

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

typical, first of all, when recruiting production workers and specialists of the administrative department. The philosophy of a "long-term career" requires a candidate for such qualities as adaptability to change, flexibility, and long-term focus on results. However, there are also some inevitable problems here: finding employees who are able to adapt to new situations and influence the situation is quite problematic. It is also difficult to identify and evaluate the potential of a candidate that will prove useful to the organization in the long run. Moreover, the cost of a so-called multifunctional workforce is much higher, which can cause a number of problems in the process of socializing a new employee. [3].

Trained staff or those that are prepared. Most often, an organization views this dilemma from an economic standpoint. Obviously, to save financial resources for training and preparation it is profitable to hire already trained staff. However, employers often hire unprepared employees, since it is much easier to train employees than to retrain when a candidate has a certain style of work and an idea of how effective they are. The choice of recruitment methods depends on various factors: the situation on the labor market, regional and branch affiliation of the organization, its strategic and tactical goals, life cycle stage, features of the structure and organizational culture of the company, the specifics of the vacant position, etc. In the process of recruitment, it is necessary to assess the level of professional skills, skills and knowledge of the applicant, the possibility of its potential in accordance with the perspective tasks of the organization. This is a very time consuming and complicated process. [4].

Nowadays, there are two main ways and directions used in the search and selection of personnel they are executive search and headhunting. Executive search is a service in which a specially created organization is engaged in the selection and choosing of executives or rare specialists. This very effective method is used in cases where highly qualified specialists cannot be recruited by standard methods (for example: through advertising). Headhunting is search and selection (most often carried out by specific order) of management staff and qualified high-level specialists. Many believe that executive search is about finding a staff or employee to get him or her involved in an organization and headhunting is about poaching highly qualified employees. But these two processes are interconnected and almost indistinguishable from each other. Headhunting acts and appears as a lighter version of executive search. When it comes to recruitment experience in different parts of the world, there are usually three areas: American (Western), Japanese (Eastern), and Post-Soviet.

Different selection methods in personnel practice are linked to different countries. For example, a personal interview with a candidate relates to the traditional British method, written examination tests relate to Chinese, document analysis relate to German, and psychological testing, as well as informal testing of the candidate relate to the American method [2].

Another problem can arise between line managers and HR or the business owner when deciding who to hire either a specialist or a person with general knowledge. A specialist is a person who possesses specific practical knowledge and skills of his profession. A person with general knowledge of his profession does not have a narrow specialization. HR professionals may prefer to hire a person with potential. In their view, skills can be taught, but the employee's potential for learning is either there or not. Line managers want to see a person with specific knowledge and skills in a particular area. In most European countries in recruitment of staff the preference is given to professionals [1].

Practically all countries consider such criteria as foreign language proficiency, test results, general education and graduation rank important. For some countries, the ability to attract foreign clients, a broad knowledge of foreign markets and the ability to navigate quickly in certain situations are important, for others it is the culture and nationality, the ability to conduct small and medium-sized businesses, and the availability of specialized skills and knowledge. By ranking these criteria in terms of their importance to particular countries, you can draw a picture of the employment policy in a particular country. It is interesting that the foreign origin of a job candidate can be both a positive and a negative factor. In particular, 15%

of German managers surveyed said that foreign-born staff was a plus, 3% said it was a drawback. Spaniards also take a dual position on this issue: 3% view foreign origin as a plus, 0.5% view it as a minus. It should be noted that it is impossible to compare the importance of parameters for a particular country and to conclude that one country puts the emphasis more correctly and makes choices and the other does not. In each country, due to cultural values and economic status, there are reasonable selection criteria that determine the correct choice.

Personnel management in general and the hiring system in particular play a key role in the effective functioning of the organization. If the recruitment is incorrect, it affects the productivity, profit levels and the amount of losses, the competitiveness of the company. In this regard, any organization needs to approach the hiring process as closely as possible, and especially to manage it, to target the recruitment system to increase the effectiveness of the organization's activities, to make it a competitive advantage.

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**УПРАВЛІННЯ ГОСПОДАРСЬКОЮ ДІЯЛЬНІСТЮ СУБ'ЄКТАМИ  
АГРОПРОМИСЛОВОГО ВИРОБНИЦТВА З УРАХУВАННЯМ  
ВИКЛИКІВ ЇХНЬОГО РОЗВИТКУ**

Кожна галузь або група галузей виконують свою специфічну роль в економіці будь-якої держави. Ефективність виконання цієї ролі залежить від внутрішнього стану цієї галузі та особливостей впливу чинників зовнішнього середовища на неї. Внутрішній стан обумовлюється станом суб'єктів господарювання, що входять до її складу. У свою чергу чинники зовнішнього впливу обумовлюють виклики, на які доцільно дати відповідь його суб'єктам для забезпечення довгострокового функціонування на ринку.

Агропромислове виробництво становить собою систему галузей з виробництва сільськогосподарської продукції. Воно є базовим рівнем агропродовольчих ланцюгів, оскільки на цьому рівні формуються вихідні базові показники кількості та якості сільськогосподарської продукції, яка буде перероблена на продукти харчування.

Налагодження ефективного виконання суб'єктами агропромислового виробництва своєї суспільної ролі пов'язано із рівнем вирішення існуючих виробничих та господарських проблем та можливістю дати адекватну відповідь на існуючі внутрішні за зовнішні виклики (рис. 1).



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