

СЕКЦІЯ V. МЕНЕДЖМЕНТ, ПУБЛІЧНЕ УПРАВЛІННЯ ТА АДМІНІСТРУВАННЯ

SPECIFICS OF THE DEVELOPMENT OF SCIENTIFIC SUPPORT FOR SECURITY-ORIENTED MANAGEMENT OF COMMERCIAL BANKS IN UKRAINE

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The current state and specifics of the development of scientific support for security-oriented management of commercial banks in Ukraine indicate conceptual shortcomings. The complex banking system, which operates and evolves under conditions of global uncertainty and the influence of unconventional risks, lacks comprehensive methodological representation. Furthermore, there is no established methodological framework for addressing specific tasks related to the protection of commercial banks, ensuring security-oriented management, and substantiating key concepts.

Insufficient research has been conducted on such terms as "security-oriented management of a commercial bank," "bank security," and "corporate bank security." Moreover, there are no well-founded mechanisms or a comprehensive concept of security-oriented management of commercial banks under uncertainty, nor are there holistic threat assessments concerning corporate bank security.

We support the scientific position of O.I. Baranovskyi, who emphasized that the precise definition of key concepts determines the classification and identification of threats, the formation of an integrated system for ensuring the security status of banking institutions, and the justification of the role, functions, and tasks of various entities within this system [1, c. 7].

In O. Vasylichshyn's research, it is also emphasized that economic literature lacks a unified model for assessing the security status of banks and a common approach to defining the overall structure of banking security concepts [2, p.162].

A team of authors (Navis Sangetha J., Hema K., Pooja J., and Raghavasri K.) conducted a detailed examination of the critical role of security management in retail banking. They analyzed customer satisfaction with current security measures based on survey results and highlighted the necessity of integrating security management into the strategic frameworks of banks to ensure their long-term stability [3]. In our view, the results of this study should be used with caution, as the article employs a convenience sampling method, which is characterized by a low level of representativeness and may lead to biased conclusions. To ensure the scientific validity of research findings, a more representative sampling method, such as stratified or random sampling, should be used.

In their research, Z. Zhivko and S. Rodchenko proposed a value-based approach to defining the essence and principles of forming a financial security strategy for banks. They also introduced an integrated approach to assessing the financial security status of banks. The authors applied GAP analysis to identify strategic shortcomings in banking financial security and developed a system of strategies for ensuring financial security based on the level of protection of banks [4]. While the authors provide methodological foundations and suggest potential strategies, in our opinion, the study lacks concrete data from the banking sector to validate the effectiveness of the proposed methods.

L. Prymostka and O. Prymostka analyzed the essence of risk-oriented management, interpreting it as a scientific and methodological concept that involves identifying, assessing, and controlling risks at all levels of the bank. This approach aims to ensure the bank's stability, maximize its equity capital, meet customer needs, and maintain banking profitability. Additionally, the researchers substantiated a three-line defense system that effectively identifies, assesses, and mitigates risks [5]. Despite the study's strong scientific contributions, it does not sufficiently address new challenges in the financial sector, such as cyber threats, regulatory changes, or the impact of financial technologies on risk management.

The development of scientific support for security-oriented management of commercial banks in Ukraine remains conceptually underdeveloped, lacking a unified methodological framework and comprehensive threat assessment

mechanisms. Existing research highlights the need for precise definitions of key concepts, systematic approaches to security evaluation, and the integration of security management into strategic banking frameworks. While various studies propose risk-oriented management models and financial security strategies, they often lack empirical validation and fail to address emerging challenges such as cyber threats and regulatory shifts. Enhancing scientific support requires a more rigorous methodological foundation, broader empirical research, and the adaptation of global best practices to the specific conditions of Ukraine's banking sector.

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