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FORMATION OF HR (HUMAN RESOURCES) BUSINESS STRATEGY BASED ON SPACE ANALYSIS

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The object of research is the process of making strategic personnel decisions at the enterprise. Since the personnel of the enterprise are its main strategic resource in the competitive struggle, the research of a certain object is very promising. One of the most problematic places in resolving this issue is the lack of clear methodological recommendations for justifying the personnel strategy of the enterprise. In the course of the research, the methodology of forming the personnel strategy of the enterprise based on the application of dynamic SPACE-analysis is proposed. SPACE analysis is modified by defining generalized criteria. Internal criteria are characterized by indicators of staffing of the enterprise and competitive advantages of the personnel management system. External criteria are attractiveness of the state personnel policy and indicators of labor market stability. For each of the generalizing criteria, a system of partial indicators is defined. A pairwise comparison and evaluation of the mutual influence between partial indicators for each generalized criterion has been made, it has been possible to determine the coefficients of weight of these indicators. The method of hierarchy analysis is based on the solution of this problem. In order to confirm the reliability of the received weight coefficients, the indicators of consistency of expert opinions are calculated. For each of the individual indicators, the expert group assesses its current and prospective state. «Narrowing» of expert estimates of partial indicators occurred on the basis of modified formulas of basic SPACE-analysis. This allows the decision on the trajectory of development of the personnel component of the enterprise. So the personnel strategy of the enterprise depending on the values of the generalizing criteria can fall into one of four quadrants: aggressive, defensive, competitive or conservative. The matrix of strategic personnel recommendations (decisions) for certain basic trajectories of changes in the state of the company's strategic position is developed. The result of the application of the methodology is the formation of strategic recommendations for updating the personnel strategy of the enterprise, which in turn makes it possible to increase its competitiveness.

Keywords: HR strategy of a company, SPACE-dynamic analysis, HR strategic position of the company, matrix of policy recommendations.

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SUBSTANTIATION OF ORGANIZATIONAL AND ECONOMIC COMPLEX FOR INCREASE OF SOCIAL RESPONSIBILITY OF BUSINESS IN UKRAINE

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The object of research is the organizational and economic processes of socialization of Ukrainian business. One of the most problematic areas is the formation of an adequate strategy for the behavior of Ukrainian business in terms of the burden on the environment and limiting the negative impact on ecosystems.

In the course of the research, such methods of scientific research were used: bibliographic; monographic; method of logical generalization; calculated; comparative and system approach method.

The dynamics of Ukraine's position on the Global Competitiveness Index is analyzed, which also takes into account social initiatives of business. It is established that despite positive trends, the initiative in taking on the companies' obligations for sustainable development and responsibility to the society since 2016 in Ukraine tends to decrease.

It is determined that the advantages of a socially responsible business policy for an enterprise are:

- growth of the company's positive image;
- improving the quality of business management;
- increase of professionalism and development of personnel potential;
- increase of investment attractiveness;
- creation of mutually beneficial relations with the authorities;
- possibility of obtaining additional benefits;
- expansion of partnerships in the business environment;
- ensuring financial security.

In order to increase the social responsibility of business in Ukraine, it is necessary to implement the following activities:

- carrying out environmental and social audit;
- reforming the reporting system in accordance with international standards and practices;
- municipal partnership;
- formation of a system for informing the public about social and charitable projects;
- organization of an independent public examination of social projects;
- adaptation of the world experience of social entrepreneurship.

Economic instruments for solving this issue are proposed, namely: the provision of preferences for socially-oriented business; material responsibility for harming the social interests of society; environmental insurance; development of proposals of local authorities on the programs of social development of regions.

Thanks to the interaction of the state and entrepreneurship on the principles of partnership, as well as the imitation of successful experience in introducing socially-oriented standards of doing business in companies from different countries of the world, the prerequisites for sustainable development will be created. These prerequisites are based on the responsibility of business entities to the environment and society. At the same time, a positive impact will not only be on society and the environment, but will also contribute to improving the economic efficiency of the business due to the growth of public confidence.

Keywords: social responsibility, mutual interests, corporate ethics, production ecologization, social audit.

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DIAGNOSTICS IN LEAN MANAGEMENT SYSTEM OF INDUSTRIAL ENTERPRISE

page 19–23

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The object of research is methods for diagnosing the elements of the value stream of an industrial enterprise in their interaction, taking into account the focus of the result on minimizing waste in the system of lean management. On the organizational and methodological aspects of diagnostics, it is expedient to consider a rational combination of effective methods, in particular the concept of lean production, the use of which is directed, first of all, to overcoming the crisis situation of the industrial enterprise and also continuous assessment of lean changes and effective transformations, minimization of waste and establishment of reserves for possible reduction of unproductive expenses.

Based on the results of the application of the cognitive method and the method of scientific information retrieval, it is established that there is no single approach to the treatment of the essence of diagnostics. But the common position remains the search, identification and identification of problem aspects of the activity and possible prospective tendencies with the purpose of developing alternative options for the best development of the enterprise. Based on the results of the use of critical analysis and logical generalization, it is proposed to consider the diagnostic process through a causative relationship with management functions. This is ensured by the integrated use of a set of expedient methods of lean production within the framework of individual functions.

Further development of the interpretation of «diagnostics» is received as a process from the position of mutually fulfilling rational specific lean methods, techniques, means and procedures. The purpose of the diagnostics is identification of external and internal factors in a directed action (assistance/obstruction) to provide value to the customer and forecast the development of an industrial enterprise.

It is proved that diagnostics in the management system of an industrial enterprise is expedient to realize through the coordination of management functions (accounting, control, analysis, planning, stimulation). Result are focused on eliminating costs non-value-

added, reducing to the minimum allowable level of technologically necessary costs non-value-added, searching for hidden reserves of costs to value-added.

Keywords: diagnostics as a process, lean manufacturing, value stream, lean manufacturing methods, industrial enterprise.

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TESTING OF THE ASSESSMENT MODEL OF ENTERPRISE INVESTMENT ATTRACTIVENESS ON AN EXAMPLE OF UKRAINIAN MOTOR TRANSPORT ENTERPRISES

page 23–28

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The object of the research is the assessment model of enterprise investment attractiveness. The majority of the methods for assessment of investment attractiveness are built on determination and analysis of economic indicators by certain directions. Each of the directions contains a few indicators that substantially influence and comprehensively represent the area of an enterprise's activity. We are talking about qualitative and quantitative indicators. One of the most problematic areas is the combination of qualitative and quantitative indicators for determining a single IA integrated index and checking this approach at motor transport enterprises. Using the model, it is possible to solve the biggest problem is to aggregate information directions and indexes, to define the universal integral index of enterprise investment attractiveness. To solve the problem raised in the article, there applied the following scientific research methods:

- critical analysis, abstract-logical method and generalization of scientific experience – at improving the principles for assessing investment attractiveness;

- mathematical and statistical analysis of research results conducted by employing the software of statistical data processing, SPSS (v21.0) and Microsoft Excel (2010).

Thanks to these actions:

- the adaptability of the IA assessment model of the enterprise was checked on the example of the motor transport enterprises (MTE);

- the IA of the MTE and the main factors of influence on the MTE IA are determined;

- deviation of the actual IA index from the optimal one was calculated;

- conclusion regarding the need for increasing the values of the factors influencing the MTE IA level was made.

Taking into account the identified weaknesses (negative effects) for each enterprise, we can form a list of priority measures to be implemented at MTE, it is possible to propose an algorithm for making the sound management decisions on optimizing the MTE IA level. On the basis of the obtained data it is possible to develop the program of financial restructuring adapted to the system for managing IA of each studied MTE. All those recommendations give us a possibility for further scientific elaborations.

Keywords: investments attractiveness, level of investments attractiveness, elasticity coefficients, motor transport sector of Ukraine.

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FORMATION OF MANAGEMENT MECHANISMS OF BALANCED DEVELOPMENT OF LOGISTICS SERVICES MARKET

page 29–37

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The object of research is the socio-economic relations between government bodies, the subjects of the market of logistics services by self-regulating organizations. One of the most problematic areas is the search for the optimal combination of forms and methods of state regulation of the development of the market of logistics services for self-regulation. The implementation of the logistics strategy should create fundamentally new opportunities for identifying competitive Ukrainian productions and their inclusion in the international division of labor. It also creates an information base for conducting research on the Ukrainian market and its benchmarking in accordance with international statistical reporting standards.

In the course of the study, the theoretical basis, forms and methods of state regulation of the development of the logistics sector in Ukraine are justified. Three components are distinguished: the mechanism of state regulation of logistics activities at the macro level, the mechanism of market self-regulation, determines the activities of logistics service providers at the micro level. As well as the mechanism of interaction, harmonization of interests and social partnership, implements the management of logistical flows at the meso level by creating new integration forms and logistic entities on regional or sectoral grounds. The attention is focused on the fact that the state should stimulate, on the one hand, the efficiency and innovativeness of the subjects of the market of logistics services, and on the other – strictly control compliance with regulatory and legal acts and standards of quality of logistics services and environmental requirements. State management of logistic flow processes in supply chains/networks, clusters and other organizational forms will help to reduce the total added value in the structure of the national gross product and help to increase the efficiency and competitiveness of the national economy. Prospective directions and forms of self-regulation of the market of logistical services in a context of the state priorities are defined. The growing role of self-regulating organizations (associations, professional associations, unions) in the formation of professional standards, codes of fair competition, increasing the level of competence of the subjects of logistics activities is proved. The conclusion is made about the need to develop hybrid forms and introduction of the principles of public-private partner-

ship. The system of logistic controlling has been developed to timely adjust strategic goals and introduce changes in the development of the logistics services market. The conceptual model of controlling the market of logistics services is developed, which includes modules of state control and self-control of market subjects. A balanced score-card system of the efficiency of logistics activities is proposed, which will allow the collection and processing of statistical data.

Keywords: national logistic system, state regulation of logistics activities, market of logistics services, market self-regulation, logistic controlling.

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IMPROVEMENT OF THE PROCEDURE FOR INTEGRAL ASSESSMENT OF THE FINANCIAL AND CORPORATE STATE OF SHARE-BASED SOCIETIES

page 38–43

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The object of research is determination of the level of the financial and corporate condition of joint-stock companies. One of the most problematic areas is the identification of the level of available opportunities or undisclosed reserves of the state of joint-stock companies to determine the impact on their value. To create a system of indicators of the financial and corporate state of joint-stock companies, the content analysis method is used. The selection of the most influential indicators or the financial and corporate state of joint-stock companies is carried out using the multiple regression method. The evaluation of the financial and corporate condition of joint-stock companies is proposed to be carried out in the context of three components: property, financial and corporate status, using a ballistic approach to determining the integral indicator. The key point in assessing the financial and corporate condition of joint-stock companies is the development of a score scale of assessment and criteria of compliance (optimality). In order to obtain comparative data, the standardization procedure for scoring is used. In the course of the study, the methods of scores, integral evaluation and multiple regression are applied. Approbation of the proposed procedure for assessing the financial and corporate condition is carried out for eight joint-stock companies of the Kharkiv region (Ukraine), with a definition of the state first for each component, and subsequently its overall integral value. Classification levels of the financial and corporate state of joint-stock companies are obtained. This is due to the fact that the proposed procedure for assessing the financial and corporate state has a number of features, in particular: the definition of the most significant indicators and the integral level of both the property, financial, and corporate status of joint-stock companies. Due to this, it is possible to determine the level of the financial and corporate state of joint-stock companies from low to high by establishing appropriate criteria. In comparison with similar known methods of assessing the state of societies, this will contribute to an accurate, objective and impartial identification of strategic opportunities and reserves for growth and increment of the value of joint-stock companies. The materials of the conducted research prove that without proper justification of indicators-indicators of the financial and corporate state of joint-stock companies, its reliable estimation is impossible.

Keywords: financial and corporate state, joint-stock company, integral estimation, financial ratios, scoring indicators system.

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SOCIAL RESPONSIBILITY RESEARCH FOOD MANUFACTURER AS IMPORTANT FACTOR INCREASING QUALITY OF PRODUCTION

page 44–47

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The object of research is the social responsibility of producers for the quality of food. One of the most problematic places is that social responsibility leads away from the fundamental economic role of business. Some argue that this is nothing but an adornment of reality. Others say that this is an attempt to replace the role of government as a controller of powerful multinational corporations.

The general scientific methods of cognition (analysis, synthesis, abstraction), generalization methods, system analysis, grouping and comparison, and the method of expert evaluations are used in the work.

The research shows that consumers do not have the opportunity to test food for the presence of genetically modified components in them because there are not enough laboratories for determining genetically modified organisms (GMOs) in the country. Based on which the author of the study concludes that in Ukraine it is critical to create modern laboratories for the study of GMO content. It is recommended to use PCR (polymerase chain reaction) – an experimental method of molecular biology – to determine the concentration of GMOs in food products. This allows a significant increase in the small concentrations of certain fragments of nucleic acid (DNA) in a biological material (sample) – with real-time detection. This method allows to specifically determine the type of GMO and determines its concentration with a certainty of at least 99.95 %.

Also recommendations are given on the measures that need to be taken by the state authorities to ensure the quality of food products within the framework of monitoring the level of GMOs:

– The State Committee for Technical Regulation and Consumer Policy of Ukraine must determine the list of food products for compulsory testing for GMOs.

– The Society for the Protection of Consumer Rights to initiate the establishment of personal responsibility of enterprise managers for the violation of the Law on the mandatory informing of citizens about the availability of GMOs in food.

Keywords: food labeling, social responsibility of manufacturing enterprises, informing of consumers about the presence of GMOs.

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DEVELOPMENT OF DYNAMIC MODEL OF FORMING INVESTMENT VALUE OF RESOURCES IN INFORMATION SYSTEMS OF INTEGRATED SERVICE NETWORKS

page 48–52

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The object of research is the investment value of pricing policy, maximizing investment profit in the developed information system. One of the most problematic places is determining the cost of adjusting the input investment resource taking into account the dynamic correcting element, the component of the variable time and the basic investment resource. When characterizing the invariability of fluctuations in business cycles, the key problem is limiting the provision and consumption of the initial value of investment resources and the complexity of differential adjustment of factors of production. And also the application of the method of linear multithreaded modeling of the investment process of the cost of an information resource allows to differentially regulate the change in the price of an information resource, both the initial cost of consumption, and the adjustment of the investment value of assets.

In the course of the research, the approach of linear modeling of the amount of receiving and supply of information resources in the

dynamic investment process model is used, it allows to eliminate fluctuations in the cost of the investment process in cost and payback.

A three-stage procedural model for calculating the cost of an information resource in a dynamic investment process with the ability to view the price and regulate the volume of the cost of supply and consumption is obtained.

The economic content of the price policy is developed for a situation in which the network opportunity is tightly limited by the price of consumption, volume and cost and also, if the network operator evaluates the services without considering a possible limitation and in the case of guaranteeing the information system service, when the information system can't meet the performance requirements. In this case, the obtained strategy shows that the enterprise information system should contain the ability to dynamically regulate the volume of consumption, provide information resources and dynamically regulate the investment component of the value of assets.

The selectivity of this approach in the complex dynamics of the investment value of the information system contains an incomplete estimate of this type of product. Therefore, there should be a scheme of constant revision of its cost, which contains a dynamic component of the investment value of the information system.

Keywords: information system, dynamic regulation, dynamic investment, price policy management.

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