic guide to the design of knowledge-based processes and their integration into businesses. Tools for knowledge management include information and knowledge management platforms such as intranet, extranet, web portals, expert database, and R&D management system which focus on management of various knowledge resources in organizations (Dengke Yu & Rong Zhou, 2015).

Character management refers to management system involving the diversity of corporate strategy, the peculiarity of organizational culture, the specialty of corporate product, and the individuality of employees. Tools for character management help to gain competitive advantages

in characteristic business, brand cultivation, and image shape (Dengke Yu & Rong Zhou, 2015).

Knowledge management and character management are important to the sustainable competitive advantage of modern organizations. Knowledge management aims to improve technological innovation while character management engages in construction of brand and optimization of corporate image. Thereby, they constitute the management system which focuses on internal and external management of organizations.

Modern enterprises are involved in characteristic management functions including strategizing, organizing, decision-making, motivating, and controlling through the integration of knowledge and character management. A perfect one would involve differentiated strategy underpinned by knowledge capability, knowledge-based organization supported by social networks and knowledge networks, compound decision-making, systematical motivation focusing on knowledge management and character management, and dynamic controlling and feedback based on knowledge collection.

So as the integration of the above-mentioned types of management, intellectual management is characterized by diversified features in terms of organization, mechanism, culture, talent, and capital, underpinned by a package of systematic tools to achieve special management functions through knowledge-based and characteristic management processes (Dengke Yu & Rong Zhou, 2015). It includes components both of knowledge and character management.

Intellectual management covers perceptual management and rational management. The scientificity and validity of perceptual management, which is often utilized by traditional enterprises and middle and small-sized firms, depend on the perceptual cognition of leaders or decision-makers. Rational management, which is supported and guaranteed by organization systems, is a kind of normalized and specialized management pattern in contrast. Thus, implementing the intellectual management in the company required the two kinds of management modes in the same enterprise, and to some extent, they should be complementary. It would be a proper decision-making pattern that determining a probable development orientation under perceptual management is followed by a specific implementation scheme based on rational analysis.

It uses knowledge-based technologies and reflecting organizational characters by integrating

management techniques to make decision-making scientific and artistic.

The suitable organizational structure of intellectual management is informal network organization which links and unites knowledge employees in contexts of knowledge networks and social networks. The knowledge management activities and innovation processes are completed on the basis of psychological contract and humanistic management. The managers should be expert-type leaders with high scores of technological level as well as management ability and personal charisma. This type of leader, who especially cares spiritual life and development environment of employees, can be a good guide and trustworthy person for knowledge workers concerning career development. In addition, the intellectual leading pays great attention to interpersonal communication and character building. The intellectual leading not only leads but also guides the talents to drive intellectual organizations.

## **5. Conclusions**

In our opinion, the concepts of intellectual leadership and intellectual management development in Ukrainian realities is not possible without (1) funding and promoting intellectual and innovation activity by the government; (2) ensuring adequate and optimal level of resourcing the intellectual and innovative activities at the national, regional, sectoral and company's levels (informational basis, equipping, vocational training and personnel policy in the innovative area, etc.); (3) creation of necessary legal framework for ensuring intellectual and innovative activities; (4) formulation of the state policy of human capital development on the basis of fostering and securing intellectual and innovative potential; (5) ensuring integration of the science, education and business, which promotes the realization of the innovative development model at the national level; (6) maintaining the adequate level of social and legal protection for the intellectual and innovative potential bearers and intellectual property.

The main implications of this study are for professionals concerning management theoretical innovation and innovative management practices. The main idea of this paper is that the intellectualization processes is impossible without initiative and participation of the intellectual leader, who triggers the innovational transformations in any company. And it is the intellectual leader, who is the guarantor of innovational changes at the company.



## References

1. Akhtiamov, M. K., Kuznetsova, N. A. & Saakova, L. V. (2011). Intellectualization of the entrepreneurship as the objective pattern of the knowledge economy development. *Russian entrepreneurship*, 4 (2), pp. 16-20.
2. Antokhov, A. A. (2016). *Regional economics and societies' intellectualization: innovative aspects of their development*. Lviv : PP "Vydavnytstvo "BONA".
3. Bapat, Vivek. *The 7 traits of intellectually curious leaders*. Retrieved from: <https://www.digitalistmag.com/lob/human-resources/2014/10/21/7-traits-intellectually-curious-leaders-01592307>
4. Bukh, P. N. D., Christensen, K. S., & Mouritsen, J. (2005). *Knowledge management and intellectual capital: establishing a field of practice*. New York: Palgrave Macmillan, Houndmills.
5. Burns, J. M.-G. (1978). *Leadership*. New York : Harper & Row.
6. Dengke Yu, Rong Zhou (2015). Intellectual management: an integrative theory. *Journal of the Knowledge Economy*, 8 (3), pp. 929-956. Retrieved from: <https://link.springer.com/article/10.1007/s13132-015-0305-0>
7. Drucker, P. F. (2001). *Management Challenges for the 21st Century*. HarperBusiness,
8. Hryhorak, M. Yu. (2017). *Intellectualization of logistics market: concept, methodology, competency*. Kyiv,
9. Hamel, G. (2000). *Leading the Revolution: How to Thrive in Turbulent Times by Making Innovation a Way of Life*. Plume,
10. Kuzmin, A. I. Intellectualization as a tool for economical development. Retrieved from: [http://www.rusnauka.com/15\\_NPN\\_2009/Economics/46454.doc.htm](http://www.rusnauka.com/15_NPN_2009/Economics/46454.doc.htm)
11. Melnyk, O. L. (2007). Informational society and knowledge society – formation and development of the definitions. *Herald of the national technical university of Ukraine "Kyiv polytechnic institute"*. *Philosophy. Psychology. Pedagogy*, 2, Issue 2. Retrieved from: [http://novyn.kpi.ua/2007-2-2/12\\_Melnik.pdf](http://novyn.kpi.ua/2007-2-2/12_Melnik.pdf) [in Ukrainian].
12. Ostapov, Y. (2012). *Intellectual management of enterprise*. Retrieved from: <http://qut.summon.serialssolutions.com>.

13. Turylo, A. M., Kornukh, O. V. (2012). Intellectual capital as the basis for innovation, effectiveness and corporate company's strategy. Krybyi Rih, Ukraine.