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HUMAN RESOURCES MANAGEMENT ENTERPRISE

Cherep A., Dr. of Ec. Sci., Professor, Guba A.

*Zaporizhzhya National University
Ukraine, 69600, Zaporizhzhya, Zhukovsky str., 66*

cherep_a_v@mail.ru, nastya-5000@i.ua

The essence of the term of "human resources" is revealed and its classification is given according to different classification criteria. The role of human resource management for the effectiveness of their usage in the enterprise is defined. The characteristic of key indicators for determining the effectiveness of selected management concepts is provided and an overall enterprise reporting regarding employment for the human resources is made. The basic principles and factors affecting the process of personnel management are analyzed. The human resource management system is studied according to its function. The basic functions of control of human resources of the company are characterized. Levels of workforce management company are determined. The influence of proposal and demand of human resources on the labor market is installed. According to the State Statistics Committee the relationship of proposal and demand of human resources of the company is analyzed. The principles of the concept of workforce management company are characterized. Government's goals of the regulation of human resources of the company are defined. The experience of using the basic techniques used in the management of human resources company in the modern economic conditions is disclosed and is adapted to the conditions of modern Ukrainian economy. The presence of the human resources manager, its main function, goals and objectives are disclosed which are associated with an increase in the efficiency of the workforce at the enterprise. The characteristic personal qualities of leaders for effective leadership for human resources for the company and the efficiency of the enterprise is disclosed. Correlation of psychological and economic factors that influence on the effective development of enterprise and efficiency of human resources of the company is exposed.

Key words: human resource, enterprise, *staff*, management strategy, investments.

Череп А.В., Губа А.Ю. УПРАВЛІННЯ ТРУДОВИМИ РЕСУРСАМИ ПІДПРИЄМСТВА / *Запорізький національний університет, Україна*

Розкрито сутність поняття «трудові ресурси» та надано їх класифікацію за різними класифікаційними ознаками. Визначено роль управління персоналом для ефективності їх використання на підприємстві. Надано характеристику основних показників для визначення ступеня ефективності обраної концепції управління та складання загальної звітності підприємства щодо зайнятості трудових ресурсів підприємства. Проаналізовано основні принципи та фактори,

що впливають на процес управління персоналом підприємства. Досліджено систему управління трудовими ресурсами за функціями. Охарактеризовано функції управління трудовими ресурсами підприємства. Виокремлено стадії управління трудовими ресурсами підприємства. Обґрунтовано вплив попиту і пропозиції трудових ресурсів підприємства на ринку праці. За даними державного комітету статистики виконано аналіз взаємозв'язку попиту та пропозиції трудових ресурсів підприємства. Надано характеристику принципів концепції управління трудовими ресурсами підприємства. Визначено завдання держави з питання регулювання трудових ресурсів підприємства. Розкрито досвід використання основних методів, що застосовуються в управлінні трудовими ресурсами підприємства в сучасних умовах господарювання та які адаптовані до умов сучасної української економіки. Розкрито доцільність наявності менеджера з персоналу, його основні функції, цілі та завдання, які пов'язані з підвищенням ефективності роботи трудових ресурсів на підприємстві. Надано характеристику особистих якостей керівника задля ефективного керівництва трудовими ресурсами підприємства та для ефективності роботи саме підприємства. Визначено взаємозв'язок психологічних та економічних факторів, які впливають на ефективний розвиток підприємства та ефективність роботи трудових ресурсів підприємства.

Ключові слова: трудові ресурси, підприємство, персонал, стратегія управління, інвестиції.

Череп А.В., Губа А.Ю. УПРАВЛЕНИЕ ТРУДОВЫМИ РЕСУРСАМИ ПРЕДПРИЯТИЯ / *Запорожский национальный университет, Украина*

Раскрыта суть понятия «трудовые ресурсы» и приведена их классификация по различным классификационным признакам. Определена роль управления персоналом для эффективности их использования на предприятии. Охарактеризованы основные показатели для определения степени эффективности выбранной концепции управления и составления общей отчетности предприятия относительно занятости трудовых ресурсов предприятия. Проанализированы основные принципы и факторы, влияющие на процесс управления персоналом. Исследована система управления трудовыми ресурсами по функциям. Охарактеризованы функции управления трудовыми ресурсами предприятия. Выделены стадии управления трудовыми ресурсами предприятия. Обосновано влияние спроса и предложения трудовых ресурсов предприятия на рынке труда. По данным государственного комитета статистики выполнен анализ взаимосвязи спроса и предложения трудовых ресурсов предприятия. Охарактеризованы принципы концепции управления персоналом предприятия. Определены задачи государства по вопросу регулирования трудовых ресурсов предприятия. Раскрыт опыт использования основных методов, применяемых в управлении трудовыми ресурсами предприятия в современных условиях хозяйствования и адаптированных к условиям современной украинской экономики. Раскрыто целесообразность наличия менеджера по персоналу, его основные функции, цели и задачи, связанные с повышением эффективности работы трудовых ресурсов на предприятии. Охарактеризованы личные качества руководителя для эффективного руководства трудовыми ресурсами предприятия и для эффективности работы самого предприятия. Определена взаимосвязь психологических и экономических факторов, влияющих на эффективное развитие предприятия и эффективность работы трудовых ресурсов предприятия.

Ключевые слова: трудовые ресурсы, предприятие, персонал, стратегия управления, инвестиции.

STATEMENT OF THE PROBLEM

The staff management is very important for the development and operation of large and small, public and private, industrial and commercial enterprises. In large enterprises there are special departments for selection, training and retraining of personnel. Typically companies develop specific eligibility criteria of employee's requirements to their staff.

The personnel policy of enterprises differs from each other, but whatever it is, it focuses on improving of the efficiency of the company, it means on the efficient usage of all available resources, including labor.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

Foreign and domestic economists: O. I. Amosha, J. Black, A. Braverman, S. G. Dziuba, P. V. Zhuravlev, J. M. Ivantsevych, V. M. Kolpakov, A. A. Lobanov, V. D. Pahrushev, F. Y. Poklonskiy, M. G. Rak, D. S. Sink, G. M. Skudar, A. A. Thompson, S. V. Shekshnya and others have dedicated a large number of research works to the problems of theory, methodology and practice of personnel management. However, there are questions, which, because of complexity and catholicity of these problems in modern conditions, are not worked out completely.

The relevance of the topic is that human resource management increases the production without requiring of significant capital investments. Therefore it is important to choose the right strategy and methods of personnel management in the enterprise.

FORMULATION OF ARTICLE OBJECTIVES

The aim of the article is to analyze the existing problems in evaluation of the effectiveness of the human resources management (HRM) and the rationale of the importance of the development of analytical work in evaluation of managerial work.

THE MAIN MATERIAL RESEARCH

For a full understanding of the HRM it's necessary to define the "human resource (HR)" according to analyzed economic literature. HR is a part of the population of the country, which is able according to its physical development, education, vocational qualification level to be engaged into socially useful activities. To the HR we include both employed people and potential employees [1].

In fact, the population of working age: men aged 16 to 60 years and women - from 16 to 55 (except the disabled labor and World War I and II groups and non-working men and women of working age who receive old-age pensions on favorable terms); people older and younger than the working age, employed in social production, belong to the human resource [1].

An important aspect in the personnel management or HR is their classification. It is necessary for a more detailed understanding of the components of such a thing as a general staff. HR can be characterized by parameters such as:

- the level of education, which reflects the proportion of people with primary, middle, secondary and higher education;
- the professional-qualification structure, that characterizes human resource according to activities, professions, specialties and skill levels;
- age-sex structure, reflecting the age and value, differentiated by gender groups;
- social-economic structure, reflecting the heterogeneity of workers, which is related to the complexity of work in different groups (unskilled, skilled and highly skilled labor; chiefs of top, middle, lower level of production).

There are two parts to be named in the HR-structure in positions of their participation in social production: an active (functioning), including people directly engaged in social production, and a passive (potential), which includes out-service students and students engaged in the housework.

As for both, the company and the country, the statements, which help to determine the correct management strategy, are very important. The reporting can be made, when some indicators, that give a general quantitative and qualitative characteristics of the category, are identified. The evaluation of the HR-status of the country or region gives the following system of parameters [2]:

a) the total number of HR;

This is an absolute indicator of population, employed in economic activities, that shows that its dimensions, and quantitatively reflects favorable employment potential of the population.

b) the average number of workers and employees in the national economy;

An average number of employees during the year is determined by adding the average number of employees during all months and the distribution of this sum by 12. The average number of employees per month is calculated by summing the number of employees scheduled for each calendar day of the month and divided the resulting sum to the number of days.

The average number of employees is determined by dividing the hours worked (people / hr person / day) by farm workers per year to an annual fund of working time.

c) the employment rate of the population;

Employment rate is its relative figure, which shows its prevalence among adults. It is calculated as the ratio of the number of employed people to the total population aged 15 - 70 years.

d) the composition of employees by sex and age;

Statistical indicators of employed people are differentiated as male and female employment. And according to the age it's divided into youth unemployment, the overall unemployment and the employment of elderly people, who receive a pension and continue to work.

e) branch employment structure;

Different management policy can be used in different areas, depended on the characteristics of an industry. The main branches which give a report to the State Statistics Committee, are agriculture, building, industry, trade, finance, education and others.

e) the level of the education and professional training of the staff.

The quality of work depends on the qualifications of the employees, because of that state and private enterprises regularly have courses, trainings for their staff to improve their professional skills.

The HR of a company is a key element in the production and selling of the product, as all the work in the organization of the production is made by it, using the resources, available for the company and their own abilities. Therefore it is not enough to purchase modern equipment and technology and use modern management of material-technical and human resources, more important is the fact, who will ensure the usage of these factors with high efficiency for the enterprise. This can be achieved through the appointment of each employee to the position according to his abilities. To achieve this, there are separate departments in each company, which take care of HRM.

Under Department labor Resources is to understand a complex of activities aimed at optimal usage of employees of the company for the achievement of purposes, beneficial for both, the employee and the company as a whole.

The qualified HRM of an organization should include [3]:

- employment of the staff of the optimal size and composition in terms of the efficiency of the production and trade of the company. The process of HRM involves making arrangements, aimed at improving of the quality of each individual employee;
- search all the necessary HR by all available ways: independently, with the help of a HR-manager, recourse to recruitment agencies, etc.;
- creation of such a HRM, where the economical interests of the company concur with the personal needs of each employee at most;
- ensuring of the highest growth rate of work performance of all employees (financial incentives, training, social securities etc.). To achieve this HRM should provide individual attention to every employee of the company;
- constant search for more effective methods of motivation and increasing of personal interest of the company's personnel;
- the planning belongs to one of the most important functions of HRM, which should be made by a qualified personnel manager. It consists in the estimation of the available HR, calculation of future needs in them and in the development of a special program to attract new employees to the company.

The main functions of HRM are [4]:

- 1) selection, recruitment and formation of the staff for the best achievement of the goals of the production;
- 2) evaluation of the personnel;
- 3) the development of the organizational structure and morale climate of the company, which contributes to the manifestation of the creative activity of each employee;
- 4) the best usage of the potential of its employees and their remuneration;
- 5) ensuring of the guarantees of the social responsibility of the organizations to each employee;
- 6) the analysis of available HR-potential and the plan of its development with the calculation of its perspective;
- 7) the staff motivation;
- 8) the evaluation and training of the staff;
- 9) procurement of the adaptation of workers to innovations;
- 10) the creation of social comfortable conditions in the team;
- 11) the solving of private questions of psychological compatibility of employees etc.

HR-functions are closely linked between each other and form together a system of work with the staff, where the changes, occurring in the composition of each function, bring to the necessity of the correction of all the other connected functional tasks and responsibilities. For example, the widespread in the world contract forms of recruitment led to a noticeable change in duties.

As you know, HRM (or, to say more modern staff management) has several stages. Let us consider them in more detail:

- HR-planning, it means the developing of tactics of the future needs of the company in a special personnel;
- hiring of the staff - this is one of the most difficult phase of HRM. It also involves the creation of a reserve of potential employees in the case of releasing of any working places;
- the selection of the best candidates for vacancies of the company;
- the development of an optimal level of salary, which will contribute the involving of new and retaining of the available staff and at the same time won't be a heavy financial burden on the company;
- the adaptation of employees and bringing them up to date to what the company expects to receive from their professional activity;
- the skill training of the employees to more efficient activities;
- the evaluation of professional work - is one of the most difficult stages of HRM, which requires a high qualification of HR-manager;
- the advancing or degradation in rank, the transfer or dismissal of an employee - is an integral part of HRM. It is a good motivation to improve the quality of staff work;
- the training of middle and senior class of managers, the development of skills of experts appointed for this purpose.

HRM-system includes the following activities [5]:

1. HR-planning.

HR-planning is considered as the systematic analysis of HR of an enterprise and on this basis the forming of the forecast of the future requirements to employees, as well as checking of the compliance of the HR-proposal to the predicted demands.

So, the process of HR-planning includes three basic elements: prediction of the demand, prediction of the proposal, determination of their compliance. The prediction of the demand -

is an evaluation of future needs of the enterprise in the HR on the basis of the strategic plans of the company. The prediction of the proposal – is the evaluation of HR-offers based on an analysis of current resources and future opportunities. The analysis of the demand and proposal allows the determination of the deficit or surplus of HR, which is expected in the future. The prediction of the demand and proposal shows, how many people should be hired or dismissed as unnecessary, and these numbers, by-turn, are the basis for a plan for the recruitment of HR, document preparation for firing etc.

2. Analysis of staff work.

The analysis of work involves the analyzing of working places, making description and specification of the work. The description of the work is a list of tasks, responsibilities, working conditions. The specification of the work includes a description of features of an employee, required to accomplishment of this work. The information, received during the work analysis, is widely used in many other activities of HRM such as recruitment, evaluation of work effectiveness, trainings, planning of advancing in rank.

3. The staff recruitment.

The staff recruitment – is a set of actions in order to attract candidates, who have the qualities, necessary to achieve the objectives of the company. To effectively perform this procedure, it's important to identify the sources of recruitment and recruitment methods correctly, which are suitable for filling a vacancy.

4. The choosing of the staff.

The choosing of the staff is the evaluation of recruited workers, the choosing of the best qualified, according to the educational level, to the work experience, to the professional skills and other requirements of the employer.

5. Orientation of the employees.

The employee must be motivated in the work, material as well as ideological. When there are these two motivations the quality of its work increases significantly. When there is only material encouragement, so the raising the quality will not present all the time, because the employee gets used to it and does not notice this encouragement, that's why he should be financially supported all the time. And it is not always economically beneficial for the company. HRM can be done not only by the direction of an individual enterprise, but also by government regulation. The state regulation of the labor market and employment potential is conducted in the following key areas: predicting and planning of the demographic development, HR and labor market; regulation of employment; social protection of the population.

The state regulation of labor potential involves the solution of the following major tasks [6]:

- the ensuring of science-based picture of the population in the whole country, in some regions and districts;
- the achievement of rational employment of the population, it means the creation of conditions, which will satisfy the need of people in work and learning;
- the ensuring of the branches and sectors of the industries with HR, the quantity and quality of which should correspond to the real needs;
- the rational and effective usage of labor potential and specific groups of the population (youth, women, people of old working age).

The effectiveness of HRM depends on demand and proposal on the labor market. The statistical indicators are represented on the picture 1, which demonstrates, that the proposal exceeds far the demand. So, the requirements for employment assistance are quite high, that only an experienced specialist can receive the job.

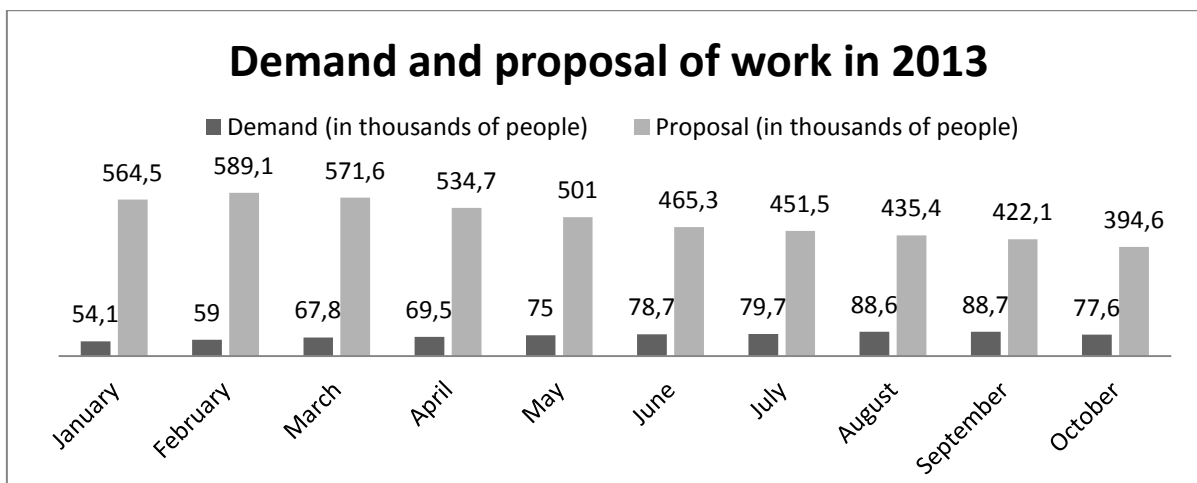


Fig.1. Proposal and demand of work in 2013 (according to the State Statistics Committee) [7]

According to these data we can observe the decreasing of the proposal with each month in the reported year and increasing of the demand. This testify the flowing of workers to neighbor countries, where there are more job opportunities. Therefore, the government of Ukraine should develop the new or improve the existing HRM-strategy to prevent the development of the process as a "brain drain."

The purpose of HRM in the company is achieved by the achievement of certain principles and management tools. The principles in general are the input of the theory, of science.

The principles, which make the basis of the effective staff management, are quite varied. They have a multi-character (common, private, special, individual) and apply to various fields of activity (labor management in the whole society, industry, enterprise, single worker).

Among the general principles as tools of HRM there are some to be named: scientific character, planned character, complexity (system), continuity, regulatory, economy, interest, responsibility etc.

The private principles are correspondence of management functions to the aim of the production; personalization of staff management; democratization of staff management; informatization of staff management, ensuring of its level, necessary for making of valid decisions; staffing for primary production team, based on psychological compatibility etc. The staff management should be based on the principles of the system approach and program-based control.

The construction of staff management on the basis of a systematic approach and analysis means the covering of the entire staff of the company, linking of specific solutions within the subsystem with the calculation of its influence on the entire system in whole, the analysis and decision-making according to the staff, based on external and internal environment, all the fullness of the correlation.

The methods of staff management in the production are divided into three groups [8]:

- administrative-organizational, connected with the definition of the structure, functions, rights and responsibilities of the staff management (selection and placement of the staff, administrative disposal, control of the execution);
- economic, that will create a material interest of all the employees to improve the efficiency of their work and influence the management of the object, due to the economic interests of the staff and single workers;

The economic approaches of the staff management consist in creating a material interest of all the employees to improve the efficiency of their work and influence the management of the object, due to the economic interests of the collective and single workers;

The main principles of the concept of the usage of the HR are the following:

- the ensuring of the solidarity of the direction; the obtaining of the accurate management vertical; the setting of the necessary and sufficient control; the obtaining of the clear division of the staff and linear structures of the organization; the achievement of the balance between the authority and responsibility;
- the ensuring of the discipline;
- the achieving of the subordination of individual interests to the common aim through hardness, personal example, fair deals and constant control;
- the ensuring of the equality on every level of the organization, based on good nature and justice, to inspire the staff to perform their duties effectively; the distinguished reward, which increases the morale state, but doesn't lead to the revaluation or demotivation;
- the social-educational and psychological, directed towards the development of business ethics (bringing of the responsibility for the assigned work, moral encouragement of workers, supporting of the capable communities, of the friendly atmosphere in them).

The social facilities are connected with social relationships, with moral, psychological influence. With their help civil and patriotic feelings are more active, the values of orientation of people are regulated through the motivation, standards of behavior, the creation of the social-psychological environment, moral incentives, social planning and social policy in the enterprise (in organization).

The main factors in the staff management are [9]:

- the factor in the skillful usage of the collective leadership in the management, which involves the production of collegiate or collective decision, based on the views of leaders on various levels, as well as executors of specific solutions;
- the factor of the scientific validity of the management, it means that all management actions should be done, based on the application of scientific methods and approaches;
- the factor of planning, it means the establishing of the main directions, aims, plans of the development of the organization in the future;
- the factor of the union of rights, obligations and responsibility, that means that everyone in the company has particular tasks, is responsible for the execution of the tasks;
- the factor of the motivation, it means the more thoroughly the managers make the system of the rewards and punishment, the more effective the program of the motivation and inventiveness of people to the activity in achieving of the aims of the company and personality will be.

The main trends and functions of a manager can be summarized as [9]:

1. Production-administrative function.

a) the production function of a manager is focused on the solution of production problems by the realization of special arrangements to ensure all necessary things for technical-technological process of production and work of staff. By implementing of this function the manager assumes the role of "a provider";

b) the administrative function of a manager is directed to the solution of the production tasks by planning, regulation, coordination, information, stimulation and control of the activities of the subordinates. In this case the manager acts as "an administrator".

2. The education-pedagogical function.

a) the educational function of a manager is the management of the behavior and moral development of the staff in accordance to the goals and mission of the company. In this case the manager plays the role of "an educator".

b) the pedagogical function of a manager is the management of cognitive and professional development of a professional. Most often it is realized by a manager through the staff training, where he plays the role of "a teacher."

3. The social-psychosocial function. Within this function the manager acts as an informal leader and realizes the managing function of the relationships in the team, creating of a favorable social-psychological climate. In this case, the manager strives for the fulfillment of the role of "an informal leader".

The psychological factor may be considered from the side of the object, and from the side of management. On the one hand, the manager has to deal with people, who have different psychological characteristics – different readiness and mood to particular activity. On the other hand, the effectiveness of any social organization depends on the activity of the leader, on his social-psychological characteristics, on the characteristics of his own skills, approaches, style of work, methods of behavior towards people.

The most common in our domestic psychology is an approach, that is connected with the characteristics of individual properties and qualities of a leader. In foreign, especially American, social-psychological literature the emphasis is placed on the study of the functions and role of the informal organizer (leader) of a small group. This line of the research is dictated by the directive, according to which a small group with its nonofficial and official relations of likes and dislikes determines the program of activities of both the leader and the entire system of social relations.

The psychological system "supervisor-subordinate" shapes not only the knowledge, skills and abilities, but also the spiritual world of the subordinate, moves him closer to cultural achievements. To form a personality of the subordinate is possible only in the atmosphere of the creative search, in the process of the development of activities. The professional creativity of the leader is reflected in discovering of new ways of individual influence on the subordinate, in finding of new variants for solving of the problems, in the analysis of own activities, which opens up new opportunities to optimize the work.

The close contact with subordinates is a necessary condition for communication and information transfer, activation of the consciousness and fixing by them some knowledge, skills and experience. The productivity of the communication is closely connected with the manifestations of the phenomenon of amplification, when the element of the contest and special excitement, which is caused by emotions, energy of people, is reflected in the collective communication, that increase the efficiency of their activities. Against the background of this effect the empathy people is enhanced, they admire ideas faster and stronger and exhibit the highest human feelings - moral, intellectual and aesthetic. "The infection" in the collective communication spontaneously forms the setting to the reorientation of an individual in the right direction and creates the conditions for active communication, transferring of emotional mood.

A psychological problem of preparedness to the management of the executives is the important psychological factor in the effective management of an organization. L. M. Karamushka [9] determines the psychological readiness of leader to management (based on the materials of leaders of educational institutions) as a complex of motives, knowledge and skills, personal qualities, which ensure the management efficiency. In its structure, it is a complex, multifold personality formation, which includes functionally connected between each other and interdependent components: a) motivational is a set of motives, appropriated to the goals and tasks of management activities; b) cognitive is an amount of knowledge, required for management activities; c) operational is a set of abilities and skills of practical solution of management problems; d) personal is a set of important for management activities personality features.

In conclusion of the analysis of the factors, which affect the formation of the leadership style we'll focus on the abilities of the leader as certain psychological characteristics of an individual, that is a condition for achievement of high results in the work with subordinates. Among the abilities of a leader we have to mark: 1) communicative abilities - they take a leading place in the system of features of a leader and have a complex structure, which consists of perceptual processes, that are characterized by a high level of observation; 2) projective capabilities allow the leader to build the plans of the work properly (to make the calculations, to build time-tables of manufacturing processes, to create new, original projects etc.); 3) design capabilities open an opportunity for the leader to approach the production process from the point of view of rational expediency of every movement of a thought and action, that its content includes; 4) organizational skills are expressed in the order, regulating, bringing to the integrity of the manufacturing process.

The effectiveness of management depends on the right usage and combination of approaches of management, whose choice is based on the relevant factors and principles of the management of the company.

CONCLUSIONS

After the done theoretical study of the diverse literature we can conclude that HRM or staff of the enterprise is a very important direction of its development. It ensures the increasing of the production, it improves the quality of the staff, it organizes the production according to the characteristic features of the company.

It was found out, that the main factors of good management are social expectations of subordinates; close contact with subordinates; the phenomenon of amplification; the readiness to the management of the executives; the abilities of managers to control and their tact in dealing with subordinates etc.

The main elements of the system of HRM are people, who at the same time act as both an object and a subject of management. This ability of HR to act as both an object and a subject of management at the same moment is the main specific feature of management.

To flourish, an organization needs to manage recruitment, training, evaluation, remuneration of the staff, it means to create, improve methods, procedures, and programs of the organization of these processes. The effectiveness of HRM directly depends on proposal and demand in the labor market.

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