

Секція 6  
***Управління та адміністрування діяльності економічних  
суб'єктів національної економіки***

**CHANGES IN THE WORKING CONDITIONS IN FOREIGN  
MARKETS FOR HR MANAGERS**

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One of the frequently occurring problems when entering foreign markets is the change in the market profile of the company. In our own dynamically developing business environment, changes are not a negative phenomenon, as was previously considered a loss of enterprise stability, but, on the contrary, a natural response to changes in the market itself. That is, as one of the characters in Lewis Carroll's book says: "... in order to constantly stay in one place, we need to run very fast.", but if in the case of the market, this expression is an identification of new requirements for the profitability of the enterprise. To keep profitability at the same level, innovative solutions are required that require organizational changes. Accordingly, it is necessary to adapt the managerial resource for personnel management in relation to constant changes in managerial and operational decisions. This requires a high level of personnel development, its formation with new qualities and competencies. Preservation and strengthening of team work skills for more coordinated actions in a dynamic environment. So, in particular, the following ready-made task packages can be used for personnel development: development of professional competencies (a number of domestic and foreign companies create them for young specialists from "young specialists" without work experience), creation of a personnel reserve (is an additional incentive for potential career growth ) , management of employees' professional careers; adaptation of personnel (if necessary) and other actions aimed at positive personnel shifts for personnel development.

As part of the last example or a separate solution is the optimization of the enterprise. So in this case, there is no sharp change in the profile of the company, but a number of decisions are made to stabilize the company's work by reducing costs.

Accordingly, the following activities should be implemented by personnel officers: personnel development in order to increase the cost of goods and services. Thus, by additional increase in production capacity, based on the analysis and standardization of work is the creation of systems of material and non-material motivation of personnel. Sometimes there is a need for knowledge management: an example is time management not only in production, but also in the work of office workers.

New technologies have led to the development of new industries from different tasks, for example, increasing the value of an intellectual enterprise. For these enterprises, human capital is the main factor that forms the long-term goals of the

company's development, its capitalization, and, accordingly, the growth in the value of its shares. This also affects short-term goals, to increase the assessment of the parameters by which the company's value is analyzed, its promising development paths for the company. Accordingly, the task of managers not only from the staff is to increase the human potential of the organization, to create comfortable conditions for the disclosure of all the capabilities and professional competence of the employee.

So, in general, summing up all of the above, it is possible to form a single principle for the work of the personnel service for many tasks:

1) development of the contribution of employees (and / or employees), their skills in achieving established goals;

2) the allocation of leaders (explicit and hidden) as catalysts for changes that should occur in teams;

3) a partnership approach in developing the organization's strategy, the formation of strategic goals and operational developments according to established plans;

4) a systematic approach to the development of work efficiency, cost reduction, optimization of production activities.

Personnel, which, as you know, decide everything, are formed thanks to HR specialists and managers in international markets, and these results can significantly affect the efficiency of work on established strategic vectors for the development of an enterprise, especially in high-tech industries, where the influence of human capital is gaining momentum. The identified principles do not limit the work of the HR department, but help to identify new vectors of development.

## **ОСНОВНІ НАПРЯМКИ ПОЛІПШЕННЯ ФІНАНСОВОЇ ПОЛІТИКИ ПІДПРИЄМСТВА**

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Дослідженню поняття фінансової політики закордонні та вітчизняні вчені завжди приділяли багато уваги, але зокрема зосереджувались на змісті поняття фінансової політики держави.

Такі дослідники, як Василик О.Д. [1], Опарін В.М. [2], Ковалюк О.М. [3], Бланк А.І. [4], Осовська Г.В. [5] та Панасенко О.В. [6] розглядають поняття на рівні окремого підприємства. Це визначення повинне мати звужене поняття та більше відповідати цілям діяльності окремого підприємства.

Базуючись на дослідженні зазначених точок зору, можливо запропонувати наступне визначення: фінансова політика підприємства – це сукупність заходів щодо організації та використання фінансових відносин підприємства зі стейкхолдерами на внутрішньому та зовнішньому рівні, що направлена на реалізацію загальної фінансової стратегії підприємства з метою забезпечення його економічного й соціального розвитку. Ефективність