

of his or her labor to employer. For the transformation of human resources into active capital some certain conditions are needed to ensure realization of human potential in results of activities (in particular expressed in commodity form). Thus, human capital is a specific type of capital. Unlike physical capital, which has a material manifestation, human capital exists in the form of knowledge, abilities, work and life skills and a certain level of health. [3]

Efficient functioning and further development of domestic enterprises is possible only through the effective using management mechanism that is an important component of human resource management.

The staff has always been and is main enterprise resource and therefore labor resources are the main factor in forming and ensuring the competitiveness of the enterprise. Without trained professionals, any organization can survive and achieve its goals. As there are a lack an effective labor management system on the domestic enterprises the problem of labor management is quite relevant today. Personnel development should be understood as an organized process of continuous professional training for employees to prepare them for the implementation of new production functions, professional qualification promotion, formation of a reserve of managers and improvement of the social structure of staff. The staff development ensures the growth of worker's skills and knowledge, and promotes the competitiveness of organization's employees.

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THE ROLE OF MARKETING PLANNING AS AN ORGANIZATIONAL AND MANAGEMENT PROCESS IN ENTERPRISE DEVELOPMENT

The environment constantly influences on enterprise's functioning, which requires making of various management decisions. However, this fact does not deny the necessarily of planning the enterprise activity that allows: to clearly state the final goals and objectives of enterprise; properly allocate available resources; to meet all needs of target consumers; evaluate the strengths and weaknesses of enterprise; develop measures to achieve what has been planned.

Planning is about preparing for the future, anticipating events that will benefit from the expected changes and at the same time protect yourself from unwanted development. The prerequisite for any planned activity is the desire for a better or perfect future. This is always a prerequisite of changes as it leads to a gradual transition from the existing state to the desired state. Modern marketing planning is a comprehensive system that includes a subsystem of strategic planning and marketing planning (operational, current).

There are different ways of marketing planning in different organizations. This refers to the plan content, the duration (horizon) of planning, the sequence of development, and the organization of planning. Yes, the marketing plan content is various for different companies: sometimes it is just a little bit wider than sales department's business plan. In the second half there is a marketing plan based on a consideration of business strategy that is poured into the integrated plan development, which covers all markets and products. Some organizations, especially small businesses, may not have a marketing plan as a single document that includes several types of marketing plans. The only planning document for such organizations can be a business plan, drawn up either for organization as a whole or for specific areas of its development. This plan provides information about market segments and their capacity, market share; describes the characteristics of consumers and competitors, describes the barriers to market penetration; formulated marketing strategies; provides estimates of sales over several years (possibly 5 years) with a breakdown by years.

In the internal system planning, which should become the basic in practical activity of Ukrainian enterprises in conditions of market relations, at least three basic principles are important: first, the one who then implements these plans should develop plans; the level of competence in planning must correspond to the level of competence in managing the resources of the enterprise; it is necessary to provide flexibility and adaptability of planning in accordance with changes in the external and internal environments of the enterprise.

The last principle is especially important for the heads of Ukrainian enterprises, for whom the plan has always been "law" and should be implemented in every possible way without any changes to its structure and timing, without considering whether the goods are needed to society or not.

The link between the marketing system and the planning function is active and bilateral. On the one hand, marketing goals have a decisive influence on planning system; on the other hand, the realization of all marketing activities is interconnected within the framework of plan-program. The planning during implementation of marketing activities is expressed in the development and implementation of a marketing program, which, in essence, is a global plan and determines the content of all other enterprise's plans.

The planning in marketing solves the following main tasks: defines the goals, basic principles and criteria of planning process evaluation (for example, differentiation of goods according to selected market segments, complex planning of market strategy, determination of volumes and terms of financing depending on marketing objectives); defines the structure and reserves of plans, their interconnection (for example, binds the plans of goods sales by individual market segments, implements a comprehensive market strategy, sales and production activities of regional branches and branches); establishes initial data for planning (state and prospects of market development, current and future needs of end users of enterprise products, forecast of changes in commodity structure of markets, etc.); determines the overall organization of the process and the boundaries of planning (levels of competence and responsibility of managers, rights and responsibilities of enterprise organizational units, etc.) [1].

The planning is the process of defining the goals that an enterprise intends to achieve in a certain amount of time and ways to achieve them. The main element of this process is a marketing plan, which includes plans for each enterprise's functional area: production, finance, sales, personnel, marketing. Marketing plan is a tool for planning and implementing marketing enterprise activities, which provides a process of analysis, management and control, aimed at bringing more fully the capabilities of the enterprise to market requirements. The marketing plan is a set of decisions arising from the current state analysis and the foreseeable future activity of the enterprise, which guarantees the increasing of satisfaction level of customers' needs, and at the same time, contributes to the firm's position in the market. The marketing plan can be presented as a written document, which includes the intentions of the enterprise regarding the

choice of market, types of production of goods, their market share, prices, distribution and promotion.

In a practical sense, a marketing plan can be presented as a document, elaborated on the basis of certain procedures that perform the following functions: cognitive - as a result of analysis and forecasts of the appropriate means of the enterprise and the conditions of its environment; coordination - as a basis for defining the tasks of the enterprise services and their basis cooperation; verification - as a source of assessment of the assumptions reality made regarding the volume of goods sales and services on the market; motivational - as a basis for building a level playing field with the goal of concentrating the efforts of the whole team to achieve a common goals; control - as a set of indicators that form the basis of regulation of tasks, monitoring the effectiveness of marketing activities [2].

The marketing plan can be designed both for the firm's own needs in order to better management of marketing functions, as well as for assuring investors that the firm knows market and its customers, their needs, the products that are capable of meeting those needs and also knows how to deliver these products to consumers and inform customers.

Each enterprise comes out of its resources (land, capital, labor), which are limited and therefore are forced to using them in the best way. Marketing plan is called upon to ensure that appropriate persons, based on available means, carry out each task. Therefore, the marketing plan acts as a tool for informing employees about their functions, tasks and responsibility for accomplishing these tasks.

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**EFFICIENCY IN THE MANAGEMENT IN THE RECRUITMENT AND SELECTION
OF STAFF AS THE KEY TO THE SUSTAINABLE DEVELOPMENT OF THE
ENTERPRISE**

Staff is one of the main resources of the organization. The quality of this resource directly affects the competitive advantages as well as the strategic prospects and capabilities of the organization. A competitive enterprise strives for the most effective use of the potential and capabilities of its employees, creating favorable conditions for successful work and continuous development of its staff. Recruitment is the first tool of interaction of the organization with a potential employee. Therefore, creating an effective recruitment process is a must-have task for any organization.

Recruitment is a complex process, which largely depends on the well-being of the organization and its prospects for development. Therefore, when designing a system for recruiting personnel and selecting methods and tools, it should be considered as a complex system, which is an integral part of the overall system of the organization.

Current job or long-term career. When using the philosophy of "current job", the company is focused on the immediate needs and requirements for work. This approach is



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