

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.

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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.

The analysis of scientific literary sources allows us to formulate the definition of «enterprise competitiveness» as the ability of an enterprise to realize existing and potential production, financial and managerial opportunities of competitive struggle for target markets through the stable and effective use of tangible and intangible resources in order to meet the consumer needs.

In our opinion, it is expedient to analyze the views of scientists regarding the definition of goals, tasks and management functions for a thorough understanding of the essence of managing principles of enterprises competitiveness level in modern business conditions.

L. I. Donets [2] lists the basic principles of enterprise competitiveness management, which should be taken into account at different levels of management. There are four levels of management in total: the level of the macro environment, the level of the micro-economic business environment, the strategic level of the internal environment and the tactical level of the internal environment. Thus, at the tactical level of the internal environment of the enterprise, the following principles are defined: the development of new or improved products, the formation of competitive managerial staff, active innovation policy, concentration of resources in the production of the most profitable products. Considering the meaning of the concept «principle», we could assume that the author has identified the tasks that should be performed in order to achieve an appropriate level of competitiveness.

The structure of the main elements of the competitiveness management system is formed by programme-target integrated blocks that reflect the specific organizational, economic, technical and technological measures in their interconnection and interdependence, the implementation of which contributes to the effective implementation of managerial decisions in this area of activity. Among the most important of them are: the choice of strategic directions for the achievement of the synergy of corporate management; integrated approach to managing the products competitiveness; reforming the personnel management system and labor motivation; systematic approach to increasing the efficiency of planning and diversification of production; improvement of the internal system of accounting and analysis, financial management.

Each of the blocks, in turn, is regarded as the system that covers various system-building components. All system blocks are connected with each other and thus create a definite integrity. They are united by a single principle that is each of them provides solutions to the problem of increasing the enterprise competitiveness, strengthening its position in the world market, ensuring sustainable development as a result of creating and maintaining competitive advantages.

As an organizational and economic mechanism, it is proposed to consider a complex system for managing the enterprise competitiveness which consists of a system of provision, a functional and target system that contains a certain set of

organizational and economic leverages that affect economic and organizational parameters of the enterprise management system in order to ensure the efficiency of management and getting competitive advantages.

Consequently, the organizational and economic mechanism of competitiveness increasing implies the need for creating a system of integrated management of enterprise development and the final output of production. At the same time, the most important component of this mechanism is to form a strategy of the enterprise development with an orientation towards the goal and taking into account the enterprise available capacity, that enable enterprises to realize the target set.

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ПОНЯТТЯ ТА ЗМІСТ ЕКОНОМІЧНОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА

Дослідження питання теорії та практики управління розвитком економічного потенціалу підприємства передбачає перш за все вивчення теоретичних основ досліджуваного явища. Дослідження літератури щодо його сутності та змісту економічного дозволило виділити два напрямки в трактуванні даного терміна:

- економічний потенціал як сукупність наявних ресурсів;
- економічний потенціал як здатність виробничих сил до досягнення певного результату.

У першому випадку, при визначенні поняття «економічний потенціал», перш за все необхідно зробити акцент на ресурсному аспекті без визначення цілей використання, але це не в повній мірі сприяє розкриттю розуміння сутності категорії «економічний потенціал». У іншому випадку увагу зосереджено лише на результатах використання даної категорії.

Цільова орієнтація є обов'язковою в теорії та практиці будь-якого суб'єкта господарювання, але без джерел і засобів реалізації досягнення поставлених цілей, зокрема, таких як економічне зростання і розвиток, підвищення ефективності та