



Motivation may be promoted through monetary and nonmonetary rewards. Incentive bonus plans can promote high performance because the bonus is usually tied directly to company and/or individual performance. In addition, some benefits programs include employee recognition [2].

In today's economy, leaders need to be mindful of economic pressures when looking for ways to motivate employees. Some organizations find cost-effective ways to provide opportunities through "developmental assignments," where people can grow their skills in other areas to be ready for promotions when they may occur. A good manager will take the time to consider ways to motivate employees, whether performance levels are good or need improvement. For the leader, it is beneficial to take a step back and consider, on a personal level, what is motivating him/herself. Important questions to ask are: 1) what are your own values; 2) what keeps you motivated; 3) what are your own engagement levels; 4) are you committed to the values of your company; and 5) do you take pride in your work and in your organization? By taking the time to examine these questions and thoughtfully answer them, a leader can gain a refreshed and even enlightened viewpoint to perform better—both for him/herself and for his or her staff—and be able to better optimize for improvement. By identifying three areas that need most attention, for example, a leader can develop a plan and put it into action. Employees need to have acknowledgment and respect and know that their contributions are valued. It cannot be stressed enough how demotivating it can be when managers do not recognize, acknowledge or appreciate employees and their hard work. Two strategies that can help motivate employees are 1) to provide training (including current job, new technologies and the ability to keep up with changes in the employees' areas of expertise) and 2) promotional opportunities (promote from within). Positive and supportive leadership clearly makes the difference for an engaged and motivated workforce [3].

Analytical research of different motivation theories revealed 12 ways of employee motivation:

Provide employees with the information and resources they need to do a good job.

Ask employees for their input by involving them in decisions that affect their jobs.

Find out directly from employees what motivates them.

Personally congratulate employees for their excellent work.

Recognize the needs of employees.

Establish good channels of communication – be (physically) accessible and available.

Use performance as the basis for promotion.

Have a promote-from-within policy.

Publicly recognize employees for good work (if culturally appropriate to do so publicly).

Include recognition as a part of morale-building activities to celebrate group success.

Have clear goals.

Foster a sense of community.

Organizational success cannot be achieved without strong leadership and a focused, thoughtful work environment that promotes motivation. No matter the industry, HR leaders need to be in touch with what is important to employees and to work with senior management to foster a motivated workplace based on trust, recognition and acknowledgment, for optimal engagement and performance.

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METHODS OF COMPANY PERSONNEL DEVELOPMENT

Annotation. The problem of outdated methods of assessment and ways to develop to staff as an economic unit is considered. Processes, components and relevance of staff development at the company are examined.

Анотація. Досліджену проблему застарілих методик оцінки кадрів та шляхів розвитку персоналу як економічної одиниці. Розглянуто процеси, компоненти та актуальність розвитку персоналу на підприємстві.

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Аннотация. Исследована проблема устаревших методик оценки кадров и путей развития персонала как экономической единицы. Рассмотрены процессы, компоненты и актуальность развития персонала на предприятии.

Keywords: personnel, staff, development, evaluation methods, training.

The actuality of this theme consists of many points. In our days there are many ways and methods of personnel development, but companies and especially HR should consider that in modern conditions not all of them work correctly and provide the desired result. That's why we want to review existing techniques of staff development and to create a new way. The successful future of a company depends largely on its employees' qualifications and the high quality service for its customers. This requires specific attention to the professional and personal qualifications of employees.

A lot of research has been conducted in this area by many of famous scientists such as Albert L. LeDuc (Athene Consultants, Inc.), M. Speck, & C. Knipe (2005), M. Jasper (2006). However, there are still some questions and issues that have to be considered [1].

The goal of this article is to reveal all aspects in the process of company personnel development. The primary goal is to choose a method which most effectively assesses the objectives of the unit of study. In addition, the choice of assessment methods should be aligned with the overall aims of the program, and may include the development of disciplinary skills (such as critical evaluation or problem solving) and support the development of vocational competencies (such as particular communication or team skills) [2].

Development has a broader focus on learning and relates to a career rather than to a job. It emphasizes the employee's potential to acquire more capabilities.

The government supports training and development through modern apprenticeships which give young people vocational skills through a mix of on-and off-the-job training. The Investors in People award requires firms to demonstrate their commitment to training and career development for staff.

Training and development

Today people are often the key resource of a firm and their employment can make up at least two thirds of all costs. Well-managed training and development will usually add more value, often far more value than it costs. And increasingly, a firm's competitive advantage depends more on the quality of its staff than on any other factor.

You can use the Personnel Development component to maximize your employees' utility to your company. You can plan and implement specific personnel and training measures and thus promote your employees' professional development. By taking into account employees' preferences and suitability, you can increase their job satisfaction. Personnel development also sets out to ensure that all of the employees in all of the functional areas in your company are always qualified to the required standards. This is achieved by developing qualification potentials [3].

A company's personnel development needs are determined by comparing current or future work requirements with employees' qualifications, preferences and aspirations. Career and succession planning scenarios might contain personnel development measures that are geared toward finding someone to fill a specific post. Scenarios can also contain more general measures to qualify employees so that your workforce retains or furthers its professional skills and abilities, and keeps in line with technological developments.

There are two examples of already existing models of development and testing personnel.

1. Solving problems and developing plans (identifying problems, posing problems, defining problems, analyzing data, reviewing, designing experiments, planning, applying information):

Problem scenario;

Group Work;

Work-based problem;

Prepare a committee of enquiry report;

Draft a research bid to a realistic brief;

Analyse a case;

Conference paper (or notes for a conference paper plus annotated bibliography).

2. Demonstrating knowledge and understanding (recalling, describing, reporting, recounting, recognizing, identifying, relating & interrelating):

Written examination;

Oral examination;

Essay;

Report;

Comment on the accuracy of a set of records;

Make an encyclopedia entry;

Write an answer to a client's question: Short answer questions, True/False questions, multiple choice Questions (paper-based or computer-aided-assessment).

Training

Training is the acquisition of new skills and knowledge relevant to a job. Development involves the growth of an individual's wider education and capabilities within a field of employment [4]:

Induction training familiarizes new employees with their role and responsibilities. Colleagues are introduced, systems explained and the expectations of the job are clarified.

On-the-job training is arranged in the workplace through instruction and observation.

Off-the-job training takes employees away from the immediate workplace. It may be 'in-house' using the employer's facilities or 'out-house' and provided by another company or college/university.



So, in conclusion we can say that the problem of the company personnel development is a very important topic for many reasons. But we would still like to highlight new ways and types of staff development and to draw attention to the importance and relevance of the suggested solution of the problem.

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FORMATION OF A TRADE ENTERPRISE EFFECTIVE MARKETING PLAN

Annotation. Scientific approaches to understanding the marketing strategy and stages of the marketing plan are considered in the article. The gathered experience is generalized. The essence of the marketing plan is determined and a technology of its development for a trade enterprise is offered.

Анотація. Розглянуто наукові підходи до розуміння маркетингової стратегії та етапів формування маркетингового плану. Узагальнено накопичений досвід і визначено сутність маркетингового плану та запропоновано технологію розробки його для торговельного підприємства.

Аннотация. Рассмотрены научные подходы к пониманию маркетинговой стратегии и этапов формирования маркетингового плана. Обобщен накопленный опыт и определена сущность маркетингового плана и предложена технология его разработки для торгового предприятия.

Keywords: marketing strategy, purposes, stages of marketing plan formation, trade enterprise.

When developing any marketing program one of the first things a marketer must do is good market research. This involves collecting information on all aspects of a business's environment. This involves information on existing and prospective customer needs, wishes, desires and wants. As well as any other characteristics that could help identify your target market such as the age, sex, religion, location and buying behavior of your customers. Research into suppliers, intermediaries and competitors is also relevant as it can give your company an advantage over similar companies. The better the quality of market research, the easier and more effective a marketing strategy.

Studying works of Ph. Kotler, A. Gradov, J. Day, G. Armstrong, J. Sanders, B. Wong, Z. Mushka, N. Degtyaryov, V. Vasilenko, V. Shvandar, makes it possible to emphasize, that the process of formation of the marketing strategy is usually divided into two stages: 1) the process of planning aimed to make strategic decisions; setting goals and defining the ways of their achievement; 2) managerial process, as a set of decisions and actions on strategy realization, directed to the achievement of the enterprise goals in view of possible changes of the external, intermediate and internal environment.

The reason market research is done is basically to identify who your customers are (both present and future) and what their needs and desires are so you can best fulfill them [1].

Once the market research has been done and a marketer has a clear view of the nature of the customer needs and wants then they can go on to orientate a product toward them. This is done through the use of the marketing mix which is product, price, promotion and place. These are considered when marketing a product towards a group or groups. A marketer will consider a strategy for each of the sections depending on their target market. An example of this would be if one was orientating a product towards a market segment of lower incomes, then a price would be altered to what they believe to be acceptable as when marketing towards a wealthier group a marketer would charge a premium price as they may see it fit to pay a more premium price. This is why market research is so interlinked with the marketing mix as without proper research one cannot know who or how best to target a market.

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