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РОЗРОБКА СТРАТЕГІЇ УПРАВЛІННЯ ПЕРСОНАЛОМ ЗА ВИДАМИ БІЗНЕСУ АТП

Анотація. Запропоновано методичний підхід до розробки стратегії управління персоналом відповідно до видів бізнесу АТП, який відрізняється від існуючих комплексним урахуванням типу стратегії бізнес-одиниці та її стадії життєвого циклу. Сформовано матрицю стратегій управління персоналом за цими ознаками, сформульовано загальний та детальний їх зміст. Розроблено критерії для оцінювання рівня витрат, якості послуг та впровадження інновацій окремого виду бізнесу АТП, що ґрунтуються на використанні методу бальних оцінок.

Ключові слова: стратегія управління персоналом, стратегія окремого виду бізнесу, життєвий цикл виду бізнесу.

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Аннотация. Предложен методический подход к разработке стратегии управления персоналом соответственно видам бизнеса АТП, который отличается от существующих комплексным учетом типа стратегии бизнес-единицы и ее стадии жизненного цикла. Сформирована матрица стратегий управления персоналом по этим признакам, сформулировано общее и детальное их содержание. Разработаны критерии для оценивания уровня расходов, качества услуг и внедрения инноваций отдельного вида бизнеса АТП, основывающиеся на использовании метода балльных оценок.

Ключевые слова: стратегия управления персоналом, стратегия отдельного вида бизнеса, жизненный цикл вида бизнеса.

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DEVELOPING THE STRATEGY OF PERSONNEL MANAGEMENT BY TYPES OF BUSINESS ACTIVITIES AT MOTOR TRANSPORT COMPANIES

Abstract. A methodological approach to the development of the personnel management strategy according to types of business activities at motor transport companies has been proposed. The approach differs from the existing ones by its overall consideration of the strategy type of both a business-unit and the stage of its life cycle. A matrix of personnel management strategies has been formed in line with these features, their general and detailed contents have been formulated. Certain criteria to assess the level of expenses, service quality and innovation implementation for a separate type of motor transport company business activities have been developed. The criteria have been based on the method of scores.

Key words: strategy of personnel management, strategy of a separate type of business activities, life cycle of a business type.

Statement of the problem. Nowadays, successful operation of any business (including motor transport companies (MTC)) directly depends on the effective management major resource - its staff. To apply this strategy to HR (MP). In most cases, it is associated with the business units of the company and developed in accordance with the objectives and strategies such as a particular type of business. With this strategy MP

usually has a fairly generic, descriptive, process of selection does not contain adequate justification.

Present practice of strategic human resource management has the unanimous opinion of scholars regarding methods and approaches that, to address this issue. This leads to the need for the formulation of methodical approach to strategy development by MP Business Enterprise.

Analysis of recent research and publications. In modern scientific literature [1-3] scientists are developing different types of strategies MP according to the strategy of the business unit. This is due to the existence of a large number of classifications of types of strategies of individual businesses. Thus, Ukrainian scientists L.V. Balabanova and O.S. Sardak [1, p. 146] (using separation strategies of individual businesses at low cost leadership, differentiation and focus), there are three types of strategies MP. Under the leadership strategies at low costs MP strategy focuses on attracting and securing workers massive semi-skilled occupations; during differentiation strategy it provides guidance to staff specialization and the most highly qualified; accordance with the strategy of focusing strategy should focus on the MP staff specialization. With this strategy ideas MP is not complete, since only focuses on the required level of expertise and training of staff and do not consider other factors (relationships between team members, motivation, staff development, etc.).

Elimination of these shortcomings are in [2, p. 75]. Scientists are options strategies MP according to the following types of competitive strategies as leadership in cost, product leadership (differentiation strategy), leadership in a niche (Strategy Focus). Thus, when the cost leadership strategy the authors suggest you follow these strategies HR: involvement of personnel generalists, supporting the moral and psychological climate in the team. For product strategy Leadership is an appropriate strategy to attract specialized personnel qualifications, staff training on specific products, improve staff development. According to the strategy of leadership in a niche strategy MP should be directed at attracting high-quality staff specialization, improve staff development, improve motivation. In this case, the authors noted with a certain range of strategies MP enterprise to its competitive strategy, but does not provide methods of selecting the most appropriate of them in each case.

Another classification of MP strategies proposed D.P. Soloviev [3]. The author also identifies three types of strategies MP (sourcing, developing and rewarding staff) for the three types of competitive strategies (cost leadership, quality and innovation). For example, if the innovation strategy competitive strategy MP towards resourcing is attracting and retaining highly skilled employees with a penchant for innovative actions and a list of achievements in the field of innovation. The content of each strategy HR are in a rather general way that makes it impossible to specify management actions for its implementation.

Remaining components of the overall problem. The analysis of the literature on the development strategy of the MP by the business enterprise [1-10] indicates the following:

- First, there is the choice of invalidity of certain types of strategies MP by type of business strategy because it does not specify attributes and criteria for their selection;

- Secondly, the strategy developed MP are too general and need clarification of content;

- Thirdly, the formulation of strategies MP does not include stages of a particular type of business.

The wording of Article goals. Suggest a methodical approach to developing HR strategies by businesses MTC.

The main material of the study. MP strategy developed for different types of businesses MTC, each of which is implemented now limited time, characterizing its life cycle. Traditionally, the term «life cycle» is used with respect to a particular product or company. Recently sometimes the term «life cycle» was used for the study and the characteristics of businesses [4, p. 32; 5, p. 243; 8 p. 241; 9, p. 164]. Thus researchers suggest different definitions the term «life cycle of a particular type of business», but most of them are full of labor, the period of time during which the company provides various services to certain customers, characterized by changes in the volume of service provision and profit from their sales and marketing strategies accordingly determines the behavior of the client and competitors since the signing of the cooperation agreement with the consumer prior to its termination» [4, p. 34].

During the life cycle certain types of business enterprise are certain stages, each of which is characterized by "certain objectives, management tasks, mechanisms of influence on staff values, the degree

of resource efficiency" [6]. The transition from one stage to the next cycle is accompanied by certain changes that require renegotiation of operation, organizational structure (resulting in a change in the overall business strategy), organizational culture, requirements for knowledge and skills of staff and others. Therefore, the strategy MP at different stages of the life cycle (SLC) business unit of the company takes on new significance and plays an important role in influencing the growth or drop in the efficiency of its operations. Therefore, the development strategy of the MP by the business it is advisable to consider how existing type of business strategy and the stage of its life cycle.

To develop the strategy for MP separate business units MTC proposed algorithm (Fig. 1).

The first stage involves determining the total number (n) businesses MTE (i). Then all the actions carried out separately for each business unit, starting with the first ($i = 1$) (step 2).

In the third phase determines whether the i -th type of business is active? In the event that the i -th type of business is new (inactive), the transition to strategic planning (choice of mission, goals, objectives, strategies and future -type business, etc. (step 4). It is proposed to apply classification strategies for a particular type of business set forth in the work of D.P. Solovyov (leadership in cost, quality and innovation) [3], since the requirements for a major source of the company - staff and content management strategy is more accurate compared to other classifications. Thereafter proceed to step 8.

Classification of types of strategies adopted by a particular type of business means their selection on the basis of the main competitive advantages of the business units of the company. However, the presence of one of them does not exclude the presence of others. Because otherwise, when the i -th type of business is active (current), provides design criteria for evaluation of cost, quality, service and innovation and business-type by applying the method of score evaluations (step 5). This uses a scale of 1-9 points within an interval of 1 point. For the period from 1 to 3 points level performance innovation and quality of services is low for the period of 4-6 points - average and 7-9 points - the highest; indicator for the level of spending - on the contrary: span 1-3 points - a high level, the interval of 4-6 points - average, 7-9 points - low rate (Table 1).

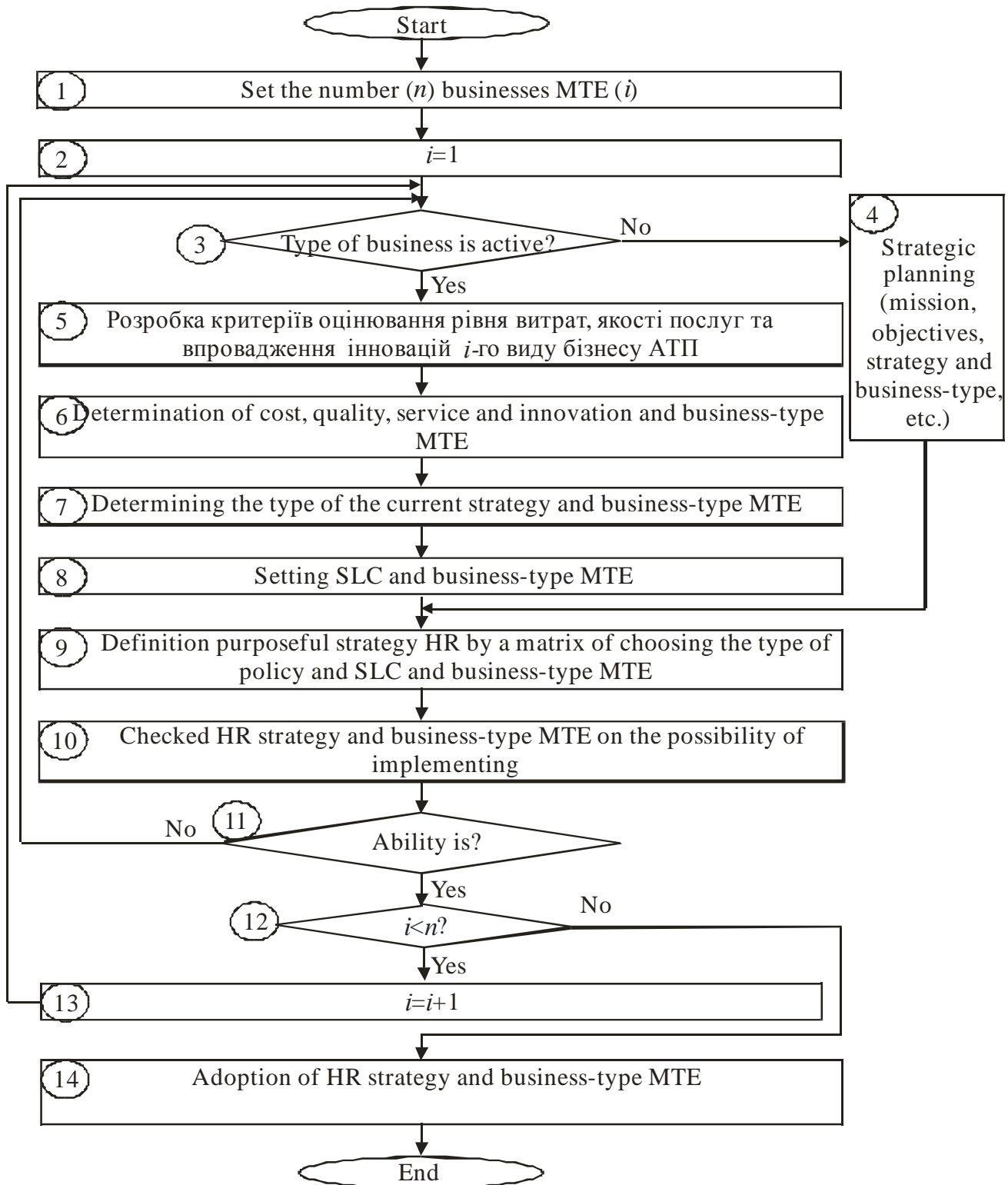


Fig. 1. Algorithm development strategy HR business by MTE

Table 1

**Criteria for evaluation of costs, quality of service innovation and
a particular type of business MTE**

Indicators	Criteria for evaluation		
	Areas	Points	
1	2	3	4
The level of expenditure particular type of business	Area of low level (ALL)	9	The optimal number of staff generalists with minimal CL (up to 1.2 thousand UAN); the most effective marketing activity; proportion of the active part of the RP is over 80%; advanced technologies in production and service; justified the need for the valuation of goods, materials and so on. resources (95%)
		8	The optimal number of staff generalists with minimal CL (1.2-1.3 thousand UAN); effective marketing activities; proportion of the active RP is 75-80%; advanced technologies in production and service; justified the need for the valuation of goods, materials and so on. resources (90-95%)
		7	The optimal number of staff generalists with minimal CL (1.3-1.4 2 thousand UAN); sufficiently effective marketing activities; proportion of the active RP is 70-75%; advanced technologies in production and service; justified the need for the valuation of goods, materials and so on. resources (85-80%)
	Area average (AAL)	6	Slightly increased the number of staff generalists middle-CL (1.4-1.6 thousand UAN); inefficient marketing activities; proportion of the active RP is 65-70%; advanced technologies in production and service; partly justified the need for the valuation of goods, materials and so on. resources (70-80%)
		5	Increased staffing narrow profile of middle-CL (1.6-1.8 thousand UAN); ineffective marketing activities; proportion of the active RP is 60-65%; obsolete technologies in production and service; partly justified the need for the valuation of goods, materials and so on. resources (60-70%)
		4	Increased staffing narrow profile of middle-CL (1,8-2,0 thousand UAN); ineffective marketing activities; proportion of the active RP is 55-60%; obsolete technologies in production and service; partially justified the need for the valuation of goods, materials and so on. resources (50-60%)
	Area of high level (AHL)	3	Excess staffing narrow profile with a high level CL (2.0-3.0 thousand UAN); ineffective marketing activities; proportion of the active RP is 50-55%; old unprofitable technologies in production and service; unreasonable rationing demand for goods, materials and so on. resources (40-50%)
		2	Excess staffing narrow profile high-CL (3.0-5.0 thousand UAN); ineffective marketing activities; proportion of the active RP is 45-50%; old unprofitable technologies in production and service; unreasonable rationing demand for goods, materials and so on. resources (30-40%)
		1	Excess staffing narrow profile high-CL (over 5.0 thousand UAN); ineffective marketing activities; proportion of the active part of the OB less than 45%; old unprofitable technologies in production and service; unreasonable rationing demand for goods, materials and so on. resources (less than 30%)

Ending the table 1

1	2	3	4
The quality of a separate type of business	ALL	1	Services are provided with significant delays (for passenger traffic - more than 2 hours for cargo - more than 24 hours); transport is very outdated (lifetime is over 20 years) and significantly overcrowded (over 50%); tariff for the service is unacceptable for more than 40% of consumers; staff is low-
		2	Services are provided with significant delays (for passenger - 1.5-2 h for freight - 12-24 hours); transport is very outdated (the lifetime is 15-20 years) and significantly overcrowded (35-50%); rate is unacceptable for 30-40% of consumers; staff is low
		3	Services are provided with significant delays (for passenger - 1-1.5 h for freight - 7.12 h); transport is very outdated (the lifetime is 12-15 years) and significantly overcrowded (25-35%); rate is unacceptable for 20-30% of consumers; staff is low
	AAL	4	Services are provided with delays (for passenger - 40-60 min loading - 4-7 h); transport is outdated (the lifetime is 10-12 years old) and overcrowded 20-25%; rate is unacceptable for 12-20% of consumers; staff are middle
		5	Services are provided with delays (for passenger - 20-40 min loading - 2.4 h); transport is a bit outdated (the lifetime is about 7-10 years old) and overcrowded 15-20%; rate is unacceptable for 7-12% of consumers; staff are middle
		6	Services are provided with delays (for passengers - 8-20 min loading - 1-2 h); transport is a relatively new (lifetime 5-7 years) and overcrowded 10-15%; rate is unacceptable for 5-7% of consumers; staff are middle
	AHL	7	Services are provided by a slight delay (for passenger - 3-8 min loading - 30-60 min); transport is a new (lifetime is 3-5 years) and overcrowded 5-10%; rate is unacceptable for 2-5% of consumers; staff are highly
		8	Services are provided by a slight delay (for passenger - 1-3 min loading - 30 min); transport is a new (lifetime is 1-3 years) and overcrowded 1-5 %; rate is unacceptable for 1-2% of consumers; staff are highly
		9	Services are provided on time; transport is a new (lifetime up to 1 year); occupancy of the vehicle is 100% or less of the nominal value; rate is acceptable to all segments of the population; staff are highly
The level of innovation of a separate type of business	ALL	1	Innovative actions and decisions are made and implemented in less than 1 in every 7 years, no progress in the field of innovation
		2	1 every 6-7 years, no progress in the field of innovation
		3	1 every 4-5 years, no progress in the field of innovation
	AAL	4	1 every 3 years, no progress in the field of innovation
		5	1 per 2 years are some of the achievements in the field of innovation
		6	1 per 1 years are some of the achievements in the field of innovation
	AHL	7	1 per half year are advances in innovation
		8	1 per quarter are constant advances in innovation
		9	1 time per month or more, there is constant progress in the field of innovation

Since the criteria for evaluation of costs, service quality and innovation and business-type developed for MTE, it is reasonable specification categories of workers and jobs related to personnel generalists, specialization, qualifications exactly trucking companies. Thus, the general staff of specialization (profile) on the MTE include: drivers (if, in addition to their duties, carry out the work of the conductor, freight forwarders, stevedores, mechanics, cleaners, etc.); maintenance workers, as they can perform the task of locksmith, master repair different types of units and devices of motor vehicles and equipment, specialist diagnostics of technical state of rolling stock, cleaners; professionals and employees, combining or can serve as: 1) the economist, accountant, cashier, timekeeper; 2) in marketing, logistics and so on.

Workers specialization MTE are managers, lawyers, marketers, drivers (if only perform their duties), cashiers and others.

By highly qualified personnel MTE include workers most of the above categories and positions (drivers, maintenance workers (craftsmen repair of rolling stock and equipment), economists, managers, etc.).

In step 6 for each of the indicators using criteria developed directly determine their level in numerical terms (points). Determining the type of the current strategy and business - type MTE (step 7) is carried out based on the choice of the maximum magnitude values of these parameters. For example, if the maximum value of the indicator is the level of spending and the first type of business, the current strategy of this business strategy is cost leadership; when mostly ballroom value is the level of service quality, active strategy of ith type of business strategy is the quality of works (services); If the highest value is for ballroom level innovation, the current strategy of this business is an innovative strategy. In the case of coincidence of values of the type of business strategy as the most appropriate (according to management) in every case of its kind.

Step 8 implies that the life cycle and business-type MTE. To do this, use different methods - POLLI-COOK, least-squares method based on analysis of variance, the construction cost function, analyzing the dynamics of earnings, the calculation of financial indicators and several others, each of which has certain advantages and disadvantages. A common drawback of these methods is that they allow you to define SLC individual businesses, but does not indicate the precise boundaries of each.

Most free of most defects and adapted to work MTE is a methodical approach to determining SLC particular type of business proposed by V.G. Shinkarenko and V.O. Fedorova [4, p. 47-51]. Its difference is consistent allocation homogeneous groups that volume of freight (passengers) determined according to the normal distribution.

In step 9 of the algorithm determining reasonable strategy for MP. For this purpose the use of MP matrix strategies by type of business strategy and its SLC containing 12 variants (Fig. 2).

Stages in the life cycle of a business unit of the company	Conception	1 Engaging staff with an innovative approach to work	2 Attracting highly qualified personnel	3 The involvement of the general staff of specialization
	Growth	4 Staff development that is innovative in the work	5 The development of highly qualified personnel	6 Staff development of broad specialization
	Maturity	7 Hold staff with an innovative approach to work	8 Holding high-quality staff	9 Hold the general staff of specialization
	Decline	10 Downsizing with low use of innovative actions and decisions in the work	11 Reduction of low-skilled staff	12 Reduction of staff specialization
		Innovation strategy	The strategy of quality	The strategy of cost leadership
		Product Strategy Business Unit Enterprise		

Fig. 2. Matrix HR strategies the type of business strategy and its SLC

So, when some kind of business is MTE infancy, appropriate strategy in MP innovation strategy of this business is to attract staff with an innovative approach to work (1) strategies in quality - highly qualified personnel (2); in leadership strategies in spending - the general staff expertise (3).

If MTE kind of business is under growth strategy in MP innovation strategy must be to develop personnel showing innovatynnist Operation

(4), the quality strategy - a highly qualified staff (5); in leadership strategies in spending - the general staff expertise (6).

When passing a separate type of business maturity stage MTE appropriate strategy for MP in the innovation strategy of this business is the retention of staff with an innovative approach to work (7) strategies in quality - highly qualified staff (8) in leadership strategies in spending - the general staff specialization (9).

When the MTE single type of business is under recession, MP strategy in innovation strategy should be downsizing with low use of innovative actions and decisions in the work (10), the strategy of quality - low-skilled staff (11); in leadership strategies in costs - staff specialization (12).

Types of strategies developed MP particular type of business are MTE in general. A more detailed table of contents contains. 2.

Table 2

**General and detailed content management strategies
personnel according to the types of business strategies and SLC**

№	Content strategy HR	
	General	Detailed
1	2	3
1	Engaging staff with an innovative approach to work	The involvement of artists with an innovative approach to performance of official duties; ongoing training of staff; cooperation among team members; opportunities to increase wages and career advancement
2	Attracting highly qualified personnel	Attracting highly skilled workers specialization; training and development; cooperation among team members; opportunities to increase wages and career advancement
3	Involvement Staff broad specialization	Involving employees broad specialization capable of performing work related; limited professional training need; motivation of employees aimed at permanent employment
4	Staff development that shows innovative actions in the work	The selection of new and retention of existing employees who demonstrate innovation in the work; ongoing training of staff; cooperation among team members; seek opportunities for career growth and salary increases
5	The development of highly qualified personnel	The selection of new and retention of existing skilled workers specialization; training and development; cooperation among team members; search for new opportunities to increase wages and career advancement
6	Staff development of broad specialization	The selection of new and retention of existing employees broad specialization, ready to perform related work; limited professional training need; motivation of employees aimed at permanent employment

Ending the table 2

1	2	3
7	Retention staff with an innovative approach to work	Retention of creative workers with innovative approach to implementation of position requirements; periodic studies of personnel; adjusting of collaboration between the members of collective; search of possibilities to growth of wages and quarry growth
8	Holding high-quality staff	Hold the available skilled workers specialization; training and development; supporting cooperation among team members; search for new opportunities to increase salaries and career
9	Hold the general staff of specialization	Hold existing employees broad specialization capable of performing work related; training is strictly limited to professional necessity; motivation of employees aimed at permanent employment
10	Downsizing with low innovative actions and decisions in the work	Reducing workers with low use of innovative actions and decisions in the work; reorientation and retraining of personnel; looking for opportunities to prevent reduction set wage workers
11	Reduction of low-skilled staff	The release of workers in the lowest skill level; retraining of personnel; prevent lower wage workers
12	Reduction of staff specialization	Reduction of staff specialization and qualifications; lack of training; motivation of employees aimed at temporary employment

Step 10 involves the inspection of the chosen strategy and MP-type business opportunity in MTE implementation by identifying key opportunities and obstacles [7, p. 278].

The requirements for human resource management strategies considered: the ability to meet present and anticipate the future needs of the organization, the ability to change the nature and direction of the business of promoting effective action in resisting the negative impact of the environment; ability to focus on core issues, the ability to identify key success factors and threats, using the results of a detailed analysis and fundamental research, taking into account the experience and the collective opinion of senior management, take into account the needs of line managers and employees, to provide issues of practical implementation strategies to ensure availability of resources to implement strategies, involvement in the development and implementation of management strategies of skilled personnel, strengthening the stability of the organization in achieving stated objectives, coherence and mutual support of individual elements of the process, transformed into concrete action programs,

the formation of the exchange of information between employees; compliance strategies higher level; high efficiency of future strategies of others.

Interference implementing HR strategies include: lack of understanding of the strategic needs of the business, leading to the perception of HR strategy as unproductive ; inadequate assessment of the factors that have an impact on content strategy, development of strategy alternatives that do not meet the requirements of the organization; lack of validity of the choice alternatives strategies in the management of personnel; failure of current HR processes to accept the implementation of the strategy; difficulties of practical implementation and application of the current organizational practices; passive support from senior management; failure of a holistic approach to the consideration and implementation of the strategy; rejection of the workers; ignoring the need for auxiliary processes that support the implementation of the strategy; lack of resources; shortcomings in monitoring and evaluating the implementation and ensure corrective measures; Staff resistance due to fear of non-compliance competence threat of guaranteed employment and so on.

Where the established impossibility of the chosen strategy MP (step 11), return to step 3; if defined opportunity - go to the next step 12, which is designed for cyclic action sequences. It involves taking over all the businesses MTE ($i < n$), if $i < n$, then implement the development strategy of the MP and the next second type of business ($i = i + 1$) (step 13). Otherwise, ($i = n$) go to step 14, the essence of which is to approve the strategy and HR's businesses MTE and complete algorithm.

The results of the practical application of the proposed methodological approach for developing a strategy for MP types of businesses listed in the table 3.

Conclusions. The proposed methodological approach to developing HR strategies MTE for certain types of businesses that, unlike the existing strategy takes into consideration the type and stage of the life cycle of a separate business unit MTE. Criteria of evaluation of cost, quality, service and innovation MTE particular type of business to determine the existing strategies such as a particular type of business.

Table 3

Develop HR strategies by businesses MTE

Indicators	Businesses MTE (n)		
	International freight	International passenger	Stations
The level of costs (raw data)	The number of drivers (N ^d) performing (except your own) and porter duties forwarder exceeds planned for 5 people.; middle wages level (MWL) 1.6 thousand UAN; inefficient marketing activities (MA); proportion of the active part of the general funds (GF) is 69%; advanced technologies in service; partially justified valuation of resource requirements (69%)	N ^d (perform only their own duties) excessive; MWL= 1.9 thousand UAN; marketing activities are not effective; GF = 53%; old unprofitable technology in the service; voice-primed rationing demand for materials and resources (41%)	The number of repair workers, each of which performs only its own duties, increased by 4 people.; MWL = 1.8 thousand UAN; ineffective marketing activities; GF = 54%; obsolete technology in service; partially justified rationing demand for goods, materials and so on. resources (60%)
<i>Assigned scores</i>	6	3	4
The quality (raw data)	Transportation of goods made by delays of 5-6 hours; TV is outdated (life is 12 years of age) and overcrowded 20%; rate is acceptable to 12% of consumers; staff are middle	Passenger are committed to significant delays (1-1.5 h); TV is very outdated (life= 15 years); rate is acceptable 26% of consumers; of personnel is low	Services are provided with delays 20-50 min; equipment is somewhat obsolete (life = 9-10 years); rate is unacceptable for 8% of consumers; staff are middle
<i>Assigned scores</i>	4	3	5
Innovative level (raw data)	Innovative actions and decisions are made and carried out 1 every 3 years (purchasing navigation devices), no advances in innovation	Innovative actions and decisions are made and carried out 1 every six months, is to achieve in the field of innovation	Innovative actions and decisions are made and carried out 1 every 4-5 years, no progress in the field of innovation
<i>Assigned scores</i>	4	7	3
max value	6	7	5
The current business strategy	The strategy of cost leadership	Innovation strategy	The strategy of quality
SLC type of business	Maturity	Growth	Decline
Appropriate strategy MP	Hold the general staff expertise (drivers do (besides your own) duties of the freight forwarder and movers)	Staff development (all categories and posts) with an innovative approach to work	Reduction of low-skilled staff (especially those who perform their duties only)

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