

To conclude, being tolerant is to live your life without criticizing how others live theirs. Understanding other people needs enriches personal inner world, rises self-estimation, promotes career growth and develops tolerant attitude and respect to other people. Attitude with general social tolerance to other individuals despite their differences will bring more peace and happiness to our own lives.

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FEATURES OF PERSONNEL MANAGEMENT OF A CRISIS ENTERPRISE

ОСОБЕННОСТИ УПРАВЛЕНИЯ ПЕРСОНАЛОМ КРИЗИСНОГО ПРЕДПРИЯТИЯ

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Ключевые слова: *кризисное предприятие, мобилизация кадрового потенциала.*

Abstract. The article outlines the main phases of the process of mobilizing the personnel potential of the crisis enterprise for the implementation of the financial recovery plan: staff's awareness of their dependence on further successes in improving the company's health, creating conditions for staff development, ensuring a high level of motivation for employees' self-development, the formation of new patterns of activity in the joint efforts of all employees of the enterprise. The main principles of a productive approach to increasing the level of competitiveness of a crisis enterprise are formulated, creating an image of the company that is attractive to consumers.

Аннотация. В статье обозначены основные фазы процесса мобилизации кадрового потенциала кризисного предприятия на реализацию плана

финансового оздоровления: осознание персоналом их зависимости от дальнейших успехов в оздоровлении компании, создание условий для повышения квалификации персонала, обеспечение высокого уровня мотивации к саморазвитию сотрудников, формирование новых образцов деятельности при объединении усилий всех работников предприятия. Сформулированы основные принципы продуктивного подхода к повышению уровня конкурентоспособности кризисного предприятия, создающие привлекательный для потребителей образ фирмы.

The process of mobilizing the personnel potential of a crisis enterprise to implement a financial recovery plan can be presented in the form of successive major phases of the company's management:

- agitation phase - creating a sense of "strategic discomfort" for the staff associated with the realization that the personal fate of employees depends on the survival of the firm is due to radical changes in the management strategy; formation of the image of a reliable and influential leader; establishment of bilateral channels of organizational communication between the crisis management and the enterprise team;

- professional development phase - creation of conditions for staff development; the formation of mechanisms that support the learning processes in the organization; ensuring a high level of motivation for self-development among workers in a crisis enterprise; the formulation of a new mission of the enterprise and a vision of its future; use in the communication of special language tools, symbols and metaphors for effective mutual understanding and emotional support of employees of the enterprise; mastering the mechanisms of the market economy, entrepreneurial culture by the employees of the enterprise;

- the integration phase - the creation of new role models that fix new patterns of activity and behavior in the culture of the crisis enterprise; creative development and improvement of these models on the basis of constant comprehension of practice; selection and implementation of a series of projects in which promising ideas that combine the efforts of all employees of a crisis enterprise are successfully embodied.

There are two principal approaches to increasing the level of competitiveness of a crisis enterprise:

- elimination of existing shortcomings in the structure of the organization, impeding the increase of the competitiveness of personnel. In personnel work, this approach, as a rule, finds its practical implementation in the reorganization, associated with the elimination of structural units and workers who "do not fit" in the strategy of bringing the enterprise out of the crisis situation;

- search for unique features of companies that create an attractive image for consumers of the company. Experience shows that this approach is more productive; it is based on several essential principles.

The principle of optimization of the personnel potential of the enterprise. The reorganization associated with the reduction of personnel is a common practice in a crisis enterprise. However, it can be either effective or ineffective.

In carrying out the reorganization, effective practice presupposes:

- preference to reduce levels in the organizational structure of management, rather than jobs, paying attention to strengthening the personnel reserve for the top management of the enterprise;
- the interdependence of the structural elements of the organizational structure in the conduct of reductions, for which, if necessary, subsequently implement measures to stabilize the new organizational structure and psychological support staff;
- the personnel structure most suited to the current situation, and the financial recovery plan that is supported by the team; Do not get involved in large-scale staff reductions;
- periodic re-evaluation of the personnel structure of the enterprise;
- identification, support and training of employees of the enterprise, showing leadership qualities and propensity to manage activities;
- support for educational programs implemented at the enterprise;
- preliminary preparation of prospective candidates for key management positions in the organization, paying primarily attention to skilful execution of management functions in a crisis;
- decentralization of the management structure with the delegation of the necessary authority to key figures in the management apparatus and ensuring maximum flexibility in the development of management decisions at both the strategic and operational levels;
- teamwork, and not individual efforts - the formation of working groups, teams (both between departments and in different divisions of the enterprise);
- identification and preservation of the core of the personnel potential of the enterprise;
- continuation of recruitment, support of its professional growth, especially in the vital and priority areas of its activities for the company.

The principle of the formation of the unique potential of the crisis enterprise. Increasing the level of competitiveness of a crisis enterprise depends critically on its intellectual and information potential, the value of which exponentially grows depending on the scale of investments in it and the experience gained by the staff. Intellectual leadership of a company in some area attracts talented people, which allows you to count on creating a unique combination of professional abilities that make up the core of the staff potential of highly competitive firms.

The principle of orientation to the professional core of the personnel potential of the enterprise. The aggregate capabilities of the company's employees, which are necessary to select, execute and coordinate the actions that provide the firm with strategic advantages in the markets of goods, services and knowledge, form the core of human resources. These advantages are based on the fact that competitors are unable to produce similar quality products or services or are late with their modernization. Due to this, the firm gets a monopoly position in this or that segment of the market. It's not about those capabilities that are characteristic for the organization that ensure a steady growth in profits (ability to innovate, create and maintain internal and external links, create an attractive company image, control over

strategically important resources), these capabilities are obvious and vulnerable over time to competitors. The capabilities that make up the core of the personnel potential of an enterprise have the following properties:

- essential for the firm's survival in the short and long term;
- inaccessible to competitors and can be simulated with great difficulty;
- represent a combination of skills and knowledge of staff, and not their implementation in the products or functions of the organization;
- are a unique source of increasing the profitability of the enterprise through a combination of scientific, technical, production, organizational, managerial and human resources;
- can be maintained and reproduced by the firm for a certain period;
- are inherent in the organizational system of the enterprise, rather than individual outstanding employees;
- are important for the development of the main, and ultimately all, of the products produced at the enterprise;
- essential for the implementation of strategic plans of the company;
- serve as a long-term basis for the development and adoption of flexible, strategically important decisions (staff reduction, product diversification, rationalization of the organizational structure, creation of joint ventures, etc.) that ensure the evolution of the firm's organizational system and its adaptation to changing environmental conditions;
- provide the firm with a dominant position in certain market segments, since it allows taking into account long-term market trends and current customer demands.

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FORMATION OF EXPORT STRATEGY OF ORGANIZATIONS BASED ON INNOVATIVE MARKETING TECHNOLOGIES

ФОРМИРОВАНИЕ ЭКСПОРТНОЙ СТРАТЕГИИ ОРГАНИЗАЦИЙ НА ОСНОВЕ ИННОВАЦИОННЫХ МАРКЕТИНГОВЫХ ТЕХНОЛОГИЙ

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