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**DEVELOPMENT OF METHODOLOGICAL TOOLS FOR THE MANAGEMENT
OF THE INTELLECTUAL AND HUMAN RESOURCES SUBSYSTEMS TO ENSURE
THE ECONOMIC SECURITY OF ENGINEERING COMPANIES**

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Purpose. This article deals with the management of the intellectual and personnel components of economic security in the modern world; with a specific focus on the organizational and economic subsets of this component. The authors have devised a system which uses a series of interrelated indicators, which are typically found within an engineering company; the system evaluates the criteria associated with both resource and intellectual and personnel security. **Methodology.** This methodical approach allows for the continuous monitoring of this sphere, subsequently correlating the data with the defined goals and available resources of the company. **Originality.** Also, it provides the opportunity to improve the decision making process from an economic perspective, thus allowing the prioritization of a company's reaction before other indicators whilst managing the company's economic security, namely those components concerned with intellectual and human resources.

Practical value. Key performance indicators have been developed and evaluated; these are based on the main activities of engineering companies within Ukraine as well as their methods and approaches to the management of personnel.

The authors have proved that the management of the economic security of an engineering company has to be applied gradually, i.e. a set of tasks, which come from the evaluation of economic security criteria, being solved at every other stage. References 12, tables 2, figures 5.

Key words: economic security, threats, functional components, personnel security.

РОЗВИТОК МЕТОДИЧНОГО ІНСТРУМЕНТАРІЮ УПРАВЛІННЯ ІНТЕЛЕКТУАЛЬНО-КАДРОВОЮ ПІДСИСТЕМОЮ ЕКОНОМІЧНОЇ БЕЗПЕКИ МАШИНОБУДІВНОГО ПІДПРИЄМСТВА

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У статті представлені результати дослідження організаційно-економічних складових механізму управління інтелектуально-кадровою підсистемою економічної безпеки підприємства в сучасних умовах. Запропоновано підхід до оцінювання інтелектуально-кадрової безпеки на основі системи взаємопов'язаних показників діяльності підприємств машинобудівної галузі. Пропонований підхід дозволяє здійснювати моніторинг сфери управління кадрами відповідно до довгострокових векторів розвитку підприємства та наявних ресурсів. Запропонований методичний підхід надає можливість підвищити ступінь економічної обґрунтованості при прийнятті рішень у рамках управління інтелектуально-кадровою підсистемою економічної безпеки підприємства.

Авторами обґрунтовано, що управління станом економічної безпеки повинне здійснюватися поетапно. Сформовані сценарії розвитку підприємства дозволяють вирішувати визначений комплекс завдань відповідно до критеріїв оцінювання стану безпеки.

Ключові слова: економічна безпека, загрози, функціональні складові, кадрова безпека, пріоритет.

PROBLEM STATEMENT. The enterprise engineering industry is currently in a crisis, primarily due to the worsening global and domestic markets. Therefore it is necessary to determine an effective method for the management of the economic security of a company, based on an analysis of both external and internal threats and their structural relationships.

Of particular relevance is the challenge of selecting the most appropriate area of priority, as defined by the enterprise development strategy of internal compliance processes, which includes the systems that handle the motivation and development of personnel. In addition, the specific role of personnel security within the sphere of enterprise's economic security and the increased risk this has on the vulnerability of the economic state of compared to other spheres of activity. The analysis of existing research demonstrates that there has been significant attention paid to by scientists, both in Ukraine and abroad, on the issue of the economic security management at various levels –

from the public sector through to the private sector. The following authors have discussed the development of the theoretical and methodological foundations for the management of the economic safety of labour: S. O. Arefev [1], M. M. Yermoshenko and K. S. Horiacheva [2], S. N. Pyashenko [3], G. V. Kozachenko [4], O. M. Liashenko [5], etc. However, a number of issues related to the formation of mechanisms ensuring personnel security within an enterprise based, on the analysis of the structural interrelations of external and internal threats are not reflected in the literature.

The purpose of the article is to provide an approach to the evaluation of the effectiveness of the management of intellectual and personnel subset of the economic security of engineering company.

EXPERIMENTAL PART AND RESULTS OBTAINED. In the broadest sense personnel security is defined as a system of policies and procedures which manage the risk of staff causing a security threat to an

organisation. Personnel safety is ensured by the timely detection, prevention, and suppression of any acts by personnel which can be considered dangerous. The authors agree with N. I. Lohinova [6], who considered that personnel security policy, which aims to identify, neutralise, and prevent threats, dangers, and risks targeting personnel and its intellectual potential, to be the most important component of economic security for an enterprise and should be shown in the management of human resources and personnel policy of the company.

Within a company there are several assessment options available, each of which comprise of a set of key processes and interactions between different elements of the company; together these form a level of economic security for industrial enterprises [7]. Evaluation parameters cover key indexes of the relevant economic security subsystem and display their status. The state of the resource subsystem of the company's economic security is characterized by the evaluation parameters which reflect the provision of the company's activity with respect to the necessary resources at a sufficient quantity and at the stated quality. Modern enterprises are starting to understand that a comprehensive assessment of the resource potential of the company is required by the phase of strategic and crisis analysis and management. So, in his monograph O. S. Shnytko [8, p. 99–104] performed the structuring of resources requirements for the enterprise on the basis of A. Maslow and evaluated the effects of their sustainable mismatch at different levels of hierarchical systems. The establishment of an "inversely proportional" relationship between the level of needs and the nature of the company's response to them allowed the following conclusion to be made: there is a close connection and interdependence of economic safety of objects at the micro, meso, and macro levels. For example, unmet needs of the first resource and technological level associated with the supply of material and labour resources causes security risks at the micro level, but due to the violation of the working rhythm of the enterprise and its relationship with contractors there is also a high chance of their extension within the subsector. A constant dissatisfaction of the company's second level needs in warranties that can be implemented by the formation and compliance with certain regulatory requirements leads to the shadow economy, capital flight increasing and, consequently, the deterioration of the state's

economic security. That is why S. O. Arefev emphasizes the active position of the company while ensuring the protection of its activity [1, p. 84].

The activity approach lies in the modern ideas of the category of economic security. The security is studied as an individual's objective reality in particular conditions; this also considers the individual's active interaction with the environment aimed at self-actualisation. This is fully reflected in the definitions stated by O. F. Yaremenko who examined economic security as a condition when the most efficient use of resources result in avoiding, reducing or localising the risks, and thus the goal of an activity within the competitive environment is achieved by using modern management techniques [10, p. 3].

M. Bendikov notes that economic security should be understood as «... the protection of the scientific and technical, technological, industrial and human potential of the company from direct (active) or indirect (passive) economic threats and the ability to renew it» [9, p. 78]. Under this approach, the economic security mechanism is based on the company's ability to resist the influence of mainly external factors whilst implementation is achieved through the "protection" of its functional components. A disadvantage of this approach is that it only considers the factors generated outside of the company, and the state of its economic security. The internal negative factors of the company that undoubtedly have a significant and relevant impact on the economic security of the industrial facilities are not considered.

Internal threats to economic security occur directly in the sphere of the economic activity of the enterprise and, first and foremost, of the shortcomings of its internal economic management mechanism and, therefore, can be timely detected and localised, and the level of their influence on the results of activities depends on management. According to research results [7], the level of economic security of an industrial enterprise depends on the composition of the staff and their qualifications. As O. M. Liashenko and V. L. Bezbozhnyi [11, p. 70] stated, to ensure the human resources component of the company's economic security it is necessary to keep strategically important senior staff (senior management who have had access to confidential information), this will encourage continuous employment thus reducing staff turnover.

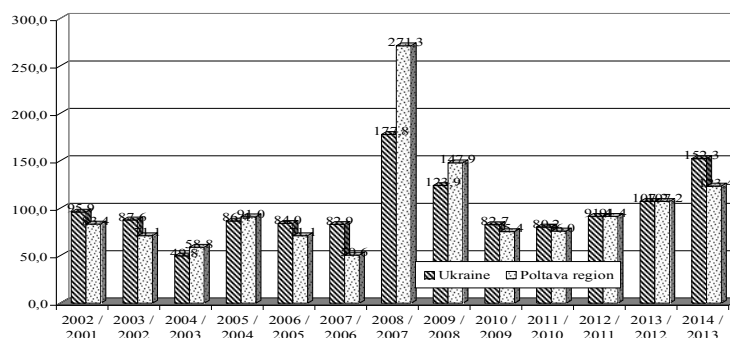


Figure 1 – The growth rate of the outstanding amount of wages (calculated by authors on the basis of [12])

The authors agree with the conclusion that these threats influence the level of the company's security. Herewith, the internal indicators are responsible for the implementation of principles of economic security achieving of the internal relevant industrial and economic structure through the characteristic of domestic economic stability of the company. The analysis of the statistical data shows that negative feature of motivational mechanism of remuneration in the context of proper state of personnel component of economic security is the existence and dynamics of arrears of wages. So, during 2008–2009 the rapid increase in this index according to regions (including Poltava region) and in the whole of Ukraine was noted; negative dynamics has been observed during 2012–2014 as well (Fig. 1).

However, the ratio of the rate of growth of the nominal and the real wages (Fig. 2) indicates that there is a lag in the growth of the growth rate of real wages throughout the study period, which resulted in an increased number of threats to the human resources component of economic security.

It should be considered that the nominal wage characterises an individual's income and is not connected with the prices for goods and services and the amount of direct taxes; in contrast the real wage reflects the nominal wage's purchasing power and is a measure of an individual's real income. The observed lag in growth of real wage when compared to the nominal wage highlights factors inhibiting the financial motivation of employees.

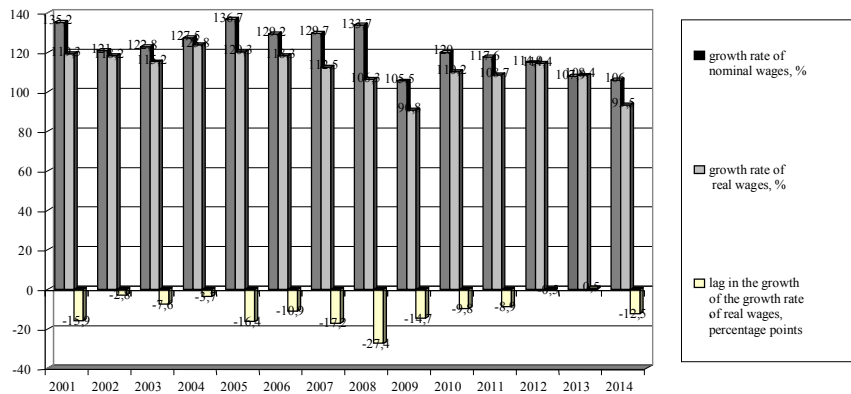


Figure 2 – Ratio of growth rates of nominal and real wages (calculated by authors on the basis of [12])

All this will affect the staff turnover on dismissal and confirms the conclusion that there are real threats

to human resources component of the companies' economic security (Fig. 3).

Turnover ratio of labor on dismissal to the average number of staff, in %

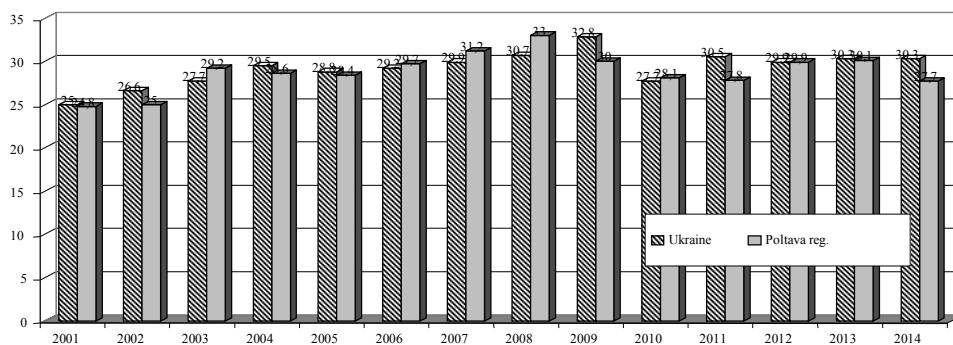


Figure 3 – The dynamics of the turnover of the labour force on dismissal (calculated by authors on the basis of [12])

Thus, analysis of macro and micro factors that stipulate the results of the industry management has revealed the real threats to the economic security, especially to its personnel subsystem, of the enterprises of Poltava region and the whole country.

So, the most important task in economic security management is to determine the existing threats and then to subsequently determine the significance of these threats on a deepening crisis within a company. The results of this analysis are the basis for the development of the anticipatory actions aimed at the

effective elimination of the consequences caused by the threat.

The personnel parameter is targeting the following tasks: assessing the company's staffing level, and the determination of the effectiveness of the system of motivation and remuneration. This stipulates the positive dynamics of productivity and eliminates the negative effects (staff turnover, mainly of highly qualified personnel, physical aging, and a low skill set). This group of indicators provides an opportunity to assess the effectiveness of personnel policy of the

company, which should contribute to staff retention, the reduction in the staff average age, and an increase in productivity. The growth of the educational level of workers according to the activity profile, positive dynamics of their development, and optimal proportions of the increase rates of the average wage compared with the rates of productivity growth should provide the security of the company.

When forming an integrated assessment model of

economic security we have identified functional blocks of indicators in three subsystems: the technical and technological, resource and communicational, in order to diagnose the performance of the machine-building enterprises. For engineering company the resource subsystem of economic security is very important; it combines indicators of financial and intellectual and human resources components (Table 1).

Table 1 – The method of calculation and interpretation of indicators for integrated assessment of intellectual and human resources component of economic security of engineering company

Index	Calculation algorithm		Characteristic
Resource subsystem			
intellectual and human resources component			
1. Index of employees loyalty, I_c	$I_c = 1 - \frac{K_{zv}}{K_{sr.sp}}$;	K_{zv} – number of dismissed; $K_{sr.sp}$ – average number of the employees	shows the level of staff retention
2. Index of the educational level of employees according to the activity profile, $I_{osv.p.}$	$I_{osv.p.} = \frac{K_{vo}}{K_{sr.sp}}$;	K_{vo} – number of employees with higher education according to the activity profile	describes the match between the educational level and employee's skill set
3. Index of staff development, $I_{rosv.}$	$I_{rosv.} = \frac{K_{pid}}{K_{sr.sp}}$;	K_{pid} – number of employees retrained	describes the company's attitude to staff development
4. Index of growth of average wages of employees, $I_{zr.s.z/pl.}$	$I_{zr.s.z/pl.} = \frac{ZP_{sr.k.p.}}{ZP_{sr.k.p.p.}}$;	$ZP_{sr.k.p.}$ – the average salary of employees at the end of the period; $ZP_{sr.k.p.p.}$ – the average salary of employees at the beginning of the period	describes changes in staff salary
5. Index of productivity growth, $I_{zr.pl.}$	$I_{zr.pl.} = \frac{Pr_{k.p.}}{Pr_{p.p.}}$;	$Pr_{k.p.}$ – productivity of employees at the end of the period; $Pr_{p.p.}$ – productivity of employees at the beginning of the period	evaluation of the effectiveness of the usage of labour resources
6. Index of staff aging, $I_{st.k.}$	$I_{st.k.} = \frac{CB_{k.p.}}{CB_{p.p.}}$;	$CB_{k.p.}$ – the average age of employees at the end of the period; $CB_{p.p.}$ – the average age of employees at the beginning of the period.	describes changes of the average age of employees at the company

The integrated model of the evaluation of intellectual and human resources component of economic security of an engineering company in this context is based on the determination of the functional components (unequal in a particular population) and on the process of norm setting (standardization) of the selected indicators. The suggested approach evaluates the economic security of engineering companies, enabling them to determine the company's rating in relation to the efficiency of the existing system of economic security (in comparable time plane) and to diagnose the problem field (in the dynamics of individual assessment) according to the marked subsystems and functional components of the system. The resulting indexes of the economic security rating assessment of Kremenchug leading engineering companies with respect to the functional components of the intellectual and human resources subsystem are shown in Table 2.

Index of workforce productivity growth and the index of staff aging reflect the company's potential with regard to the changes in the plane of human capacity; the first one indicates possible positive

changes and the other (disincentive) – the negative effects of the absence of the dynamic balance in forming the company's labour force. The coefficient of staff stability reflects the level of staff retention in the company.

The level and dynamics of the components of economic security is affected by a number of factors. At the same time in different conditions and characteristics of the object's activity, the priority and the significance of each of these factors may vary. So, to study the mechanism of management of economic security, it is necessary to determine the impact of these factors, their structure and their dynamics. In our opinion, it is appropriate to suggest a concept of the economic security management, which would solve the problem of the management processes improving through the usage of universal, formalised, qualitative characteristics of the system.

Such items as communicativeness, flexibility, stability, and adaptability should be included into the characteristics which show the quality of the system of economic security of the engineering company and determine the coefficient of dynamics.

Table 2 – The resulting (standardized) indexes of the intellectual and human resources subsystem of economic security of engineering companies

Index	2012				2013				2014			
	PJSC «Kredmash»	PJSC «KrAZ»	PJSC «KRCBW»	PJSC «AUOKRAZ»	PJSC «Kredmash»	PJSC «KrAZ»	PJSC «KRCBW»	PJSC «AUOKRAZ»	PJSC «Kredmash»	PJSC «KrAZ»	PJSC «KRCBW»	PJSC «AUOKRAZ»
intellectual and human resources component												
1. Index of employees loyalty, I_c	0,771	0,000	1,000	0,200	0,000	0,200	1,000	0,100	0,600	0,200	1,000	0,000
2. Index of the educational level of employees according to the activity profile, $I_{osv.p.}$	0,400	0,200	1,000	0,000	0,533	0,400	1,000	0,000	0,143	0,000	1,000	0,000
3. Index of staff development, $I_{rosv.}$	0,368	0,000	1,000	0,000	0,375	0,000	1,000	0,000	0,538	0,231	1,000	0,000
4. Index of growth of average wages of employees, $I_{zr.s.z/pl.}$	0,000	0,956	1,000	0,380	0,383	0,551	1,000	0,000	1,000	0,075	0,116	0,000
5. Index of productivity growth, $I_{zr.pl.}$	0,283	1,000	0,550	0,000	0,000	0,114	1,000	0,732	1,000	0,069	0,559	0,000
6. Index of staff aging, $I_{st.k.}$	1,000	0,759	0,000	0,468	1,000	0,000	0,476	0,000	1,000	0,000	0,679	0,036
Integrated average index	0,470	0,486	0,758	0,175	0,382	0,211	0,913	0,139	0,714	0,096	0,726	0,006

Since any change in the level of economic security of the industrial company is caused by those factors, the coefficient of dynamics k is suggested to be presented in the following relationship:

$$k = f(k_{\text{communic}}, k_{\text{flexibil}}, k_{\text{stabil}}, k_{\text{adapt}}), \quad (1)$$

where k_{communic} – a coefficient of the dynamics of communicativeness of the economic security of the company; k_{flexibil} – a coefficient of the dynamics of flexibility of the economic security of the company; k_{stabil} – a coefficient of the dynamics of stability of the economic security of the company; k_{adapt} – a coefficient of the dynamics of adaptability of the economic security of the company.

So, communicativeness of the system of the economic security of the company means the system's ability to make connections with the environment in order to fulfil the resource and informational exchange. The communicativeness of the system of the economic security depends on the ability of its components to self-develop, on the flexibility of ties between them and environmental elements, and the main resources provision.

The main indicators which we think should be accepted as definers of the communicativeness of the economic security of the company are: index of the staff development which reflects the company's attitude to the staff training; financial stability which shows the balance between the equity and debt capital; the ratio of receivables and payables which evaluate the level of optimisation in making payments for the liabilities and debts of the company. The level of the qualitative and quantitative characteristics of the company's logistical support is represented by the coefficient of inventory turnover and the index of the supplier's stability. The first describes business activity and the intensity of the reserves usage, and the second – the level of the supplier's stability during the period.

The adaptability of the skilled resources component

is shown by the educational level of employees index according to the activity profile and the index of growth of average wages of employees.

Due to the application of regulatory decisions aimed at the improvement of the economic security of the companies, positive or negative changes in the indicators may occur. These changes prove that there is a link between the regulatory decisions and the object under control; also they prove that there is the necessity to apply the preventive measures in order to improve the performance of the economic security management. The effectiveness of the economic security functioning as a system is the index which demonstrates the changes in dynamics if the effective direction of development is chosen among the existing strategic alternatives. We have applied the method of hierarchy analysis as a tool for choosing the optimal direction of development in order to set the priorities: the best way to compare and evaluate the elements, the method of decision-making in selecting of the alternative reactions of the company.

Taking into account that all the tasks of the system of rational economic security are based on the above methods, it is necessary: firstly, to use only those activity drivers which correspond with both the current and future status of the economic security.

Secondly, considering that any company is a complex open system with interrelations criteria and development factors constantly changing, as such a need arises to develop and implement a mechanism of economic security management which would give the system the ability to transform itself according to the changes of the external and internal environment. This economic management mechanism will not only allow prioritizing the activities, but also to change the object's state, providing the ability of the preventive responds to the external and internal threats.

We take as a basis that each alternative is evaluated

by the following criteria: $f_i(k)_{,i=1..m}$ – the level of communicativeness, adaptability, stability and flexibility of the company's economic security. Herewith, it is concluded that all the partial criteria $f_i(k)$ show only positive qualities of the alternative and act in one and the same direction (ingredient).

The screenshot shows an Excel spreadsheet with multiple tables. The top table, 'Порівняння альтернатив відносно впливу на рівень економічності', compares alternatives A1, A2, A3, A4, and A5 across various criteria. Below it, 'нормалізована матриця' shows normalized values. Further down, 'Порівняння альтернатив відносно впливу на рівень адаптивності' and another 'нормалізована матриця' are visible. The bottom part of the image shows a 'Порівняння альтернатив відносно впливу на рівень відповідності' table.

Figure 4 – The results of calculations of the compared alternatives with respect to their impact on every criterion for PJSC «Kredmash»

Let us accept that there is t of the strategical responses within the preventive management of the economic security $Y_j(t)$, $j = 1..l$, each of which has a set of the optimal local decisions of the management

$x_j^0, j=1..n$. For every local decision x_j^0 of the impact to the managerial factors of the qualitative characteristics of the economic security system there is a possibility to determine the outcome from changes in the company activity management on the specific vector $Y_j(t)$.

The decision making is related to the definition of certain values of control factors that together determine the relationship and maximum values of the quality characteristics of the system of economic security. Thus, the rule of the decision making is to find the optimal value of the objective function $f(X)$ within the range m that is

dimensional vector of E_m we take the top data of the function within the range U :

$$f(X) \rightarrow \max, X \in U, \quad (2)$$

where $f(X)$ – objective function; X – parameters vector; U – the area of definition with respect of the limitations on the controlled variables.

In addition, the restrictions which are in the optimization model take into account the principles of the effective usage of the company's human resources: the prevalence of the productivity growth over the wage growth.

In general, the controlling parameters, which have the maximum values, are in favour of the direction of the company's development and produce the maximum value of the integral index which evaluates the level of economic security.

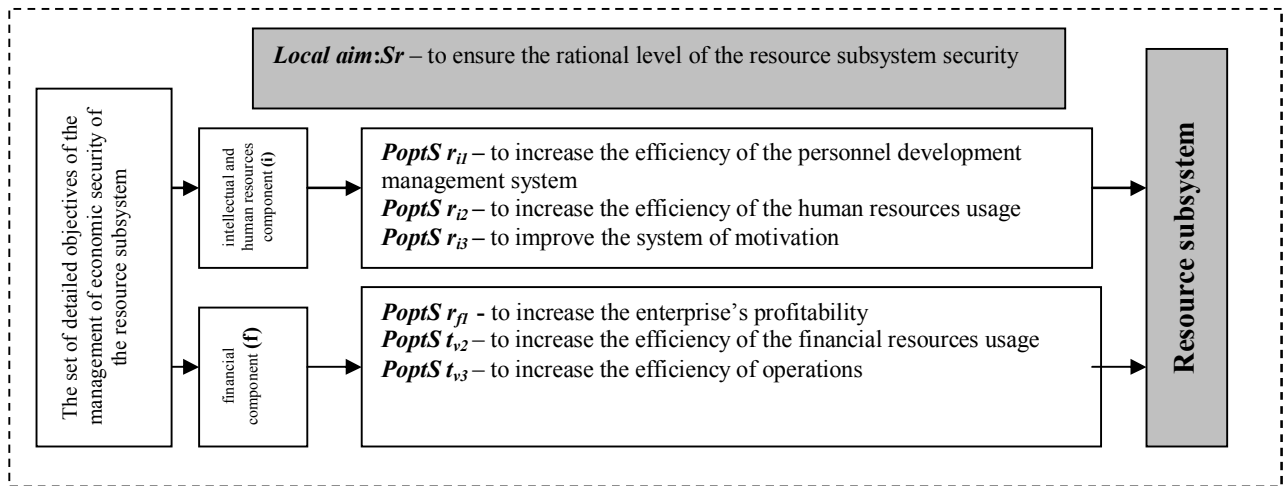


Figure 5 – The structured set of the detailed tasks of the management of the resource subsystem of the company's economic security

Depending on the results of the probability analysis of the external threats three impact assessments for a certain period are used: optimistic (1-4-7-10), when the situation is the most favourable; the most probable (2-5-8-11); pessimistic, when the situation is the least favourable (3-6-9-12).

Thus, a system which supports the management decision making process is proposed for implementation; it is applied as a set of the economical and mathematical models and enables the provision of

the necessary strategic response based on the various statistical data that ensures its rational level through the impact on the qualitative characteristics of the economic security system.

The information system which is implemented with the Microsoft Office XP namely its analytical superstructure «Solution Search» of the Microsoft Excel based on the algorithm for the linear optimization - Generalized Reduced Gradient (GRG2).

So, using the proposed method, the scenarios which

represent the best solution for the multi-objective optimization have been generated for each area of the company. The structured set of the detailed tasks, which the economic security management faces, has been formed as a base route for the local security subsystems of industrial company (Fig. 5).

CONCLUSIONS. The practical value of the study is to improve the system of evaluating and analyzing of the intellectual and human resources subsystem of an engineering company's economic security management. Thus, there is the basis for the

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optimization model of the development parameters to be implemented, and the methods for selecting of the directions for engineering company based on related indicators to be suggested. The creation of a set of measures aimed at the effective coordination of local tasks solutions which are within the specific areas of the company's economic security management and finding of the optimal solution for the enterprise as a whole are the issues for further research.

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РАЗВИТИЕ МЕТОДИЧЕСКОГО ИНСТРУМЕНТАРИЯ УПРАВЛЕНИЯ ИНТЕЛЛЕКТУАЛЬНО-КАДРОВОЙ ПОДСИСТЕМОЙ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТИ МАШИНОСТРОИТЕЛЬНОГО ПРЕДПРИЯТИЯ

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В статье представлены результаты исследования организационно-экономических составляющих механизма управления интеллектуально-кадровой подсистемой экономической безопасности предприятия в современных условиях. Предложен подход к оцениванию интеллектуально-кадровой безопасности на основе системы взаимосвязанных показателей деятельности предприятий машиностроительной отрасли. Предлагаемый подход позволяет осуществлять мониторинг сферы управления кадрами в соответствии с долгосрочными векторами развития предприятия и имеющихся ресурсов. Предложенный методический подход предоставляет возможность повысить степень экономической обоснованности при принятии решений в рамках управления интеллектуально-кадровой подсистемой экономической безопасности предприятия.

Авторами обосновано, что управление состоянием экономической безопасности должно осуществляться поэтапно. Сформированные сценарии развития предприятия позволяют разрешать определенный комплекс заданий в соответствии с критериями оценивания состояния безопасности.

Ключевые слова: экономическая безопасность, угрозы, функциональные составляющие, кадровая безопасность, приоритет.

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