

that new methods of improving the quality of enterprise management will expand the existing governance toolkit, including corporate governance, which will be a significant step towards improving the quality of governance, efficiency of business activities, investment attractiveness, the overall level of corporate security and further development of Ukraine's corporate sector. Besides it, in this paper was analyzed and revealed that the proactive method of improving the quality of governance is the most significant and complex. A toolkit for improving the quality of management based on environmental factors through the proactive governance method has been developed, which proves the complexity of using this tool and covering all spheres of the corporation's business activities: from the development of human resources to conducting a political dialogue with state authorities. The article confirms the inclusiveness of the chosen method and its influence on all functional areas of business.

Key words: *governance methods, governance tools, governance quality, corporate governance, proactive method, protective method, adaptive method, obstruction method.*

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FORMATION OF HUMAN RESOURCES AS A STRATEGIC IMPERATIVE FOR THE DEVELOPMENT OF THE PERSONNEL MANAGEMENT SYSTEM OF INDUSTRIAL ENTERPRISES

Abstract. *The article deals with the problems of forming a personnel collectivity as a strategic imperative for the development of the personnel management system of industrial enterprises. It is proved that one of the main factors of the development of the personnel management system of industrial enterprises is the formation of the personnel community. It is determined that the main task of forming the staffing of industrial enterprises is to ensure the sustainable development of the personnel management system. The conclusion is made on the necessity of applying a systematic approach to solving problems of the development of the personnel management system. It is proposed to create modular subsystems in order to ensure reliable functioning of the personnel as a strategic imperative for the development of the personnel management system of industrial enterprises.*

Key words: *human resources, strategic imperative, personnel management, system approach, formation, industrial enterprises.*

Introduction. Modern conditions of imbalance of economic processes have a significant influence on the activity of enterprises of all branches of industry. Crisis phenomena occurring in almost all industries of Ukraine are reflected in the effectiveness of making managerial decisions on solving problems of the functioning of the personnel management system.

Formation of staffing is one of the most important administrative decisions, because from the timely and complete solution of socio-economic and organizational tasks, the level of financial performance of the enterprise.

One of the main factors in the development of the personnel management system of enterprises in the manufacturing industry is the formation of a human resources system whose main objective is to ensure the sustainable development of the personnel management system.

Analysis of recent research and publications. Solving the problems of the development of the personnel management system, the following scientists were concerned: O. Aminova, M. Armstrong, V. Bovikin, N. Gavkoldova, I. Durakova, D. Cooper, S.

Kalinina, L. Lukichevova, R. O. Rudyuk, S. A. Sosnovy, A. Trapantsova, V. Travin. [1-12] and other. However, despite a large number of publications, insufficient attention is paid to the formation of the human resources as a strategic imperative for the development of the personnel management system of industrial enterprises.

Formulation of the problem. Implementation of the mechanism of formation of the personnel community in all its aspects can provide the necessary development of the personnel management system of the enterprise, which will increase the competitiveness of Ukrainian enterprises in the external markets and integrate domestic industry into a single European space, which determines the relevance of the subject.

The formation of the staffing of industrial enterprises requires a systematic approach to designing a personnel management system for enterprises at all hierarchical levels in order to successfully complete the complex tasks. All functional and target subsystems are designed: administrative management; development; quality management and resource provision of the human resources community, as well as the interconnection of all components among themselves, both within the integrated system and with the external environment purpose of this scientific work is to substantiate the need for a systematic approach to the formation of the personnel community as a strategic imperative for the development of the personnel management system of Ukrainian industrial enterprises.

Presentation of the material. The system approach to solving this problem implies that the responsibilities of the system elements can not be strictly distributed between departments of the organization, but should be considered as interconnections that partially overlap. This approach to construction provides a system for the formation of the personnel community to provide a more effective basis for motivating and integrating the activities of the organization's participants, for a clear separation of powers and responsibilities in the implementation of various strictly regulated and interrelated work, for the proper functioning of all services and units of industrial enterprises, ensuring: the continuity and reliability of the operation of the personnel management system.

The system of personnel collections is a set of elements and relations between the personnel, which are naturally linked to a single whole, which has inherent properties. not characteristic of elements and relationships. which form this system. The most important features of the system are its structure and function.

Under the structure of the staffing system should be understood its structure, which is described by the following features: the presence of elements or components of the object; interconnected nature of these elements; the integrity of the system of interconnected elements, which is manifested in the characteristic properties, not necessarily inherent in its constituent elements; stability - maintaining integrity under different influences.

The function of the staffing system is its purpose, mission, for which the system exists: (functions). Function plays the role of system-forming factor. It is in accordance with the function of the system in it and include separate elements.

Any system assumes the unity of function and structure. In the process of functioning of the system there are changes in the system itself and in the external environment, which causes changes in functions and structure. As a result, their consistency may be violated, and the efficiency of the system is reduced.

The mechanism of personnel formation in the personnel management system of industrial enterprises (Fig. 1) involves the creation and efficient operation of various interconnected subsystems. The mechanism of formation of the personnel community involves the allocation of such subsystems:

The mechanism of formation of the personnel community : administrative management of personnel; personnel management; personnel development and quality management of the personnel community; resource provision of the personnel community.

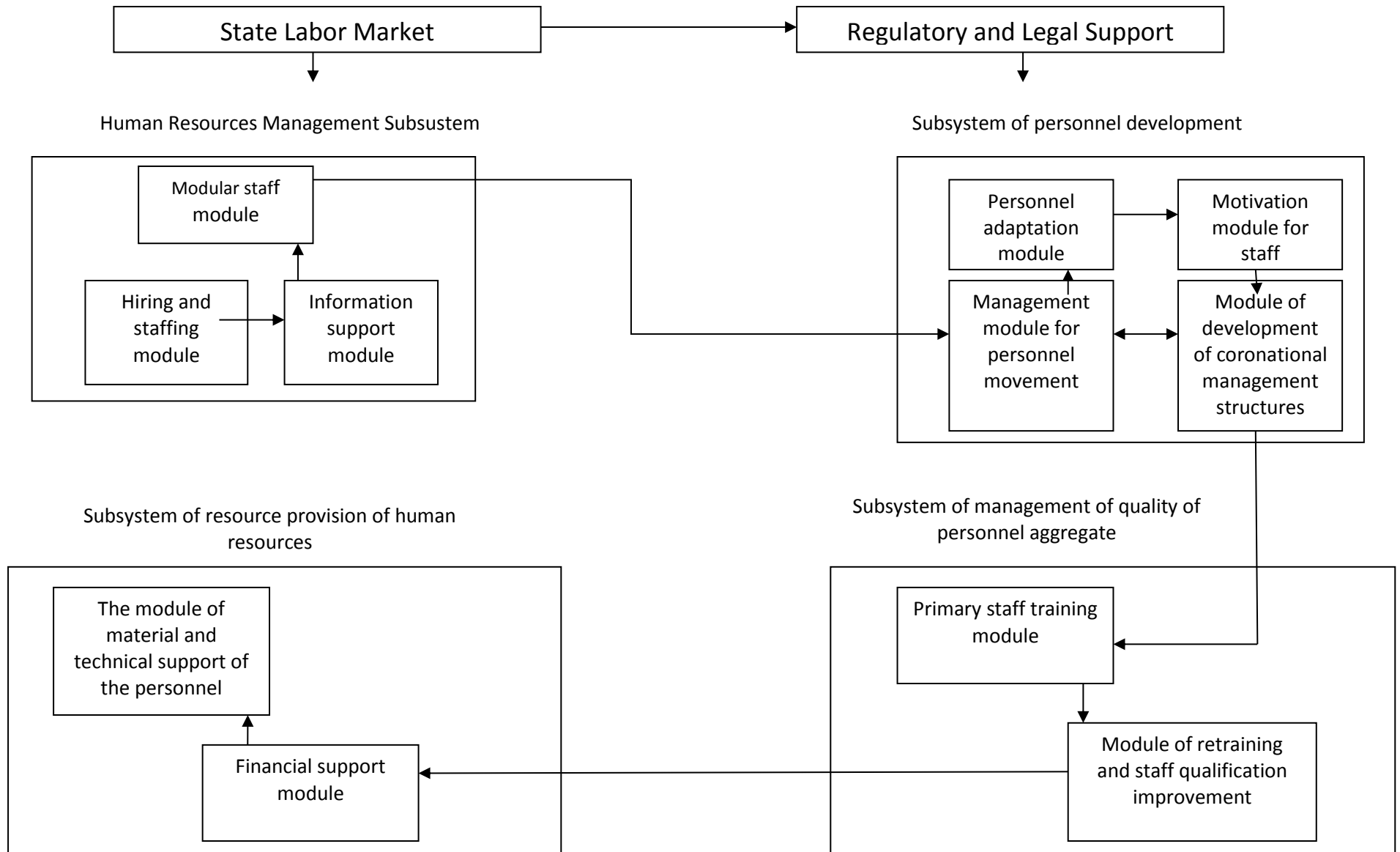


Fig.1. Mechanism of staffing formation at industrial enterprises

The main task of the subsystem of administrative management of personnel is to provide enterprises with personnel of a certain number, age structure, with professional, qualification and other characteristics. This subsystem is responsible for the presence of a certain number of able-bodied workers who have a set of physical and mental abilities, an obligation to provide their workplaces, equipped with decorated objects and tools (workplace), developed and coordinated job descriptions and regulatory documents. All these parameters are provided by functioning of separate modules within the framework of the administrative control subsystem:

- hiring and staffing;
- information support;
- personnel monitoring.

Consider the functioning of these modules on the example of aviation enterprises. The implementation of the tasks provided for by the module of hiring and personnel recruitment involves providing the airline with personnel taking into account the specific features inherent in the aviation industry. Unlike industrial enterprises, the special categories of airline employees are subject to special and strict qualification requirements. experience, experience and work skills. For example, aviation personnel directly serving the aircraft should have a high level of work, he will have a special allowance for maintenance of certain types of aircraft. To obtain such permission, the aircraft personnel must have a special education, work experience of not less than three years under the control of the person having such permission, and make a statement to the special commission on theoretical and practical knowledge of the aircraft type of a particular type. In addition, the technical maintenance of aircraft is carried out by the operational control of the implementation of regulatory work on fixing each operation under the painting of the worker responsible for this operation, in the operating report. Aircraft engineers are individually responsible for aircraft maintenance operations. Such personnel requirements are due to the peculiarity of recruitment and recruitment tasks.

It is not possible to prepare personnel with such properties in the short term or hire an advertisement through recruitment agencies. Recently, airlines have experienced a shortage of skilled aircraft technicians and engineering workers, especially when the number of educational institutions trained by such highly skilled personnel has dropped significantly. In addition, there is a shortage of skilled aircraft technicians and engineering workers in the airlines, as well as an increase in the number of highly skilled specialists. reaching retirement age and retiring. At the same time, airline companies do not have timely training and staff rotation.

Similar personnel problems also apply to the requirements of the flight and lifting structure of airlines. There is a shortage of highly skilled flying and lifting personnel with the established standard of flying hours, especially when the Tu-154, IL-2 aircraft produced from the operation of the Tu-154 aircraft, which constitute a significant part of the airline's fleet, are replaced by aircraft manufactured by «Boeingami». This forces the airline to increase the cost of training flying personnel and solve the problems associated with ensuring the optimal structure of flight personnel, able to carry out the established volumes of transportation, even in the conditions of "simple" flight personnel due to reduced traffic volumes and reduce the solvent demand of the population and enterprises.

The task of the module of hiring and accounting is the introduction of managerial methods to support the optimal staff structure involves strengthening motivational incentives. a reflection of domestic and foreign experience in recruitment and selection of personnel, the choice of tools for checking his professional and personal qualities. It is also necessary within the module of training and accounting to study labor market, a team in which will work a new specialist, taking into account the features of group interaction, analysis of the content and conditions of his work in the workplace. This is facilitated by the development of professiograms and psychograms, qualification cards and competence maps, job descriptions, a draft labor contract, analysis of the success of the work of beginners, requirements adjustments, methodology, instrumentation.

The proper fulfillment of the functional obligations of the airline personnel is impossible without reliable information support of its activities: the introduction of information technology,

job descriptions, regulations, guidance and other informative documentation. This involves the creation and operation of an information support module on the airline. The module collects such information; concerning career plans of employees; personal characteristics of the staff, information about the attitude of staff to the corporate culture of the enterprise "about informal leaders in the team; about the level of staff satisfaction with work and the system of motivation; the reasons for staff dissatisfaction, the system of employee values: the level of professional competence of employees; about the possible rotation of the staff; information on communication links between employees, information on possible sources of recruiting new employees, non-available staff reserves, etc. The proper functioning of the information support module depends not only on the completeness of the information collected or on the use of its sources and qualitative composition, but also on the quality of application of information technologies for the formation of the personnel community. The quality of the use of information technology is reduced to: automation of the process of administrative management of personnel, quality use of modern means of collecting, processing and transfer of information; ensuring the reliability of information technology; mastering of skills of work with information technologies; skilled use of Internet workers and the provision of modern software.

The control over the implementation of tasks related to the recruitment and accounting of personnel, its information support is carried out with the help of the module of monitoring of personnel.

The interrelated functioning of these modules ensures the reliable operation of the subsystem of administrative management by the personnel formation system of the airline.

Equally, an important part of the system of forming the staffing of the airline is the subsystem of personnel development, consisting of these modules:

- adaptation of staff;
- motivation of the personnel;
- development of organizational management structures;
- management of personnel movement.

The main tasks of the subsystem of personnel management are the timely adaptation of the personnel management system to changes in the internal and external environment: volumes of transportation, plateau-able demand; the requirements of the international civil aviation authorities and the ISO certification bodies; seasonality of transportation; etc.

The subsystem of human resources management involves the interconnection of the functioning of such elements.

The module of adaptation of personnel, which focuses on methodical support of newly arrived specialists, helps in mastering their functional responsibilities, familiarization with corporate traditions and the specifics of relationships in the team and personnel of other branches of the airline. This module is responsible for adapting a new employee to the external and internal conditions of the organization's operation and development. Particular attention should be paid to the analysis of motivational installations, the ability to form them and target the implementation of rapidly changing tasks in the airline.

The module of personnel motivation, which involves the development of a mechanism for encouraging staff to high-productivity work, corporate commitment, motivates the company's entire set. Such a mechanism uses: professional incentives, labor incentives, prestige and social status, incentives for professional growth, financial and economic incentives, safe working conditions for staff, and the development of fundamentally new approaches to value priorities.

The module of development of organizational structures of management, provides timely adaptation of existing management structures to change the strategy of the airline, the external and internal environment in which the airline operates. The purpose of this module is to: analyze the feasibility of the organizational structure of personnel management; assessment of the appropriateness of the hierarchical structure of management, assessment of expediency of the functional structure of management and assessment of the need for changes in the organizational structure of management.

The module for personnel transfer management solves the problem of optimal placement of personnel by divisions, in connection with changes in the volume of transportation, financial and production tasks of the airline and the development of organizational structures necessary for ensuring the air safety of the airline.

Another component of the system of staffing of enterprises is the subsystem of quality management of the personnel community. It consists of the following modules.

Primary staff training module. The process of preparation (training) has two aspects of theoretical and practical training. Theoretical training involves mastering a certain amount of knowledge, experience, ideas and skills necessary for the development of specific production functions. Practical training is the process of developing practical skills, knowledge and approaches to performing specific tasks and tasks. Correct and effective practical training is impossible, the theoretical knowledge they are, the basis of practical training. Skill is an organized and coordinated element of physical, psychomotor, creative, linguistic and intellectual activity. Focusing on acquiring a certain skill in its pure form. Skills, knowledge or experience. Acquired in one situation can be applied in another. This is called a positive transfer and is possible only with the application of new knowledge to previous experience. Therefore, it is important to prepare the definition of elements that can cause a negative projection.

Successful formation of knowledge and skills can be hindered by the influence of such negative factors as fatigue, discomfort, illness, insufficient motivation, inappropriate functional state, imperfect instruction, wrong teaching methods. In other words, the training of aviation specialists involves taking into account the peculiarities of the human factor, and the effectiveness of acquiring knowledge and skills requires the fulfillment of the requirements of ergonomics and human factor) in the educational process. So, the task of the module of initial training of personnel for acquiring knowledge and skills in the aviation industry, which employees had not before.

The module of retraining and advanced training of personnel, has the task as fully as possible to take into account the specifics of the activities of specialists, namely, aviation specialists. Specialists dealing with the design, certification, maintenance and operation of aircraft and relevant terrestrial equipment have to constantly take care not only to retrain and improve their skills in accordance with the level of new requirements and responsibility for the task, maintain a high level of professionalism and that refers to the assessment of the human factor: all aviation personnel, management personnel, staff experts consultants on human factor issues.

All personnel who have professional technical knowledge (engines, airborne systems), as reflected in the bulletins and other guidance documents, perceive technical information as capable of responding appropriately to it. The same information concerning the human factor has much less chance of an adequate response due to lack of necessary knowledge and basic training of workers in this field. Therefore, all aviation personnel should have general basic knowledge of the human factor in order to assess the scale and importance of taking into account its role, to broaden the scope of human activity, its capabilities and its associated limitation precisely in the activities related to the aviation industry.

Retraining should cover a large number of employees at a minimal cost, be flexible enough to meet the overall needs of the airline.

Managerial staff who is responsible for making managerial decisions and deals with the activities of people (the management of the airline) must continuously work with the advancement of their skills in the adoption of such decisions. This concerns issues, training, preparation and verification of performance, the development of procedures or controls for the implementation of operational standards, ensuring effective approaches to flight operations. All these activities should be based on basic human-factor education. A short two-week course on human factor technology for management and management can highlight any human problem with an adequate angle and help eliminate it with high probability. The trained manager knows that he can decide for himself, which specialists to ask for help with which help material to use.

Permanent specialists also need general knowledge of the human factor, but they are not sufficient for effective management of the airline. Each airline must have at least one qualified ergonomic specialist (human factor) to work on a regular basis. Such practitioners should keep up-to-date with the flight crew, consult with human resource consultants, use the latest professional knowledge and consult a wide range of issues beyond the aviation industry. A human factor consultant at his / her level can solve both general and specific problems and provide counseling assistance without the involvement of organizational resources, as well as obtain the necessary information through a professional network of human resource specialists.

The tasks of the re-training and upgrading of personnel include control over the preparation of aviation personnel, which ultimately relates to aviation security issues at aviation enterprises registered in Ukraine. Regardless of the forms of ownership and departmental subordination. According to the "Aviation Safety Training Program", educational institutions and training training centers for aviation security specialists must have a certificate from the State Administration, approved in accordance with the established procedure, and undergo a test of the acquisition of the training material necessary for the proper performance by specialists of their functional duties according to staffing. Within the framework of the re-training and qualification upgrading module for personnel training, categories of employees are defined, they must undergo regular training in the field of aviation security. This applies in particular to the following groups of employees:

- Personnel of the aviation safety services of aviation subjects: senior management (deputy heads of aviation subjects and educational institutions on aviation security issues, etc.); middle level managers (aviation security chiefs, structural units managers, chiefs of the AB services changes, inspectors, instructors, chiefs of the VOHOR, deputy chief of the VOHOR, chiefs of the VOHOR guard, etc.), 'SAB employees who control: a) safety of passengers. AC crew members, hand baggage and luggage; b) safety of cargoes and on-board supplies; c) carry out patrolling, guarding of aircraft and objects of the CA; d) control access to security zones of aviation entities; e) fulfill the obligations of the driver of the SUV car and so on.

- Aeronautical personnel relevant to aviation security, namely management of aviation subjects and educational institutions of CA; pilots; flight attendants: employees of the engineer-technical service (managers of engineering services, chiefs of changes, engineers, technicians, drivers, etc.); employees of the passenger transportation service (manager, agent, etc.): the employees of the freight transportation service (manager "agent, etc.), employees of the catering workshop (manager, chief of change, driver, etc.); VIP servicing staff and official delegations at airports.

- Other categories of personnel of aviation entities that are not directly related to the AB, but should be aware of the activities of aviation gurry as they perform their duties in restricted areas. The list of such positions is determined by the State Aviation Safety Department and approved by the State Aviation Administration.

Consequently, the retraining module involves training personnel to acquire other aviation safety and advanced training specialization aimed at expanding and absorbing previously acquired knowledge, skills and abilities in accordance with current and aviation safety standards. Retraining and advanced training of aviation personnel of Ukraine may be carried out in educational aviation facilities, retraining and refresher training centers for aviation specialists and in other organizations, including foreign ones, having a corresponding certificate, determined in Ukraine, and must be certified by issuing the relevant certificates.

One of the necessary elements of the mechanism for forming a staffing unit in order to ensure financial stability of the enterprise is a subsystem of resource provision of the personnel community, which includes: a module of logistics of the personnel and a module of financial support.

The objectives of the logistics module include the implementation of the formation of a personnel community, namely: from the technical aspect, the minimum labor and cost, with the necessary accuracy and reliability, and in due time, to master the use of modern means of

aeronautical systems, computer technology, office equipment and operational polygraphy.

The use of modern technical means contributes to increasing the productivity of managers, aviation specialists, air traffic safety specialists, flight safety services, personnel services, accelerating the processing of operational information, improving the quality and efficiency of solutions in the field of personnel support, as well as the culture of managerial work.

Module of financial provision of personnel through regulation a set of funds that are directed to finance the activities of the airline personnel. Funding is due to operating expenses of the airline. The task of this module is also to compile cost estimates and monitor its implementation, review wages at least twice a year, and depending on changes in the state regulated minimum wage, accrual of compensations for unused vacation, cash premiums, insurance, granting loans, etc.

Conclusions. The system approach to the solution of the problem of personnel management of industrial enterprises implies that the obligations of the system elements can not be strictly distributed between departments of the organization, but should be considered as interconnections, which partially overlap.

The system approach to construction provides a system for human resource development to provide a more effective basis for motivating and integrating the activities of the organization's participants, for a clear separation of powers and responsibilities in the execution of various strictly regulated and interrelated work, for the proper functioning of all services and units of industrial enterprises, ensuring: the continuity and reliability of the operation of the personnel management system.

Creation of all these subsystems and ensuring their reliable functioning is a prerequisite for the formation of a general staffing unit able to perform complex and specific tasks of economic financial and economic activity of industrial enterprises.

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ФОРМУВАННЯ КАДРОВОЇ СУКУПНОСТІ ЯК СТРАТЕГІЧНИЙ ІМПЕРАТИВ РОЗВИТКУ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

***Анотація.** У науковій статті розглянуто проблеми формування кадрової сукупності як стратегічного імперативу розвитку системи управління персоналом промислових підприємств. Доведено, що одним із головних факторів розвитку системи управління персоналом промислових підприємств є формування кадрової сукупності. Визначено, що головним завданням формування кадрової сукупності промислових підприємств є забезпечення сталого розвитку системи управління персоналом. Зроблено висновок щодо необхідності застосування системного підходу до вирішення проблем розвитку системи управління персоналом. Запропоновано створення модульних підсистем з метою забезпечення надійного функціонування кадрової сукупності як стратегічного імперативу розвитку системи управління персоналом промислових підприємств.*

Ключові слова: кадрова сукупність, стратегічний імператив, управління персоналом, системний підхід, формування, промислові підприємства.

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СТРАТЕГИЧЕСКОЕ УПРАВЛЕНИЕ ТУРИСТСКОЙ ФИРМЫ ПРИ ПОМОЩИ ИНТЕРНЕТ ТЕХНОЛОГИЙ

Инновации в индустрии туризма больше не рассматриваются как просто желательные. Своевременное реагирование туристских фирм на новые технологические изменения в различных областях деятельности, связанные с туризмом, способность к созданию новых методов работы и совершенствованию результатов деятельности, признана экспертами данной отрасли, как необходимым условием выживания компаний. Выживание и развитие на долгосрочную перспективу зависят от способности фирмы своевременно предвидеть изменения на рынке и соответствующим образом адаптировать свою организационную структуру и содержание портфеля заказов на туристские услуги. Нацеленность на организацию будущего становится необходимой составляющей активного стратегического мышления современных менеджеров. В данной статье проведен анализ основных подходов, технологий и проблем в области стратегического управления туристской фирмы. Затронуты аспекты, касающиеся непосредственной роли интернет-технологии, их преобладанию во всех функциях стратегического и оперативного управления в туристской индустрии. В статье показано, что только при активном использовании интернет-технологии и внедрении новых бизнес-процессов, возможно повышение конкурентоспособности туристического предприятия на рынке услуг. Информационные технологии принципиально изменили не только формы организации производственного процесса, но и ускорили процесс передачи готового турпродукта от туроператора к турагентству, и в конечном итоге к потребителю-туристу. Проведя анализ данной статьи, автор выявил 14 предложений для повышения конкурентоспособности туристического предприятия, как на внутреннем, так и на внешнем рынке.

Ключевые слова: интернет-технологии, стратегическое управление, электронные продажи, on-line-бронирование, виртуальное пространство.

Актуальность темы. Интернет-технологии прочно завоевывает свои позиции в туристской индустрии. Значительно упрощается процедура формирования туристского продукта с использованием международных систем бронирования, web-сайтов поставщиков туристских услуг, электронных баз данных туроператоров, автоматизированных систем взаиморасчетов и т.д.

Мировой опыт свидетельствует, что для любой туристской фирмы фактором, определяющим успех ее деятельности на туристском рынке, является время обслуживания клиентов. Выигрывает тот, кто в состоянии предоставить клиенту весь комплекс услуг в режиме on – line, то есть в режиме реального времени. Возможность ведения бизнеса в подобном режиме напрямую связана с тем, каким образом организован обмен информацией между турагентством и туроператорами, у которых приобретаются туристские продукты и услуги для клиентов.