



**UDC: 332.14**

[https://doi.org/10.32689/2617-2224-2020-3\(23\)-258-269](https://doi.org/10.32689/2617-2224-2020-3(23)-258-269)

**Sakharova Kateryna Oleksandrivna,**  
*Postgraduate, Dnipropetrovsk Regional Institute for Public Administration, National Academy for Public Administration under the President of Ukraine, 49044, Dnipro City, Hohol Str., 29, tel.: mel.: (056) 794-58-31, e-mail: lna85775@gmail.com, <https://orcid.org/0000-0002-3838-5730>*

**Сахарова Катерина Олександрівна,**  
*аспірант, Дніпропетровський регіональний інститут державного управління Національної академії державного управління при Президентові України, 49044, м. Дніпро, вул. Гоголя, 29, тел.: (056) 794-58-31, e-mail: lna85775@gmail.com, <https://orcid.org/0000-0002-3838-5730>*

**Сахарова Екатерина Александровна,**  
*аспирант, Днепропетровский региональный институт государственного управления*

*Національної академії державного управління при Президенті України, 49044, г. Днепр, ул. Гоголя, 29, тел. : (056) 794-58-31, e-mail: lna85775@gmail.com, <https://orcid.org/0000-0002-3838-5730>*

---

## **CONCEPTUAL FOUNDATIONS FOR MANAGEMENT OF THE INITIALIZATION OF INTELLECTUAL POTENTIAL OF THE REGION**

**Abstract.** The article attempts to define the theoretical contours of the concept of management of the initialization of the intellectual potential of the region in the context of sustainable development.

It is substantiated that in the conditions of development of the information society in Ukraine, rapid growth of mobility of the population the new system of management of initialization of intellectual potential as one of the main tools of regional development should be formed.

According to the author, effective management of the initialization of the intellectual potential of the region involves the analysis and consideration of all factors that affect the course of this process, including institutional, financial, social, infrastructural.

The process of initialization of the intellectual potential of the region depends on the priorities of the regional development, which serve as strategic guidelines

for the movement and institutional design of a particular society, which is formed as a result of social transformations.

The IPR can be initialized on one of three trajectories – extended, simple or narrowed – depending on the socio-economic conditions prevailing in the region. The extended initialization of the IPR as a factor of sustainable development on an intensive, knowledge-intensive trajectory is possible with purposeful actions of the state, including increasing funding for research, education and the necessary information and communication infrastructure.

According to the author, the management of the initialization of the intellectual potential of the region is a set of purposeful influences on the degree of its ability at a given level of its development in a specific space-time continuum to realize the opportunities contained in its existing intellectual resources, information, innovative technologies, intellectual property and the ability to set goals and achieve goals, which is constantly reproduced.

**Keywords:** intellectual potential, initialization of the intellectual potential, region, public administration, sustainable development, regional administration.

## **КОНЦЕПТУАЛЬНІ ЗАСАДИ УПРАВЛІННЯ ІНІЦІАЛІЗАЦІЄЮ ІНТЕЛЕКТУАЛЬНОГО ПОТЕНЦІАЛУ РЕГІОНУ**

**Анотація.** Наводиться спроба визначення теоретичних контурів концепції управління ініціалізацією інтелектуального потенціалу регіону в контексті сталого розвитку.

Обґрунтовано, що в умовах розвитку інформаційного суспільства в Україні, стрімкого зростання мобільності населення має бути сформована нова система управління ініціалізацією інтелектуального потенціалу як одного з головних інструментів регіонального розвитку.

Ефективне управління ініціалізацією інтелектуального потенціалу регіону передбачає аналіз та врахування усіх факторів, які впливають на перебіг цього процесу, зокрема, інституційних, фінансових, соціальних, інфраструктурних.

Процес ініціалізації інтелектуального потенціалу регіону залежить від пріоритетів регіонального розвитку, які слугують стратегічними орієнтирами руху та інституціонального дизайну конкретного суспільства, який формується в результаті суспільних трансформацій.

Ініціалізація ІПР може здійснюватися за однією з трьох траєкторій – розширеній, простій або звуженій – залежно від сформованих у регіоні соціально-економічних умов. Розширена ініціалізація ІПР як чинника сталого розвитку за інтенсивною, наукомісткою траєкторією можлива при цілеспрямованих діях держави, в тому числі при збільшенні фінансування сфер наукової діяльності, освіти і необхідної інформаційно-комунікаційної інфраструктури.

Управління ініціалізацією інтелектуального потенціалу регіону – це сукупність цілеспрямованих впливів на міру його здатності при даному рівні свого розвитку в конкретному просторово-часовому континуумі реалізову-

вати можливості, що містяться у наявних інтелектуальних ресурсах, з метою забезпечення пріоритетів регіонального розвитку на основі сукупності знань, інформації, інноваційних технологій, інтелектуальної власності та здатності до цілепокладання і ціледосягнення, яка постійно відтворюється.

**Ключові слова:** інтелектуальний потенціал, ініціалізація інтелектуального потенціалу, регіон, публічне управління, сталий розвиток, регіональне управління.

## **КОНЦЕПТУАЛЬНЫЕ ОСНОВЫ УПРАВЛЕНИЯ ИНИЦИАЛИЗАЦИЕЙ ИНТЕЛЛЕКТУАЛЬНОГО ПОТЕНЦИАЛА РЕГИОНА**

**Аннотация.** Приводится попытка определения теоретических контуров концепции управления инициализацией интеллектуального потенциала региона в контексте устойчивого развития.

Обосновано, что в условиях развития информационного общества в Украине, стремительного роста мобильности населения должна быть сформирована новая система управления инициализацией интеллектуального потенциала как одним из главных инструментов регионального развития.

Эффективное управление инициализацией интеллектуального потенциала региона предполагает анализ и учет всех факторов, влияющих на ход этого процесса, в частности институциональных, финансовых, социальных, инфраструктурных.

Процесс инициализации интеллектуального потенциала региона зависит от приоритетов регионального развития, которые служат стратегическими ориентирами движения и институционального дизайна конкретного общества, формирующегося в результате общественных трансформаций.

Инициализация ИПР может осуществляться по одной из трех траекторий – расширенной, простой или суженной – в зависимости от сложившихся в регионе социально-экономических условий. Расширенная инициализация ИПР как фактора устойчивого развития по интенсивной, наукоемкой траектории возможна при целенаправленных действиях государства, в том числе при увеличении финансирования сфер научной деятельности, образования и необходимой информационно-коммуникационной инфраструктуры.

Управление инициализацией интеллектуального потенциала региона – это совокупность целенаправленных воздействий на степень его способности при данном уровне своего развития в конкретном пространственно-временном континууме реализовывать возможности, содержащиеся в имеющихся интеллектуальных ресурсах, с целью обеспечения приоритетов регионального развития на основе совокупности знаний, информации, инновационных технологий, интеллектуальной собственности и способности к целеполаганию и целедостижению, которая постоянно воспроизводится.

**Ключевые слова:** интеллектуальный потенциал, инициализация интеллектуального потенциала, регион, публичное управление, устойчивое развитие, региональное управление.

---

**Formulation of the problem.** The focus on incorporating the global goals of the millennium sustainable development, taking into account the specifics of Ukraine's national development until 2030, approved by the UN and defined in the draft Sustainable Development Strategy of Ukraine until 2030, implies the intention to develop an economy based on knowledge and innovation. This actualizes the search for appropriate tools for creating, reproducing, using knowledge and innovation, one of which is the initialization of the intellectual potential of the society, local communities, individuals. In the conditions of realization of the administrative-territorial reform and decentralization of the power, reforming of the state regional policy the problem of maintenance of transfer of knowledge and innovations becomes a priority of programs of the social and economic development of the regions. The recognition of the intellectual potential of the region is crucial not only as a driver of the economic growth, but also in the context of improving the quality of life of the region's population.

**Analysis of the recent research and publications.** The problems of development of the intellectual potential of the region entered the circle of scientific interests of such scientists: O. Veretenikov, I. Gliznutsa, V. Gunko, L. Dyba, O. Dykan, S. Maniv, O. Molina, T. Nosova, P. Pererva, V. Petrenko, I. Revak, V. Tkachenko, I. Chichkalo-

Kondratska, G. Chumachenko and others.

Despite the significant number of publications that focus mainly on the economic aspects of managing the intellectual potential of the region, but they do not consider the importance of intellectual potential to intensify the process of sustainable regional development, which led to the choice of the research topic.

**The purpose of the article** is to determine the theoretical contours of the concept of management of the initialization of the intellectual potential of the region in the context of sustainable development.

**Presentation of the main material.** Successful management of the initialization of intellectual potential is one of the most important factors in ensuring the sustainable development of the region and the country as a whole.

The abandonment of the old system of intellectual potential formation and management of its development in Ukraine (planned training of higher education institutions, organized recruitment, etc.) to the new (market of the educational services, housing liberalization, population mobility) necessitates the construction of a mechanism for managing the initialization of intellectual potential of the region and ensuring the intellectual capacity of the territorial communities, as well as creating conditions for its most effective use. The management of the initial-

ization of the intellectual potential is becoming one of the main priorities of Ukraine's regional development.

In the conditions of development of the information society in Ukraine, rapid growth of mobility of the population the new system of management of initialization of the intellectual potential as one of the main tools of the regional development should be formed.

Effective management of the initialization of the intellectual potential of the region involves the analysis and consideration of all factors that affect the course of this process, including institutional, financial, social, infrastructural.

Instead of traditional concepts that describe the dynamics of the intellectual potential — formation, reproduction, development — we introduce the term “initialization”.

Despite a fairly powerful scientific work on these terms [1–4], their direct definition is not given by anyone.

To do this, the subject of management must understand the conditions of their actions, the objective capabilities, their own needs and external connections of the objects that need to be changed or created. All this, together with rational possibilities, is the content of the intellectual factor of the social development.

In our opinion, “*the formation of the intellectual potential*” is the process of creating, aggregating and concentrating knowledge, innovative scientific technologies and intellectual products in a certain space-time object, resulting in quantitative changes in the intellectual potential; “*the development of the intellectual potential*” is the process of improving the qualitative and quan-

titative characteristics of the formed intellectual potential in a particular space-time object, resulting in qualitative changes in the intellectual potential; “*the reproduction of the intellectual potential*” is a permanent process of production of intellectual products, which is the unity of reproduction of the intellectual property, personnel of the intellectual sphere of social work and intellectual activity, which takes place in a certain space-time object, resulting in restoring the quantitative and qualitative parameters of the intellectual potential; “*the initialization of the intellectual potential*” is the process of activation of the intellectual potential, taking into account its latent capabilities by integrating the processes of its permanent formation, development and reproduction, which occurs in a certain space-time object.

The objective factors of realization of the intellectual potential are economic, ecological, socio-political, psychophysiological, ethical-aesthetic, legal, ideological, etc. factors.

The process of initialization of the intellectual potential of the region depends on the priorities of the regional development, which serve as strategic guidelines for the movement and institutional design of a particular society, which are formed as a result of the social transformations.

The institutional environment is a set of functioning institutions — economic (property, pricing, competition); political (state, public administration); social (features of interaction between the government and the society, the manager and the subordinate, attitude to work, features of management, informal relations, etc.) and spiritual (fea-

tures of the national character, morality, spirituality, patriotism, etc.) [5].

Institutional design is the result of the intellectual activity of people, societies and states, which forms the appropriate transactional relations, which ultimately affect the transaction costs of the human life. The high level of human, democratic relations in the society presupposes the existence of developed, justified and consistent with the laws of transactional relations and costs. It is important that they have an increasing intellectual nature, but ultimately materialize in the well-being and life expectancy of the citizens, the safety of their social life and the creation of the foundations of sustainable development.

The formation of an institutional environment that ensures economic development – a task whose solution contributes to the sustainable development of the region's economy. It determines the main direction of development of the system, as well as those reference points on the basis of which the formation and selection of the most effective economic and social institutions takes place [5].

Creating a single space of values is a basic characteristic of the institutional design. Value and normative reference points in different groups are radically different. Therefore, the formation of moral and ethical environment as a system of common values, which are the sources of the formation of the foundations of behaviour, becomes a priority area of the management of the initialization of the intellectual potential of the region.

The institutional design determines the internalization of established pat-

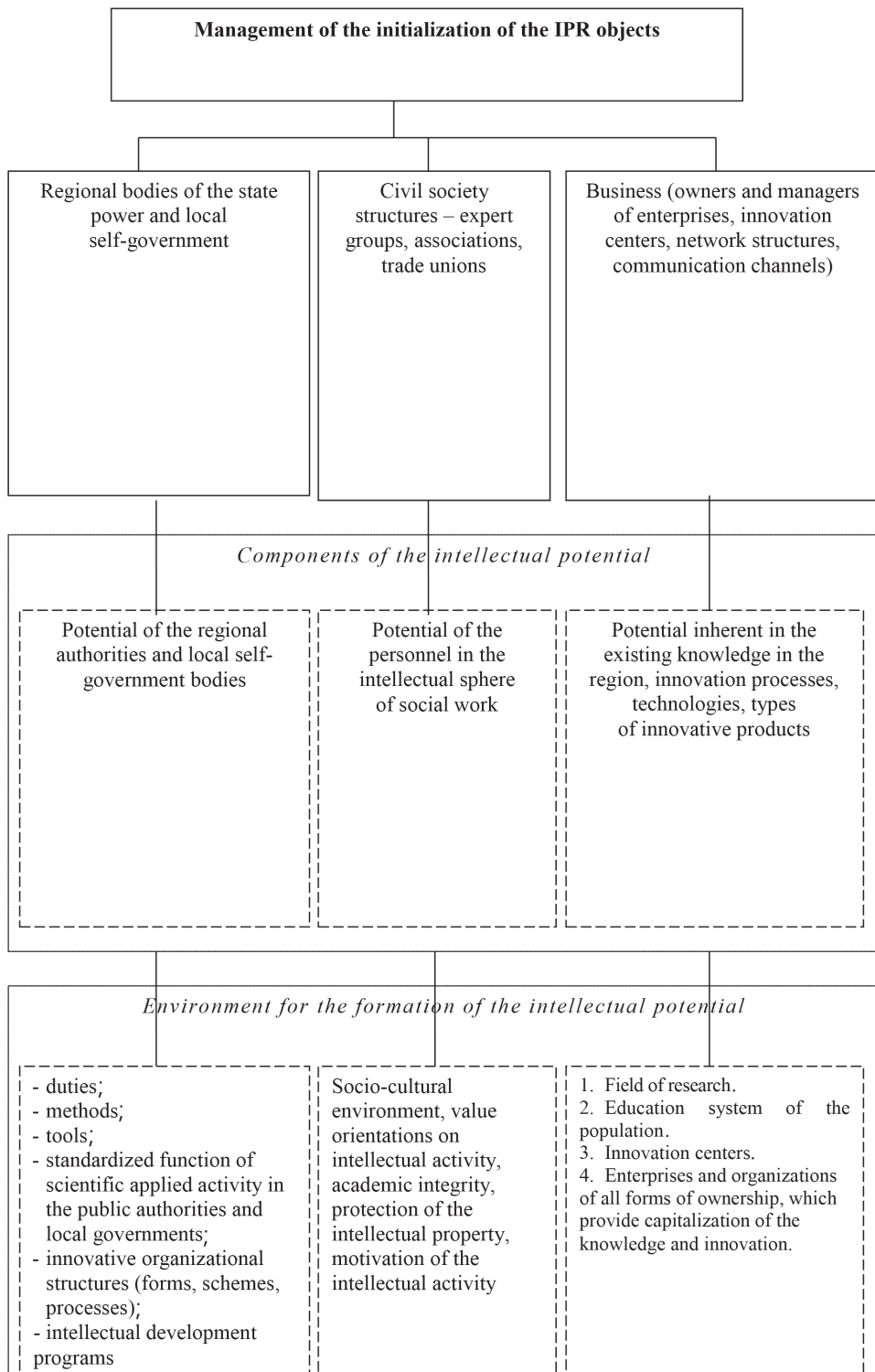
terns of social behaviour, which is based on socio-cultural norms and values. As a result, in order to support and develop the intellectual potential of the region there is a need to create (protect) socio-cultural institutions of state importance as centers of formation and translation of these values.

The mechanism of management of the initialization of the intellectual potential of the region is formed in a concrete space-time continuum and directly depends on a configuration of the institutional design.

For further presentation, the subject and object of the management of initialization of the intellectual potential should be defined. We consider the intellectual potential as a combination of three components: the potential of regional authorities and local governments, the potential of the intellectual sphere of the public work, the potential inherent in the existing knowledge in the region, innovation processes, technologies, types of innovative products. So, let us try to visualize the connections of the I.P. system with the environment formed in the region (see Figure).

Based on the identified essential characteristics of the intellectual potential of the region, we formulate the patterns of its development.

The development of the IPR depends on the availability of conditions for fruitful research and quality education, including the reduction of administrative barriers to higher education, reduction of transaction costs, which will contribute to the development of information and communication space in the region, comprehensive digitalization.



**Relationships between the subject and the object of the management of the I.P.**

The IPR can be initialized on one of three trajectories — extended, simple or narrowed — depending on the socio-economic conditions prevailing in the region. The extended initialization of the IPR as a factor of sustainable development on an intensive, knowledge-intensive trajectory is possible with purposeful actions of the state, including increasing funding for research, education and the necessary information and communication infrastructure [6].

The third regularity of initialization of the IPR is its constant materialization, which is embodied in knowledge-intensive products. The higher the development of the IPR, the higher the qualifications, experience, skills of the people who represent intangible intellectual values. The specification of rights to intellectual property, reducing transaction costs in their design will expand the possibilities of realizing the intellectual potential of the region [7; 8].

Expanding the initialization of the IPR provides for its fullest implementation, as well as increasing the level of its quality characteristics and contribution to the economic growth of the country and its regions.

Based on the importance of the functions of the intellectual potential of the region, the content of the management of the initialization of the intellectual potential of the region can include:

- determining the needs of the region in higher education institutions, research institutes, design bureaus, other institutions of scientific service, taking into account the development strategy of the region, the volume and structure of production of products and services;

- system of general and professional training of the personnel;

- personnel policy (relationship with the external and internal labour market, dismissal, redistribution and retraining of the personnel);

- evaluation of the activities and certification of the personnel, focus on its encouragement and promotion of the employees based on the results of work;

- interpersonal relationships between various actors in the society, including between employees and employers, government and administration, administration and NGOs.

Regions concentrating on their territory centers of management of flows of goods, finance, information and people, centers of development and circulation of innovations; become a source of innovation for other regions during the placement of orders for their companies, the transfer of certain production functions to outsourcing; development of high-tech and knowledge-intensive industries, provide the most effective in terms of capitalization of the region integration into the global market [9].

The modernization of the Ukrainian science and education is due to a number of factors, the main of which is the reform of the public administration system. The results of these transformations, of course, formed the institution of powers and responsibilities of the public authorities and local governments in the field of education. Regional bodies of the state power, local self-government and higher education institutions have a great role to play in forming a single legal framework on key issues of restructuring — the development and establishment of edu-



cational standards. A unified system of standards, licensing and accreditation of higher education institutions and educational and professional programs has been formed, which allows to influence the restructuring processes at the regional level.

At the regional level conditions are being created to increase the role of the public administration and local self-government in planning the activities of the higher education institutions, as the involvement of stakeholders and employers in the development and implementation of curricula is one of the conditions for its accreditation.

In the conditions of decentralization of the state power and implementation of the administrative-territorial reform, opportunities for concentration of the scientific and innovative activities at the regional level are expanding.

The leading enterprises of the region determine the needs of the region in graduates of the higher education institutions, as well as develop a system of professional standards that will meet the requirements for the professional level of the employees, taking into account the quality and productivity of the work performed.

In general, it should be noted that the separation of powers between the central and regional authorities, leading enterprises in the region and higher education institutions changes the management system for the initialization of the intellectual potential of the region.

Thus, the creation of a scientific and educational center of world or national importance in the region will ensure the reproduction of high scientific and

technical, intellectual and human resources of the region.

The strategic partnership of the government, civil society and business to develop the intellectual potential of the region will ensure a balanced professional qualification structure of labour supply and demand in the regional labour markets, taking into account the needs of industries in relevant categories of workers and adjusting the structure of the educational programs.

The ultimate goals of the management of the IPR are:

- increasing the IPR and adapting it to a market economy;
- increasing the competitiveness of the region in market conditions;
- improving the quality of the higher education;
- formation of new thinking in the post-industrial society.

The successful fulfillment of the set goals requires the solution of the following tasks:

- meeting the needs of the region in the workforce in the required volumes and the necessary qualifications;
- meeting the needs of the region in scientific knowledge, discoveries, developments, etc.;
- achieving a reasonable relationship between the organizational and technical structure of the scientific and technical, innovation potential and the structure of the educational potential;
- full and effective use of the educational potential of the region as a whole;
- optimization of the structure of the IPR, maintaining a balance between its various elements and their groups, establishing inter-element relationships;
- ensuring the continuity of the process of increasing the IPR, the integra-

tion of all its components into a single system, removing barriers between them;

- ensuring the maximum result at the optimal cost of the IPR;
- increasing the value of the IPR for organizations and the region as a whole.

The effectiveness of the management of the initialization of the intellectual potential of the region, the fullest realization of the goals, largely depend on the choice of options for building the management system of the initialization of the intellectual potential of the region, knowledge of its mechanism, selection of optimal technologies and methods of work.

Thus, the management of the initialization of the intellectual potential of the region is a set of purposeful influences on the degree of its ability at a given level of its development in a particular space-time continuum to realize the opportunities contained in its existing intellectual resources, information, innovative technologies, intellectual property and the ability to set goals and achieve goals, which is constantly reproduced.

In the process of management of the initialization of the IPR differences between regions should be taken into account and internal and external factors affecting this process should be taken into account [10].

The internal factors are determined by the individuality of the region. The internal environment includes entire management mechanisms for the initialization of the intellectual potential of the region, resources, size, horizontal and vertical division of labour.

These factors are controlled to varying degrees. Decisions made by ma-

agement on internal factors determine how effective, efficient and productive the mechanism for managing the initialization of the intellectual potential of the region will be.

External variables are factors of the environment outside the region that significantly affect its development. External variables include other regions, social factors, government regulation and others. At the same time, simply identifying which factors have a stronger impact on the development of the region, and which have less, is not enough to determine the best solution to increase the competitiveness of the region.

An important element of the management of initialization of the IPR is the identification and elimination of factors and barriers that hinder its growth and implementation, in particular:

- low demand for research results;
- lack of connection between supply and demand of labour, outflow of qualified personnel to other regions, marginalization of the social group of producers of intellectual products;
- corruption in the socio-economic system of the region;
- low level of initial training of the entrant, lack of practice-oriented training;
- violation of the connection of product passage within the innovation cycle [11].

Obstacles to building the intellectual potential of the region may arise as a result of management activities by incompetent professionals who develop the concept of higher education institutions, the formation of priority areas of economic development of the region

and the country as a whole represented by central authorities, regional authorities, local governments, heads of higher education institutions. In this case, one of the main management functions is the control function.

**Conclusions.** Based on the above, the main and most difficult issue facing the regional authorities is to determine what should be the management of the initialization of the intellectual potential of the region to preserve, develop and transfer knowledge and innovation. Successful implementation of the process of managing the initialization of the intellectual potential of the region allows to reach a qualitatively new level.

## REFERENCES

1. Hunko V. I. (2009). Intelektualnyi potentsial rehionu: sutnist, struktura, problemy formuvannia ta vykorystannia [Intellectual potential of the region: essence, structure, problems of formation and use]. *Visnyk Cherkaskoho universytetu. Seriya : Ekonomichni nauky – Bulletin of Cherkasy University. Series: Economic Sciences*, 153, 95–100 [in Ukrainian].
2. Antoshkina L. I., Visyashchev V. A. (2010). *Intellektualnyy potentsial i progress [Intellectual potential and progress]*. Donetsk; Berdyansk: Nord-Press [in Russian].
3. Molina O. V. (2012). Intelektualnyi potentsial rehionu yak dzherelo ta mira yoho innovatsiinosti [Intellectual potential of the region as a source and measure of its innovation]. *Problemy nauky – Problems of science*, 5, 9–14 [in Ukrainian].
4. Chychkalo-Kondratska I. B., Tenytska N. B. (2012). Naukovi pidkhody do rozuminnia ekonomichnoi sutnosti katehorii “intelektualnyi potentsial rehionu” [Scientific approaches to understanding the economic essence of the category “intellectual potential of the region”]. *Efektivna ekonomika – Efficient economy*, 8. Retrieved from <http://www.economy.nayka.com.ua/?op=1&z=1309> [in Ukrainian].
5. Mingaleva Zh. A., Maksimenko I. I. (2010). Upravlenie intellektualnym potentsialom regiona [Management of the intellectual potential of the region]. *Vestnik Permskogo universiteta. Seriya: Ekonomika – Bulletin of Perm University. Series: Economics*, 1(4). Retrieved from <https://cyberleninka.ru/article/n/upravlenie-intellektualnym-potentsialom-regiona> [in Russian].
6. Veretnykova O. V., Krykun N. O. (2012). Metodyka otsinky intelektualnoho potentsialu rehionu [Methodology for assessing the intellectual potential of the region]. *Innovatsiina ekonomika – Innovative economy*, 7, 131–140 [in Ukrainian].
7. Bazylevych V., Ilin V. (2008). *Intelektualna vlasnist: kreatyvy metafizychnoho poshuku [Intellectual property: creative metaphysical search]*. Kyiv: Znannia [in Ukrainian].
8. Vasylytsiv T. H. (2015). Formuvannia instytutsiinoho seredovyscha yak peredumova znyzhennia rivnia transaktsiinykh vytrat pidpriemnytstva v Ukraini [Formation of the institutional environment as a prerequisite for reducing the level of transaction costs of entrepreneurship in Ukraine]. *Sotsialno-ekonomichni problemy suchasnoho periodu Ukrainy – Socio-economic problems of the modern period of Ukraine*, 1, 117–121 [in Ukrainian].
9. Hliznutsa I. O. (2016). Vyznachennia skladovykh ta otsinka innovatsiinoho potentsialu rehionu [Identification of components and assessment of the innovation potential of the region]. *Tekhnologicheskyy audit i rezervy proiz-*

- vodstva – Technological audit and production reserves*, 3/5(29), 11–14 [in Ukrainian].
10. Hunko V. I. (2010). Vplyv chynnykiv zovnishnoho seredovyscha na formuvannia intelektualnogo potentsialu yak chynnyka liudskoho rozvytku yavysch [Influence of environmental factors on the formation of intellectual potential as a factor of human development of phenomena]. *Aktualni problemy ekonomiky – Actual problems of economy*, 8(110), 224–228 [in Ukrainian].
  11. Petrenko V. P. (2006). *Upravlinnia protsesamy intelektualnogo potentsialu v sotsialno-ekonomichnykh systemakh* [Management of processes of intellectual use in social and economic systems]. Ivano-Frankivsk: Nova Zoria [in Ukrainian].
5. Мингалева Ж. А., Максименко И. И. Управление интеллектуальным потенциалом региона [Электронный ресурс]. URL: <https://cyberleninka.ru/article/n/upravlenie-intellektualnym-potentsialom-regiona> (дата звернення 14.03.2020).
  6. Веретенникова О. В., Крикун Н. О. Методика оцінки інтелектуального потенціалу регіону // Інноваційна економіка. 2012. № 7. С. 131–140.
  7. Базилевич В., Ільїн В. Інтелектуальна власність: креативи метафізичного пошуку : монографія. Київ: Знання, 2008. 687 с.
  8. Васильців Т. Г. Формування інституційного середовища як передумова зниження рівня трансакційних витрат підприємництва в Україні // Соціально-економічні проблеми сучасного періоду України. 2015. Вип. 1. С. 117–121.
  9. Глізнуца І. О. Визначення складових та оцінка інноваційного потенціалу регіону. Технологический аудит и резервы производства. 2016. № 3/5(29). С. 11–14.
  10. Гунько В. І. Вплив чинників зовнішнього середовища на формування інтелектуального потенціалу як чинника людського розвитку явищ // Актуальні пробл. економіки. 2010. № 8 (110). С. 224–228.
  11. Петренко В. П. Управління процесами інтелектокористування в соціально-економічних системах : наук. монографія. Івано-Франківськ: Нова Зоря, 2006. 352 с.

## СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. Гунько В. І. Інтелектуальний потенціал регіону: сутність, структура, проблеми формування та використання // Вісн. Черкас. ун-ту. Серія : Економічні науки. 2009. № 153. С. 95–100.
2. Інтелектуальний потенціал и прогресс : монографія / Л. И. Антошкина, В. А. Висящев. Донецк; Бердянск : Норд-Пресс, 2010. 564 с.
3. Моліна О. В. Інтелектуальний потенціал регіону як джерело та міра його інноваційності // Проблеми науки. 2012. № 5. С. 9–14.
4. Чичкало-Кондрацька І. Б., Теницька Н. Б. Наукові підходи до розуміння економічної сутності категорії “інтелектуальний потенціал регіо-