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## DEVELOPMENT OF COMPETITIVE PERSONNEL FOR SMALL AND MEDIUM ENTERPRISES

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**Introduction:** One of the most important tasks of the company's activity is to achieve and maintain such a level of competitiveness, which allows us to take a stable competitor's position on the market and realize the purpose and mission that the company is planning at this stage of its development.

**Hypothesis of scientific research:** the personnel, being one of the main components of the enterprise, together with others, ensures its competitiveness. The competitiveness of any structural unit is determined by its competitive position, and the competitive position, in turn, is the presence of competitive advantages or competitive advantage.

**The purpose** of the study of the authors of this article is to identify the necessary competitive advantages of the company staff, which contribute the achievement of exclusive competence of staff, and, ultimately, the competitiveness of the enterprise as a whole.

**Research methods:** comparative analysis - to identify, develop and enhance competitive advantages; system analysis – to substantiate the specific features of competitive advantages of personnel; matrix – for

positioning competitive advantages of personnel of enterprises; taxonomies – to calculate their magnitude and forecast directions of development.

**Results:** The acquisition, development and maintenance of competitive advantages as the basis for achieving the competitiveness of the enterprise is proposed to be considered in three directions: to achieve the competitiveness of the company's products; to achieve the competitiveness of the organization itself; to acquire certain, necessary for this organization, the exclusive competence of the personnel of the enterprise.

**Conclusions:** One of the prerequisites for proper development of an enterprise against the backdrop of acute competition is the formation of a strategy for personnel management that is adequate to the overall strategy of the organization, and one of the main prerequisites for the creation of an adequate competitive strategy for managing the personnel of the enterprise is the presence of competitive advantages of personnel, their identification or acquisition, development and consolidation.

**Keywords:** competitive advantages, personnel, competitiveness, competitive position.

**Formulation of the problem.** Creation of a system for the formation and use of labor potential involves activities aimed at providing the enterprise with the required number of employees of the necessary qualifications and competencies, their motivation and use for economic as well as social efficiency. The task of effective management is to organize the work of the personnel of the company in such a way that the competitive advantages of the staff organically fit into the synergetic unity of the overall activities of all aspects of the enterprise. In order to achieve effective influence of competitive advantages of the personnel of the enterprise on the result of its activity, it is necessary to estimate the value of this competitive advantage at the beginning of the investigated period, and then at the end of the determined period during which measures were taken to improve these

competitive advantages. The obtained indicators will give an opportunity to see and assess the degree of influence of the competitive advantages of the company's personnel on strengthening the competitive position of the company and, ultimately, on increasing its competitiveness.

**Analysis of recent research and unsolved part of the problem.** According to most experts, the competitive advantage of a particular object is the specific quality of this object, which is more developed in comparison with the similar property of other objects of competition. Thus, in the opinion of H. McKay, B. Carlof, the competitive advantages are all that all the strategies in the field of business are directed and formed under the influence of numerous factors: efficient production, possession of patents, advertising, literate management, attitude towards consumers [1, p. 148]. Porter defines competitive advantages as a set of factors that determine the success or failure of the enterprise in competition, as well as the productivity of resource use [2, p. 65–67]. A.P. Gradov also considers competitive advantages as the productivity of using resources, which is manifested in comparison with other economic entities (enterprises, industries, national economies of other countries) [3, p. 33–37]. At the same time, according to J. Glinn, V. Markova, D. Perkins, competitive advantages are not in the productivity of the use of resources, but in their presence and uniqueness, which will allow to win in the competition [4, p. 166]. By the definition of J.J. Lamben, the competitive advantage is those characteristics, properties (and qualities) of goods or brands that create for the firm certain advantages over their direct competitors [5, p. 251]. The achieved level of competitive advantage of an object determines its competitive position. M.I. Knysh characterizes a competitive advantage as a consequence of a more advantageous market position (ownership of a larger market share) in a particular segment [6]. M.V. Semikina, one of the first ukrainian researchers who used the term "competitive advantages of the personnel", proved that "competitive advantages open up additional opportunities for obtaining higher income (profit) for the enterprise, higher wages to the employee" [7, p. 16]. V.G. Scherbak, O.Yu. Slavgorodskaya offer on the basis of classification of competitive advantages of personnel of the enterprise to put a functional-competent approach [8, p. 94–97].

The discrepancy of the opinions of scientists regarding the definition of competitive advantages of the personnel and their impact on the competitiveness of the company has caused the relevance of the study.

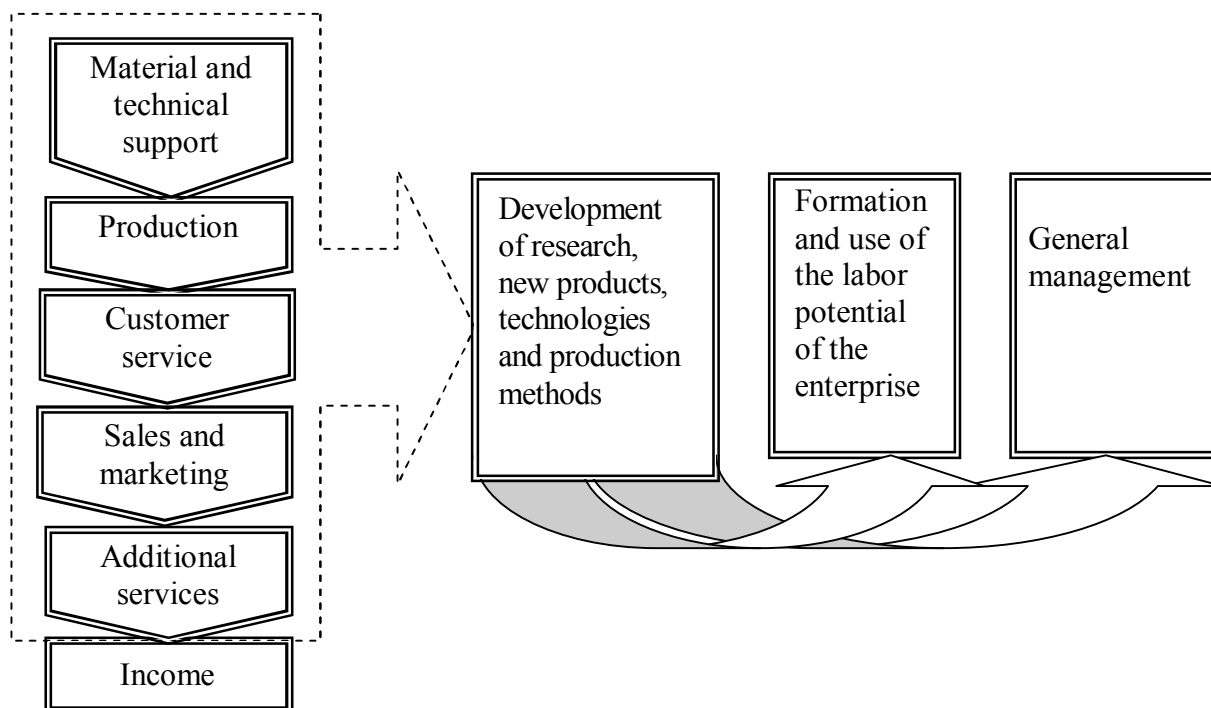
**The aim of the study.** To analyze the influence of competitive advantages of the personnel on the level of competitiveness of the enterprise.

**Research results.** One of the factors of achieving the competitiveness of an enterprise is the creation and use of competitive advantages of the personnel of the enterprise, as a combination of characteristics of employees, unique in nature and inherent in this personnel structure of the company, which determine

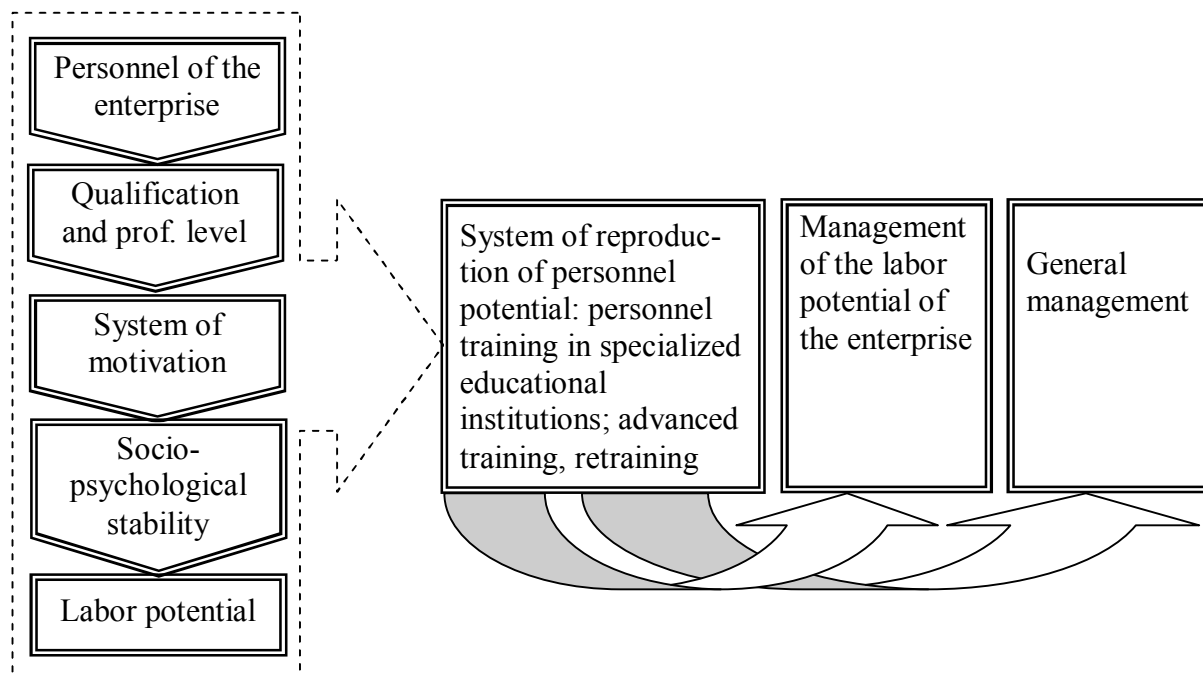
its competitive position and promote successful competitive struggle in the market. Therefore, the competitiveness of personnel can be defined as its ability to realize its competitive advantages in such a way as to promote the promotion of the company to a better competitive position compared to other competition subjects in this market.

One of the tools of the analysis of the competitive position of the enterprise, which is created on the basis of skills and abilities of the enterprise, which, differing from the skills and abilities of competitors, gives the enterprise the opportunity "to organize more efficient in comparison with competitors, functioning of all elements of the chain of values" [9, p. 173] (Fig. 1).

Building a chain of values for the enterprise allows you to study the connection between different sections within the chain, as well as the relationship between carriers and consumers; to identify those activities that are crucial for satisfying consumer needs and success in the market; conduct a comparative estimate of the company's costs and compare the cost structure with competitors. According to some authors (M.I. Karlin, Yu.B. Ivanov) [10, p. 88], the chain of values of the group "Labor potential of the enterprise" is realized through the interaction of a whole subsystem of indicators, which include the qualification and professional level of personnel, the system of motivation labor, system of reproduction of labor potential, social and psychological stability of the personnel. The relationship between these indicators is given in the following scheme (Fig. 2).



*Fig. 1. The chain of values of the enterprise*



**Fig. 2. Principal scheme of the chain of values of the group  
"Labor Potential of enterprises"**

Competitive opportunities of the company are directly dependent on improving the quality of staff. The synergistic effect of the interaction of all factors, presented in the scheme, greatly enhances the resulting influence of the personnel on increasing the competitive position of the enterprise. This approach is most appropriate in terms of the objectives of this study, because it allows us to assess the competitive position of the enterprise in terms of its labor potential through the prism of all factors that affect the quality of the personnel of the enterprise.

The theoretical basis of the actual research is the matrix of the classification of competitive positions, depending on the level of attractiveness of the market segment and the level of achieved competitive advantage of the structural unit. The prototype of this matrix is the matrix "Competitive positions of the enterprise", proposed by the method of actual analysis, which in foreign practice is called the method of East analysis. Real-time analysis is a variant of a portfolio approach. The two Criteria for Existing Analysis, mentioned above, allow us to uniquely assess the position of an enterprise on the market at this time, which is especially important in a competitive environment.

The author considers it necessary for the purpose of greater accuracy of research results to develop on the basis of the method of multidimensional spaces a system for determining the integral index for each component of the formation and use of the labor potential of the enterprise. Integral indicators are

calculated on the basis of partial indicators of each subsystem of formation and use of labor potential of the enterprise. Determining the position of the company's personnel in the coordinate system "The situation of the enterprise relative to competitors / Competitive advantages of the personnel", even using expert evaluation methods, is often quite difficult. Therefore, in this analysis it is necessary to accept two gradations of the indicated values ("High-low"), in addition, it is necessary to replace the coordinate along the X-axis "Position of the enterprise with respect to competitors" to "Competitive advantages of the personnel", and on the Y-axis – "Attractiveness of the market" on "The situation of the company with respect to competitors", which will more closely correspond to the objectives of this study (Fig. 3).

In the proposed matrix, we can distinguish four quadrants, where each one corresponds to a certain competitive position of the company's personnel in the target market. The system of measures for the formation and use of the labor potential of an enterprise with a high competitive advantage in a highly attractive segment of the investigated market (position A1) is to increase the number of staff and increase its qualification level.

The system of measures for the formation and use of the labor potential of the enterprise, which has a low competitive advantage with a high attractiveness of the position of the company on the market (B1 competitive position), calls for the differentiation of the managerial actions of the enterprise in order to create new competitive advantages with a view to differentiating it on the highly attractive target market. Therefore, management influences on the personnel of the enterprise are mainly aimed at increasing its level of qualification through the training of its own and attracting from the outside of highly skilled personnel.

The situation of the enterprise relative to the competitors	High	B1	A1
	Low	B2	A2
		Low	High
		Competitive superiority of staff	

**Fig. 3. Proposed approach to the definition of competitive advantages of the personnel of enterprises**

Competitive position that corresponds to the quadrant A2, forces the enterprises to carry out administrative actions aimed at supporting the achieved high level of competitive advantage in the low-attractive segment of the investigated market. Therefore, in relation to the staffing, it is necessary to increase the efficiency of all functional departments and improve their interaction among themselves.

Competitive strategy of the enterprise, which corresponds to the competitive position B2, forces the company to leave the target market in search of a more attractive segment, because the results of the conducted research showed that this market is unattractive. Therefore, measures for the formation and use of labor potential of the company is aimed at reducing the available and recruiting personnel, which corresponds to the specialization of new market segments.

Thus, the author of this approach works on the development of a reasonable system of measures for the formation and use of the labor potential of the enterprise, an adequate competitive position of the company and the level of competitive advantage of the personnel, with the help of only two parameters that characterize the competitive position of the enterprise in a particular product segment of the market. These parameters are the position of the enterprise relative to the competitors and the level of competitive advantages of the personnel. These factors can be estimated using a system of objective partial indicators that characterize the internal and external environment of the enterprise. Partial indicators are aggregated into an integral index, the value of which varies from 0 to 1.

Each integral indicator is calculated based on the use of a group of partial indicators that assess the degree of staff utilization in each particular subsystem of the formation and use of labor potential of the enterprise. Processing of the received partial characteristics is carried out by the method of multidimensional spaces, which allow to uniquely estimate the level of development of objects (in this case, enterprises and personnel), having different numerical and qualitative estimates. In this study, it is proposed to apply a taxonomic analysis approach to calculate integral indicators that characterize the level of enterprise development in general and its personnel in particular.

An indicator of the level of enterprise development is a characteristic of its competitive advantage in the market. The indicator of the level of development of the labor potential of the enterprise is a characteristic of its competitive advantage in the market, which allows to take into account this factor when forming the strategy of management of labor potential:

for the company:

$$\eta^d = 1 - \frac{L_i^d}{L^d + 2\sigma^d}; \quad (1)$$

for competitive advantages of the personnel of the enterprise:

$$\eta_i^p = 1 - \frac{L_i^p}{L^p + 2\sigma_i^p}. \quad (2)$$

To use the proposed methodology, the use of a system of partial indicators characterizing the competitive advantages of the personnel on the example of small and medium-sized transport enterprises was substantiated (Table 1–2).

Table 1

**Partial indicators of competitive advantage of the company  
in the market of transport services**

Name of the indicator	Formula	Marks
1	2	3
by size of market share	$D_{ij}^S = \frac{V_{ij}^t}{\sum_{j=1}^M V_{ij}^t}$	$V_{ij}^t$ – cargo turnover (passenger turnover) of the enterprise by the i-th type of services j-type of activity $S_{ij}^t$ – the size of the i-th market share of the enterprise (the volume of realized services in market prices) in the t-th period of time;
by the grow of the share of the market	$D_{ij}^{TS} = \frac{S_{ij}^t}{S_{ij}^{t-1}}$	$S_{ij}^{t-1}$ – the size of the market share of the enterprise (the volume of services sold at market prices) in the t-1 period of time
as the market share grows	$D_{ij}^C = C_{ij}^t$	$C_{ij}^t$ – tariffs for the i-th type of services for the j-th type of activity in the t-th period of time
for the price	$D_{ij}^F = \frac{F_{ij}^t}{F_j^t}$	$F_{ij}^t, F_i^t$ – respectively, the number of i-th positions of the assortment portfolio of services for the j-th type of activity and the total number of services in this segment for the j-th type of activity
the flexibility of price policy	$D_{ij}^{CP} = \frac{V_{ij}^{t_{min}}}{V_{ij}^{t_{max}}} \div \left( \frac{C_{ij}^t - C_{ij}^{t'}}{C_{ij}^t} \times 100 \right)$	$V_{ij}^{t_{max}}$ – the maximum cost of transportation, at which they are carried out at the lowest possible rates; $V_{ij}^{t_{min}}$ – the minimum cost of transportation, at which they are carried out at the lowest possible rates; $C_{ij}^{t'}$ – reduced tariffs for the i-th type of services for the j-th type of activity in the t-th period of time

Continuation of table 1

1	2	3
for the profitability of transportation	$D_{ij}^R = \frac{P_{ij}^t}{V_{ij}^t}$	$P_{ij}^t$ – income from the i-th type of services for the j-th type of activity
for the threat of new competitors coming	$R_i^M = \frac{M_i^t}{M_i^{t-1}}$	$M_i^t, M_i^{t-1}$ – respectively, the number of enterprises providing the i-th type of services in the t-th and the previous t-th period of time
on the effectiveness of staffing	$D_{ij}^L = \frac{P_{ij}^t}{L_{ij}^t}$	$L_{ij}^t$ – the average number of employees working at the j-th enterprise in the t-th period of time
by the intensity of advertising activity	$D_{ij}^{AD} = \frac{P_{ij}^t}{AD_{ij}^t}$	$AD_{ij}^t$ – advertising and promotion costs for i-th type of services j-th type of activity in the t-th period of time

Table 2

**Partial indicators of the level of development of competitive advantages of the personnel of the enterprise**

Kind of competitive advantages	Name of the indicator	Formula of calculation	Symbols	Characteristic of the indicator
1	2	3	4	5
Level of personnel qualification, $P_{квал.}$	Share of employees with professional education	$y_{\text{фак.}}^t = \frac{\text{ч}_{\text{фак.}}^t}{\text{ч}_{\text{серед.}}^t}$	$\text{ч}_{\text{фак.}}^t$ – number of employees with professional education; $\text{ч}_{\text{серед.}}^t$ – average number of workers	Determines the share of employees with specialist education in the total number of personnel of the enterprise
Level of personnel qualification, $P_{квал.}$	Dynamics of the level of education of employees of the enterprise	$T_{\text{фак.}}^t = \frac{y_{\text{фак.}}^t}{y_{\text{фак.}}^{t-1}}$	$y_{\text{фак.}}^{t-1}$ – the share of employees of the enterprise with a professional education in the previous period	Evaluates the dynamics of changes in the level of education of employees of the enterprise
Experience of the staff, $P_{стаж.}$	Average work experience	$C_m^t = \frac{\sum_{n=1}^n C_n^t}{\text{ч}_{\text{факт.м}}^t}$	$C_n^t$ – experience of n-th employee, $\text{ч}_{\text{факт.}}^t$ – the actual number of employees in the m-category	Determines the average work experience of workers in each category
	Average length of work in specialty	$C_{\text{мф}}^p = \frac{\sum_{n=1}^n C_{\text{нф}}^t}{\text{ч}_{\text{факт.м}}^t}$	$C_{\text{нф}}^t$ – experience of n-th employee, $\text{ч}_{\text{факт.}}^t$ – the actual number of employees in the m-category	Determines the average length of work in the specialty of workers in each category
The level of competence of the personnel of the enterprise, $P_{комп.}$	Level of competence of the personnel of the enterprise	$y_{\text{комп.м}}^t = \frac{\sum_{n=1}^n B_{\text{комп.п}}^t}{\text{ч}_{\text{серед.}}^t}$	$\sum_{n=1}^n B_{\text{комп.п}}^t$ – the total score of the competence of the m-th category of employees, obtained as a result of attestation in the t-th period of time	Determines the level of competence of each category of company employees



Continuation of table 2

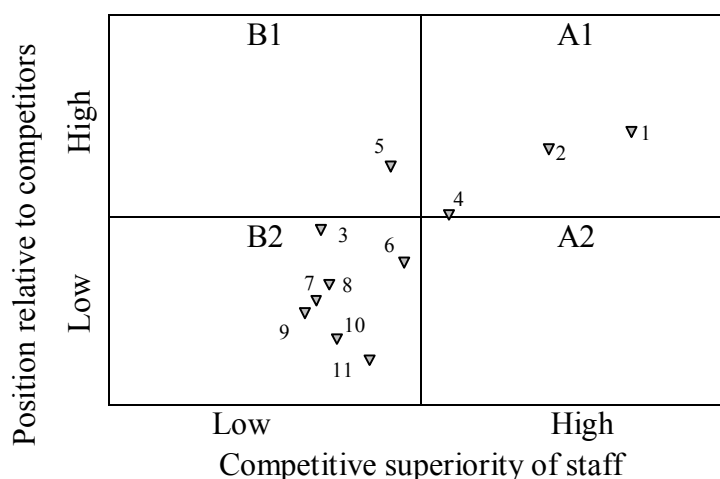
1	2	3	4	5
	The share of certified workers	$C_{m\phi}^p = \frac{\sum_{n=1}^n K_{at}^t}{\psi_{серед}^t}$	$K_{at}^t$ – the total score of the competence of the m-th category of employees, obtained as a result of attestation in the t-th period of time	Determines the share of certified employees of each category
The degree of stability of competitive advantages, $P_{стійк.}$	Personnel Dynamics Index	$I_{динам.}^t = \frac{\psi_{пост.}^t - \psi_{звільн.}^t}{\psi_{нач.}^t}$	$\psi_{пост.}^t$ – the number of staff recruited in the t-th period; $\psi_{звільн.}^t$ – the number of dismissed workers in the t-th period, $\psi_{нач.}^t$ – the number of employees at the beginning of the t-th period	Allows you to assess the dynamics of the company's personnel for a specified period
	Staff Stability Index	$I_{стаб.}^t = \frac{\psi_{пост.прац.}^t}{\psi_{серед.}^t}$ $\psi_{пост.прац.}^t = \psi_{серед.}^t - \psi_{тимч.}^t$	$\psi_{пост.прац.}^t$ – the number of permanent workers of the enterprise for the t-th period, $\psi_{тимч.}^t$ – number of temporarily working workers of the enterprise for the t-th period	Allows you to evaluate the stability of the number of personnel of the company for a specified period due to the presence of a permanent staff
The degree of stability of competitive advantages, $P_{стійк.}$	The coefficient of career growth of employees	$K_{кар.} = \frac{\psi_{підв.}^t}{\psi_{серед.}^t}$	$\psi_{підв.}^t$ – the number of employees who had a promotion in the t-period of time	Evaluates the share of employees of the enterprise, who had an increase in service for t-period of time
	Completeness of use of working time	$K_{фрч} = \frac{\phi \psi_{факт.}^t}{\phi \psi_{норм.}^t}$	$\phi \psi_{факт.}^t$ – the actual fund of working time in the t-th period of time; $\phi \psi_{норм.}^t$ – normative fund of working time in the t-th period of time	Determines the degree of completeness of the use of working time in the whole company
	Discipline of the staff	$K_{дисц.} = \frac{H_{непов.}^t}{\psi_{серед.}^t}$	$H_{непов.}^t$ – the number of non-outputs of employees of the enterprise for disreputable reasons in the t-th period of time	Determines the level of discipline of employees in the t-th period of time
Reproduction of competitive advantages, $P_{відтв.}$	Expenditures for training and professional development of employees of the enterprise	$Z_D = \frac{3_{навч.}^t}{\psi_{серед.}^t}$	$3_{навч.}^t$ – the cost of training the staff in the t-th period of time	Determines the proportion of the cost of training and professional development per employee of the enterprise
	The average amount of time spent by one employee on advanced training	$T_{серед.}^t = \frac{T_{ф.підв.кв.}^t}{\psi_{серед.}^t}$	$T_{ф.підв.кв.}^t$ – the actual time spent by all employees on the qualification improvement for the t-th period of time	Evaluates the amount of time that an enterprise allocates during the t-th period of time to enhance the skills of one employee in order to enhance the effectiveness of the organization

Table 3

**Results of calculation of level of development of enterprises and competitive advantages of enterprises personnel**

Trade mark	Symbols	Level of development of competitive advantages	
		enterprises	personnel of the enterprise
Kamaz-trans-service LLC	1	0,86	0,76
Trans-Legion Ukraine Ltd.	2	0,82	0,61
Orlan-trans Group Ltd.	3	0,73	0,43
Zakhiduktrans TEK	4	0,64	0,54
Rise Transservice Ltd	5	0,55	0,33
Ukrainian transport company Ltd.	6	0,46	0,42
Auto-Lux LLC	7	0,37	0,31
Intertrans CJSC	8	0,33	0,29
Trans-Group SP Ltd.	9	0,29	0,27
Magistral-trans Ltd	10	0,24	0,20
OAD AK Ukrtrans	11	0,21	0,31

The level of development of competitive advantages for the personnel of transport enterprises is directly dependent on the efficiency of its staffing. Results of calculations of integrated indicators of the level of development of competitive advantages of small and medium-sized transport enterprises and their personnel are given in Table 3 and graphically represented in Fig. 4.



**Fig. 4. Competitive advantages of the personnel of the enterprises being studied**

Fig. 4 gives an opportunity to analyze the competitive position of the personnel of the enterprise relative to the position of the enterprise itself, reflecting the compliance of the developed system of formation and use of labor potential of the chosen direction of development of the transport industry enterprise. So, the companies Kamaz-trans-service LLC, Trans-Legion Ukraine

Ltd., Zakhiduktrans TEK are in the quadrant A1 because they have a strong market position, including through their own personnel, which has great market benefits. This fact suggests that, with respect to their own personnel, the enterprises carried out well-founded and effective measures for the formation of labor potential, which allowed the most effective use and development of the competitive advantages of the personnel that are currently taking place.

The second group of companies – Orlan-Trans Group LLC, Rise Transservice Ltd., Ukrainian Transport Company Ltd. – is located in the quadrant B1, indicating the presence of a strong market position. But this position is achieved at the expense of the internal resources of the enterprise, and not at the expense of its own personnel, because the coordinates of the personnel do not exceed 0.5. This means, the management of enterprises must review its own HR policy in order to identify, transform and strengthen its competitive advantages. The third group of companies – Auto-Lux LLC, Intertrans CJSC, Trans-Group SP Ltd., Magistral-Trans LLC, OAO AK Ukrtrans - is located in quadrant B2, which corresponds to the low competitive position of both the company itself and the personnel of the above-mentioned enterprises. The low level of coordinates of the competitive position of the staff (less than 0.5) testifies to the need to review the system of formation and use of labor potential in order to identify, improve the existing and gain new competitive advantages for the personnel.

**Conclusions and suggestions.** The main conditions for ensuring the competitive advantages of personnel include the following: application of scientific approaches to strategic management; consideration of the unity of quality (useful effect) and aggregate expenditures at all stages of the life cycle of the personnel; application of modern methods of research and development (functional-cost analysis, modeling, forecasting, optimization, economic justification of each solution, program-targeted planning, etc.); consideration of interconnections of management functions with any process at all stages of the personnel life cycle; the formation of a system of measures to ensure the competitiveness of labor potential.

In order to further determine the possible directions of development of competitive advantages of personnel, it is expedient to construct a tree of indicators that allow forming the competitive advantages of the personnel: 1) the quality of the management system, due to the quantity and depth of applied scientific approaches, principles and methods of formation and use of labor potential; 2) expenses of the management of the enterprise for recruitment, hiring, selection, training, adaptation, advanced training and other operational activities for personnel management; 3) the degree of satisfaction of the needs of the enterprise in the personnel in the appropriate quantity and qualification.

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