

kind of injury, with children who have physical development abnormalities. There are many types of aquafitness, but the most basic ones are swimming, aqua aerobics and various water gymnastics. Since Cultural and sports complex "Fakel" has a swimming pool, but it is used exclusively for entertainment purposes, I suggest introducing a new service, aquafitness. Also, in the sports complex "Fakel" there is a gym, which has a large area, there they play football and volleyball. In my opinion, this room is also suitable for training in basketball. To implement this service, you need to install special shields for the rings, draw a basketball court, purchase the necessary equipment (balls, ring nets, etc.), and also find a specialist in this field who can conduct such trainings. On the territory of the sports complex there is also a ski base building, which also belongs to the Cultural and sports complex "Fakel". This is a one-story building in which there is a storage room for all available equipment, a room in which all ski equipment is located. Also in this building there is a free room of approximately 30 sq.m. And also near the complex there is an old, abandoned court. It is proposed to open a hockey club. To implement this service, you will need to find a trainer-teacher in this area, purchase the initial necessary equipment, which will include children's uniform, clubs, washers and equipment for training. You will also have to hire a worker who will fill and clean the court. It is also necessary to carry out cosmetic repairs to the court, it is possible to completely replace the fence.

The implementation of all proposed projects requires 940,750 rubles, the investor is OOO GTYU Nizhneturinskoye LPU MG, which allocates 700,000 rubles, and 240,750 rubles will be allocated from the own funds of the sports complex.

As a result of the proposed measures, the profit in 2019, in comparison with 2018, will increase by 305,413 rubles, the profitability will increase from 13.7 % to 21%. From this we can conclude that the proposed measures to improve innovation, are effective.

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METHODOLOGICAL PRINCIPLES OF STRATEGIC ADAPTIVE MANAGEMENT OF INDUSTRIAL PARK STRUCTURE IN THE FRAMEWORK OF THE STAKEHOLDER-FOCUSED APPROACH

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Abstract. *The article presents the author's theoretical and methodological approach based on the stakeholder-targeted management of industrial park structures, which is based on the principle of dualism of the target stakeholder position on the one hand seeking to achieve commercial success, and on the other wanting to ensure the development of the entire park structure and its territory.*

Keywords: stakeholder, stakeholder-focused approach, stakeholder target position, dualism of the stakeholder's position.

The increase in the dynamics of economic and socio-political factors in the second half of the twentieth century led to the search for new approaches to strategic management and the active development of adaptive management methodology. The property of adaptability implies a timely response to the complexes of changing conditions for the external and internal environment of the organization. The solution of this task is carried out by searching for a set of parameters and indicators characterizing the state of the internal and external environment, as well as a result of streamlining the relevant data collection and processing procedures, as well as the subsequent formation of the information and analytical base for making effective management decisions.

The central task of the strategic adaptive management of the industrial park structure becomes the search for a mechanism for the adaptation of the strategic priorities of its existence and the corresponding streamlining of decisions and activities in accordance with the identified target priorities of its stakeholders.

Modern management tools of differentiation of strategic nature, in turn, allows for an alternative choice of operating options and indicates the presence of a significant number of promising areas for the implementation of the strategic interests of economic entities included in the industrial park structure.

Adaptive control is a synthesis of the regulator (adapter) and control methods (tools) that are possible for the implementation depending on the change in the parameters of the control object or the parameters of the external environment [1].

The goal of strategic adaptive management should be the selection of the most effective management object strategy options from the point of view of strategic development. The tasks of strategic adaptive management include the methodological and organizational aspects of organizing the process of adaptive management, the development of practical mechanisms for the implementation of this process and the subsequent evaluation of the results [2].

The complexity of the methodological task of building an adaptive strategic management system for an industrial park structure determined by the goals of this dissertation research is determined by the need to take into account the interests and target priorities of the stakeholders of the industrial park structure. Consequently, the strategic management system of an industrial park structure should contain a toolkit that streamlines the development targets of individual stakeholders in accordance with the overall target vector for the development of the entire industrial park structure.

Some aspects of the design of such a system based on a single technological platform of a professional interaction management environment for the management company and the residents are reflected in the works of N. G. Viktorova [3]. It is important to emphasize that the indicators characterizing the parameters of the development of the park structure and the regulators determining which method of influence applies to a specific stakeholder should be interconnected by a single management system that implements the strategic target vector of development. To ensure the efficiency of making decisions on the regulation of this system, a set of possible options for action is required if the indicative assessment of the outcome of an individual stakeholder's activity is rejected.

The basis of this tool can be the construction of strategic stakeholder maps based on the correlation of expert assessments. Similar ideas are presented in the works of such researchers as M. V. Gorbunov, A. A. Gresko, K. S. Solodukhina [4] and others, in particular in the article "Fuzzy methods of formalization of strategic maps of stakeholder organizations" notes that "... the methods are based on the adaptive algorithm of the expert survey, which allows determining the values of utility functions in selected in a special way points of the considered area. Its distinguishing feature is the formation of questions of a comparative nature in order to facilitate the task of experts and to obtain more accurate values of utility functions ..." [5].

A specific feature of the strategic adaptive management of an industrial park structure from the standpoint of a stakeholder-targeted approach will be the absence of an unambiguous subject of managerial influence, since the individual stakeholders of the park structure have a mutual influence of resources and regulatory nature on each other.

Such a structural relationship implemented through the development of a set of strategic measures aimed at streamlining the development strategy of an industrial park structure depending on the state of development indicators is the basis of the strategic adaptive management methodology of an industrial park structure within the framework of the stakeholder-focused approach.

Since the performance indicators of the industrial park structure for individual stakeholders may constantly change, and the aggregate interests do not always correspond to the target vector of

development, it is necessary for the indicators of the effectiveness of strategic management to give a dynamic assessment, link them to the performance of a specific stakeholder and lay a mechanism measurement of deviations of actual and reference values.

Also, it is methodologically important to link the indicators to the indicators of additional effects generated within the park structure, which will allow to unite the interests of stakeholders. The implementation of the principle of dynamism in assessing the achieved values of indicators is possible through the use of streamlining of the dynamics of indicators.

The reference ordering of the dynamics indicators makes it possible to link the evaluation of the industrial park structure strategy to a given target development vector. Thus, the methodological principles of dynamic comparability will be implemented – a single assessment indicator for all stakeholders, characterizing the receipt of a share in additional effects formed within the industrial park structure and the principle of dynamic subordination – streamlining the share in additional effects assigned by a specific stakeholder.

The implementation of these principles makes it possible to translate the income indicators into the category of adapters, on the basis of which it is possible to regulate the development parameters of the industrial park structure. It is quite obvious that in the framework of the functioning of the industrial park structure, the largest share in the additional effects should be given to residents, in second place is the management company, in the third place are state bodies represented by recipients of tax revenues, etc. Violation of this order will indicate a deviation from the target vector of the development of the industrial park structure and the need for corrective measures.

The proposed methodology reflects the theoretically substantiated dualism of the target position of the industrial park structure stakeholder, representing the duality of the goals of the stakeholder, on the one hand, trying to realize their own commercial success, and on the other hand, ensure the successful functioning of the entire industrial park structure.

As a result of the theoretical generalization of the concepts of strategic adaptive management, the author solves the methodological problem of constructing an adaptive strategic management system for an industrial park structure, which requires taking into account the interests and target priorities of the stakeholders of the industrial park structure. Emphasis is placed on the need for an adaptive system of strategic management tools that allows you to streamline the development targets of individual stakeholders in accordance with the overall target vector for the development of industrial park structure. It has been substantiated that the indicators characterizing the development parameters of the industrial park structure and the regulators determining which method of influence applies to a specific stakeholder should be interconnected by a single system of strategic adaptive management that implements the strategic vector of development.

The author proposes a methodology for strategic adaptive management of an industrial park structure based on the construction of a set of strategic measures aimed at leveling the development strategy of an industrial park structure depending on the state of development indicators, including for the purpose of making decisions on regulating this system the formation of a set of possible options for the deviation of the indicative assessment of the results of a specific stakeholder's activities. In addition, the author of the study comes to the conclusion that it is necessary to dynamically evaluate the indicators of the effectiveness of strategic management in order to tie them to the performance of a specific stakeholder and to lay down a mechanism for measuring actual and reference values [6].

As an adapter in the system of strategic adaptive management of an industrial park structure, the author suggests using the previously validated asymmetry of distribution of additional effects. To identify the asymmetry of the distribution of income of stakeholders within the framework of industrial park structures, the author proposed to use the index rationing of performance model, in accordance with which the entire aggregate income of stakeholders of the industrial park structure is converted into relative rates of change in the share of income of each stakeholder. The dynamics of the income distribution structure and its compliance with the reference model reflecting the development of the entire industrial park structure are assessed.

In order to link the industrial park structure strategy to the given target development vector, the author proposes the formation of a reference ordering of dynamics indicators, thereby implementing the methodological principles of dynamic comparability when using a single assessment indicator for all stakeholders. In the framework of this study, a criterion characterizing the receipt of a share in the additional effects formed within an industrial park structure is adopted by a melon indicator.

The main features of the established scientific schools were studied and the basis for building a

strategic cycle in relation to industrial park structures was formed. The study made it possible to formulate a methodological basis for identifying additional effects arising from the functioning of industrial park structures and which are the basis for obtaining relevant incomes of stakeholders.

The author argues that the assessment of additional effects within the industrial park structure should be implemented taking into account the task of applying similar criteria for evaluating the performance of stake holders, it is also necessary to take into account the goals, objectives and interests of the participants of the industrial park structure.

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КОНЦЕПЦИЯ ИНТЕГРИРОВАННОЙ СТРАТЕГИИ УПРАВЛЕНИЯ ПЕРСОНАЛОМ

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Реферат. В статье рассмотрена концепция интегрированной стратегии управления персоналом. Проанализированы интегрированный и эволюционный подходы к управлению персоналом. Сделан вывод о необходимости формирования новой философии управления персоналом на основе интегрированного подхода к кадровому менеджменту.

Ключевые слова: концепция управления персоналом, стратегическое управление персоналом, интегрированный подход к управлению персоналом, эволюционный подход к управлению персоналом, методы управления, кадровый менеджмент.

В настоящее время, особенно за рубежом, находит все более широкое применение интегрированная стратегия управления персоналом.

Концепция этой стратегии предполагает, что работающий человек мыслит самостоятельно и заинтересованно относится к труду. Поэтому человека на производстве воспринимают как главный ресурс, как ценность, стимулируют его развитие и используют в соответствии с его конкретными возможностями.

Этот тип стратегии существенно отличается от рассмотренной выше так называемой тейлоровской стратегии. Предполагается, что работающий человек мыслит самостоятельно и заинтересованно относится к труду, разумеется, при определенных условиях (что соответствует «типу Y» в модели Макгрегора). Поэтому речь идет о том, чтобы воспринимать человека как ресурс, как ценность, стимулировать его развитие и использовать в соответствии с его возможностями. Эта идея лежит в основе современного американского понятия «управление человеческими ресурсами» [1].

Основы интегрированной стратегии управления персоналом были заложены рядом