

2. Городецька Л. О. Оцінка впливу інновацій на конкурентоспроможність підприємства / Л. О. Городецька, І. Г. Шевченко // Економіка та держава. – 2010. – № 6. – С. 103–105.
3. Колінко Н. О. Управління інноваційною діяльністю як основа якісних зрушень / Н. О. Колінко // Вісник Національного університету «Львівська політехніка». – Львів, 2011. – № 12. – С. 43.

Doctor of Economic Sciences Sardak Sergii, Fisheliev Volodymyr

Oles Honchar Dnipro National University (Ukraine)

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.

Table 1. The structure of distribution of the elements of human resources development by age, %*

№	Human Resource Development Element	Age (human resource segment)					
		Pre-employment age(looked after)	Working age (adaptive and potentially useful)	Working age (real at the stage of adaptation)	Working age (real at the stage of advancement and savings)	Working age (real at the final stage)	Post-employment age (retired, self-sufficient and dependent)
1	Life support	10	25	40	25	20	10
2	Recreation	25	25	25	20	30	35
3	Enjoyment	25	25	10	10	5	5
4	Accumulation	35	20	10	10	10	5
5	Reproduction	5	5	7	20	10	5
6	Creativity			5	10	10	10
7	Passing the experience			3	5	10	15
8	Charity					5	10

Using the matrix method, we designed the table, which shows the optimal indicators of the ratio of elements of human resources development, which enable the development and adoption of management decisions in tactical and strategic periods, for any institutional subjects. At the same time, it is necessary to take into account that human resources management has a different degree of rigidity depending on the management level:

1) at the personality level, self-management is the most rigid example of management, which is expressed in various forms of self-management, self-development, self-education, within the framework of the physiological, ideological, cultural, educational and resource level of development of an individual;

2) at the micro-level, management has a high degree of rigidity and is carried out by owners and managers, through the use of functions, methods, principles, styles, and management decisions in the framework of the current legislation of the state where the organization is located;

3) at the meso-level, the managerial impact is mitigated and acquires a managerial and regulatory nature, which is carried out by local governments, local communities, associative structures, charitable organizations, and trade unions;

4) at the macro-level, management has a regulatory nature, which is carried out by state bodies (legislative, executive, judicial) within the framework of current legislation and official powers;

5) at the global level, management has the softest form and acquires a coordination character when international organizations, regional associations and transnational companies form social development directions by concluding international agreements, investing and disseminating the achievements of the scientific and technological progress.

Thus, the proposed methodological approach to the management and development of human resources formalizes and visualizes the possible forms of management decision-making for any person, family, company, city, country, and the world as a whole, based on the tasks and competencies of researchers.

References:

1. Sardak, S. E. (2013). Global Regulatory System of Human Resources Development. Unpublished doctoral dissertation, Oles Honchar Dnipropetrovsk National University, Dnipropetrovsk, Ukraine.
2. Сардак С. Е. Управлінсько-регуляторні аспекти розвитку людських ресурсів в умовах глобалізації : моногр. / С. Е. Сардак. – Д. : Вид-во ДНУ, 2012. – 460 с.

Tkach Yevhenii, PhD Kolomoichenko Oleksandra

Oles Honchar Dnipro National University (Ukraine)

ENTERPRISE COMPETITIVENESS: MAIN FEATURES AND ELEMENTS

An important role is given to an enterprise, which being a subject of market relations should be, first of all, competitive for successful implementation of economic activity in creation of competitive interactions in the market. The necessity of theoretical research of the problems of enterprises rapid response to constant changes, while ensuring their effective functioning and development, is due to the inability of many Ukrainian enterprises to cope with the growing difficulties of both external and internal environment. An instrument for achieving market success and competitive advantage is the organizational and economic mechanism for increasing the competitiveness of the enterprise.

A lot of foreign and domestic economists such as G. L. Azoyev, I. M. Akimova, I. Ansoff, V. A. Vinokurov, A. P. Gradov, V. L. Dikan, Yu. B. Ivanov, A. I. Kovalev, M. Porter, N. N. Trenev, A. D. Sheremet have devoted their works to the problems of enterprise competitiveness research. At the same time, the issues concerning the concrete ways of forming an organizational and economic mechanism for increasing competitiveness are not sufficiently developed for.

Leading researchers define the concept of «enterprise competitiveness», first of all, as the ability to use available resources effectively, the ability to compete in the market. In the definition, whose adherents are P. S. Zavialov, L. Sh. Lozovsky, A. G. Porshnev and B. A. Riesberg, we can see the narrowing of the notion of «enterprise competitiveness» by identifying it with the notion of «products competitiveness». Quality, price, and conditions of purchase are the criteria for the products competitiveness. However such identification may lead to incorrect results of assessing the level of competitiveness of the enterprise.