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**КОНЦЕПТУАЛЬНІ ЗАСАДИ УПРАВЛІННЯ  
СУБ'ЄКТАМИ ПІДПРИЄМНИЦТВА:  
РЕАЛІЇ ТА ПЕРСПЕКТИВИ РОЗВИТКУ**

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**MANAGEMENT OF ENTERPRISES INNOVATIVE ACTIVITY IN  
COMPETITIVE MARKET CONDITIONS**

In a market economy, competition between enterprises is increasing every day. In connection with the openness of the market, there is a need for the active introduction of innovations and the development of innovation activities. In order to gain competitive advantage, enterprises need to use and create a variety of advanced technologies for the production of goods and services.

Scientific and technological progress has led to a dependence between the results of enterprise management and the level of education of its staff. And now the level of development of the enterprise and its competitiveness in the market directly depends on the educational level of employees [1].

The market places significant demands on modern workers, namely: ability to answer for their actions, sociability, intellectual ability, ability to search, evaluate and apply the necessary sources, be able to do work creatively and independently, increase interest in work, etc.

Companies that are leaders and have advantages over their competitors are forced to keep this condition. It is possible with the help of continuous improvements, namely, constant innovations.

The «innovation»; means the introduction of innovations, improved offer, goods, services or the process of their creation in order to get a better result or create a new value. In turn, «competitiveness»; means the ability of an enterprise to create such goods and services that have certain advantages on the market, in comparison with competitors' products [2].

The types of innovation activities in the enterprise can be attributed as:

- preparation for production and its organization (here the purchase of special equipment for production and its change for the purpose of maintenance of the updated process of creation of products);

- marketing activity related to the release of new products and services on the market;
- the acquisition of technologies that represent licenses, patents, designs, know-how, etc.

Creation and application of new scientific and technical products during the innovation activity is the result of the scientific, intellectual, engineering and technical activities of specialists and specialists, as well as the main source of increasing the competitiveness of the enterprise.

The use of innovations in enterprises usually focuses on production and financial and economic aspects of activities and promotes:

- reduction of material costs for production;
- improvement of the quality of goods and services;
- expansion of assortment of goods and services;
- mandatory compliance with modern standards;
- formation of new markets;
- creation of more flexible production;
- environmental protection.;
- environmental protection.

Sustained competitive advantages allow the company to generate profit and profits, create a positive image, and attract investors and reliable partners. All this, in turn, will ensure the sustainable development of the enterprise.

It is worth noting that there may be a number of problems depending on how the enterprise will master the innovations introduced. In order to avoid their appearance, the following rules should be guided [3]:

- Firstly, the company must set itself the goal, and then apply innovations that will contribute to its achievement;
- Innovation should be put into effect only when the enterprise has sufficient capacity for this purpose;
- Any innovation must be complete, well-planned and properly funded;
- The staff of the enterprise should be highly skilled and adapted to new, more perfect working conditions.

Innovative activities of enterprises and their competitiveness are definitely in a certain dependence on each other. Because of this, the production of competitive goods and services is a prerequisite for the existence of enterprises in a market economy.

Implementation of innovations will help the company to create the necessary competitive advantages, improve its market position and ensure continuous development.

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### **METHODOLOGICAL APPROACH TO MANAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES**

The problems of management and development of human resources are the key problems determining the nature of the development of society, states, regions, organizations, households and citizens.

Methodological approaches in the field of managerial influence on human resources have been developing throughout the whole history of the mankind. In the 21st century, a large amount of knowledge, mechanisms, tools and examples of effective approaches to achieving the necessary strategic benchmarks and results has been formed in science.

Methodological decisions in the field of management and development of human resources are formed mainly within the framework of the theory of psychology, economics, sociology, political science, the theory of government, management and other humanities. However, at present, in theory and practice there are no unified and objective concepts that would provide a basis for designing positivistic, rational, socialized and scientifically grounded bases for designing systemic managerial influences on a person in a global society.

This issue is addressed by a wide range of scientists, for example, in Ukraine they include O. Grishnova, A. Kolot, V. Kolpakov, O. Levchenko, E. Libanova, O. Levchenko, D. Lukyanenko, S. Sardak, A. Filipenko and others. Based on studying the publications of the above authors, it seems appropriate to reduce the methodological approach to the management and development of human resources, to structuring the forms of management and development by the segments of human resources, taking into account management levels.

Human resources as a collection of people who perform vital activities and are carriers of social utility fall into different segments according to their age. Accordingly, management approaches in terms of the rational impact on human resources should be correlated with the segments of human resources and management levels within the framework of the constituent elements of development (life support, recreation, enjoyment, accumulation, reproduction, creativity, passing the experience, charity) as shown in Table 1.