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THEORETICAL ASPECT OF COMPETITIVENESS OF HUMAN RESOURCES

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Demand for human resources is determined by employers, who decide on the selection of the necessary human resources, based on the technical, technological and economic condition of the enterprise. When selecting highly qualified specialists, whose activities largely determine the achievement of the company's goals, the difficulties of self-search force employers to seek help from professional intermediaries, ie agencies that work only with highly qualified specialists.

Because competitiveness is formed at different levels: egolevel (individual, individual employee level); micro level (corporate, organization level, enterprise); macro-level (state, regional), it is legitimate to distinguish three concepts: "competitiveness of human resources", "competitiveness of personnel", "competitiveness of the employee".

Employee competitiveness is the ability to individual achievements in work, which contribute to the achievement of organizational goals. Competitiveness is formed on the basis of competence and competencies, ie abilities. Abilities, in turn, are individual personality traits, are subjective conditions for successful implementation of a certain type of activity. Abilities are not limited to the individual's knowledge, skills, abilities, they are manifested in the speed, depth and strength of mastering the methods and techniques of certain activities and are internal mental regulators that determine the possibility of their acquisition [1] .

Each person has different "sets" of abilities. Individual and unique combination of abilities is formed throughout life and determines the uniqueness of the individual. The success of the activity is also ensured by the presence of a combination of abilities that work for the result. In activity, some abilities can be replaced by others - similar in manifestations, but differ in their origin. The success of the same activity can be ensured by different abilities, so the lack of one ability can be compensated by the presence of another or even a whole complex. Therefore, the individual uniqueness of a set of individual abilities that ensure the successful implementation of activities, is called "individual style of activity". In modern psychology more often began to talk about competencies as an integrative quality (ability) , which are aimed at achieving results. We can say that competencies are abilities through the eyes of employers. In fact, the employer does not care what the internal composition of the abilities that ensure the performance of the task, for him the very fact of its implementation is important. Therefore, competencies are even called by the task: "the ability to perform such a task", and at the expense of what internal resources it will be performed - this is the problem of the applicant (or psychologist who studies the activity).

The basis of any organization and its main wealth are people. Thus the person becomes not only the key and most valuable "resource" of the organization, but also the most valuable and shim. The quality of human resources directly affects the competitiveness of the enterprise and is one of the most important areas of creating competitive advantage. Based on this, human resources should be considered in the relationship of quantitative and qualitative characteristics of staff, the composition of which is formed at the enterprise, in the dialectical unity of staff skills and opportunities for their implementation in constantly changing conditions. To reveal these abilities and capabilities in the staff there are groups that play a different role in the process of achieving the goals of enterprise development: employees who determine the goals of enterprise development; workers who develop means to achieve goals (products, research, technology, workers who organize the process of creating means to achieve goals; workers who directly create means to achieve goals; workers who serve the process of creating means to achieve goals. The higher the level of competence of employees of each group and the synergetic effect of their interaction, the more in demand human resources and, consequently, the results of the enterprise in the selected market segment. It is the employees who are part of the enterprise who choose, perform and coordinate actions that provide advantages in the markets of goods and services, and thus a high level of realization of the enterprise's capabilities.

People are not a passive object of management, they are actively changing themselves, their personal and professional characteristics, attitudes to work, management and the company in general. Thus, employees influence the decision-making process that is related to their interests and change the value of human resources in general and the individual employee [2].

A person has creative, entrepreneurial abilities, the productivity of which has no visible limits. That is why the greatest reserves are hidden in human resources to increase the efficiency of the enterprise. In modern conditions of scientific and technological progress, "moral wear and tear" of human resources is possible, but people are constantly and consciously striving to improve, improve their skills, update their knowledge and professional skills. In the conditions of acceleration of technological innovations, aggravation of competition, globalization of economy knowledge, qualification, creative and business abilities of workers are considered as the basic resource of development of economy and increase of efficiency and competitive advantages of strategic development of enterprises [3].

The introduction of human resources in the scientific and theoretical apparatus of economics shows that professional knowledge, experience, creative, entrepreneurial skills of employees really provide economic efficiency and competitive advantages of the enterprise in a market environment, as a result of their activities are achieved as general organizational (profit growth) and personal (meeting the social needs of employees) goals. The scientific approach to the study of human resources involves their comprehensive and objective analysis as a complex, multi-structured process with many and many characteristics . Quantitative characteristics are more often expressed by the number of employees needed to achieve the goals of the enterprise. However, in modern conditions, the importance of qualitative characteristics of human resources, which have a significant impact on the socio-economic system.

Investment in human resources in the developed world is a major factor in economic growth and competitiveness at both micro and macro levels. At the same time, investment in a person, his intellectual potential is definitely beneficial, because they give a long-term, limited only by biological parameters of time, the integrated effect [4]. The main condition for achieving sustainable economic development is the accumulation and preservation of human capital, the implementation of strategies that encourage people to improve their skills and abilities throughout life through lifelong learning and training.

The development of high technology, which has reached the stage of practical use and sufficient efficiency, leads to changes in labor organization, management, skills requirements, education system. A new broad field of employment has emerged, related to the production and operation of electronic equipment, telecommunications, collection, processing, analysis of information, its use in all spheres of political, social and economic life. The formation of a system of personnel training that provides the country with specialists in all areas of information technology development is becoming an acute problem. The transition to the information society requires mass preparation of the population for life in the context of widespread use of information and telecommunications technologies, including the Internet. There was a need to equip the whole society, starting with secondary schools, computers, means of communication and appropriate changes in curricula [5]. The obsolescence of knowledge gained in the process of secondary, secondary special and higher education has become too fast. In this regard, the system of continuing education has been developed. Continuing education and training are becoming the norm, and the ability to constantly acquire new knowledge and skills is seen in today's economy as the most important quality of the workforce. In a knowledge-based economy, the pursuit of new knowledge, creativity and flexibility are the most important characteristics of human resources. Entrepreneurs increasingly value in staff the ability to think and learn, look for non-standard solutions and adapt to change. Large corporations have special programs to attract and retain such staff. Various systems of work motivation and payment are used, it is possible to increase the level of knowledge and acquisition of persons with the most scarce professions [6].

Public spending on the education system is also growing, and a systematic system of continuous training of all staff is being organized within individual enterprises, which thus finds clearly defined prospects for career advancement and welfare growth. The cost of training staff within the company is considered by the administration not just as the cost of reproduction of human resources, but as a long-term investment that pays off and helps to improve the efficiency of the enterprise. It is noteworthy that in all developed countries there is a system of allowances for training. In most cases, you do not have to pay for training yourself - this is done by the company.

Recently, an approach has been practiced according to which professional development is considered as one of the forms of encouragement for effective work. At the same time, access to the most expensive forms of education is given to the most qualified and well-working staff. Due to the principles underlying the formation of wages and methods of managing labor relations in the pre-reform period, wages were weakly correlated with the level of education and individual characteristics of the

employee. However, the situation is gradually changing as follows: companies are beginning to practice paying for the training of their (often the most promising) employees. The number of offered paid short-term training options aimed at obtaining not only various professional skills, but also full-fledged specialties over the past 10 years is constantly growing. Given that the use of human capital (regardless of the sources of its formation) depends on the individual, the motivation of economic agents becomes one of the main levers in human resource management of the economy as a whole and enterprises in particular. Therefore, both the state and enterprises must create conditions in which the accumulation of human capital will be both profitable and prestigious [7].

In various forms, there is an increasing movement towards a new model of development and use of human resources. It involves the expansion of employee functions and the transition from a worker of narrow specialization to a universal worker who can verify, evaluate, creatively synthesize information, get to the heart of the problem, adjust the technological process, ie be not only the subject of industrial development driving force.

The most important qualities of workers in the new knowledge-based economy include [8]: high ability and motivation to learn; basic skills (ability to work with information, computer literacy); ability to organize communication (ability to generate ideas and listen); adaptability (creativity, formulation and problem solving); self-improvement skills (motivation, goal setting, individual development); group effectiveness (interpersonal skills, negotiation and teamwork skills); skills of influencing people (organizational efficiency and leadership).

The basis for the formation of highly qualified specialists is general education. In general, industrialized countries are characterized by its high level. Currently, the countries of the Pacific region, especially Japan, Singapore, South Korea are making a sharp leap in the intensity of the focus on higher education, especially in high-tech areas.

The problem of educational mobility, ie opportunities to expand their own educational experience to use different resources, including studying at the same time in several educational institutions of different types around the world, immersed in different situations, is also solved today through the use of new information technologies (primarily the Internet).). Thus, distance learning initially implies the presence of an unconditional cognitive or educational need. As optional, it involves obtaining a diploma and is supported mainly by personal motivation.

In the information economy, the main role belongs to the individual, who becomes more important than the enterprise. Given this, a new type of employee is emerging, in connection with which in developed countries there is a transformation of almost all social, intra-firm, organizational and other structures. The tendency of stratification of society by level of education is beginning to be seen quite clearly. Thus, staffing of the enterprise is a process in which the activities of personnel management services are aimed at achieving goals and is considered not as a one-time, but as a series of continuous interdependent actions that determine the formation and development of employee competitiveness. Employee competitiveness is generally defined as the quality of human resources to market needs, the ability to win the competition in the

labor market, ie more fully compared to other candidates to meet the requirements of employers on the level of knowledge, skills, personality traits and more. Competitiveness of the employee in the domestic labor market is defined as the ability to show and use their personal, professional and business qualities, faster and better than other employees to realize their potential in specific conditions of the enterprise, and this allows them to receive official position and professional growth. There is a relationship between supply and demand in the labor market between a competitive enterprise and competitive personnel. Competitive enterprises make high demands on staff, and competitive staff - on the company, forming supply and demand in the labor market, the balance of which occurs when the company's requirements for staff competencies and staff requirements for quality of working conditions, pay and social security. Thus, leading companies are seriously engaged in staff training and pay higher salaries, winning the competition in providing production with qualified personnel. Competitiveness of the enterprise and competitiveness of human resources are interrelated concepts that are evaluated on both sides. Enterprises and workers in the process of economic activity satisfy each other's interests, which leads to a balance of supply and demand in the labor market.

Competitiveness of human resources is determined through the assessment of labor potential. Assessment of labor potential should be carried out taking into account its quantitative and qualitative aspects. To characterize the labor potential in quantitative terms, as a rule, the following indicators are used: the number of industrial and industrial personnel and personnel of non-industrial units; the amount of working time possible to work at a normal level of labor intensity. To characterize the labor potential in terms of quality can be used such indicators as: physical and psychological potential of employees, ie their ability and inclination to work (age, health, endurance, activity, etc.); the amount of general and special knowledge, work skills and abilities that determine the ability to work of a certain quality; the quality of team members as subjects of economic activity (responsibility, morality and ability to work in a team, organization, involvement in the common cause).

It should be noted that today the problem of developing a "synthetic" (single, generalizing) indicator of labor potential assessment, which reflects a set of diverse (quantitative and qualitative) factors of labor, remains unsolved. Until now, unfortunately, in practice, generalized indicators are used, reflecting no more than two or three elements that characterize the labor potential, mainly in quantitative terms.

Conditional-natural indicators can also be used to assess labor potential. In particular, the results of social research calculate the coefficients that characterize the potential production capacity of each sex and age group of workers. The labor potential of the enterprise as a whole is defined as the weighted average of these coefficients, where the weight is the share of a particular gender and age group in the total number of staff.

Recently, a new indicator has gained popularity - labor profitability - the ratio of income brought to the company by the work of each employee for a certain period of time, to the cost of payment for this work and social benefits from the company for the same period. In this case, the salary received by the employee should not be confused with his investment income from participation in the activities of the enterprise.

You can also use the indicator of labor potential - human resources. He identifies three types of human resources:

personnel potential of the society, which has quantitative and qualitative characteristics: the number of able-bodied population - labor resources; the amount of working time worked by the working population; the degree of health, development and physical capacity of able-bodied members of society; educational and qualification level of the able-bodied population;

personnel potential of the enterprise - an overall assessment of personal and professional capabilities of the personnel of the enterprise as a whole;

personnel potential of the employee, which is described by personal and professional characteristics of the employee: age, health, level of professionalism, ability to professional growth, continuing education, knowledge, experience, experience in this profession, marital status, etc.

Labor potential is not a constant value, it can change both upwards and downwards. The analysis of typical options for the use of labor potential [3] refutes the idea that the main task of personnel management is to maximize labor potential. Undoubtedly, increasing the labor potential of the enterprise increases the potential of hired human resources, increasing the level of complexity of the tasks to be solved by the team. However, it should be remembered that the labor potential of the enterprise (or a particular employee) has an optimal size, deviation from which to a greater or lesser extent leads to negative trends.

Summarizing the results of numerous studies, it can be stated that a higher level of labor potential of the employee is not an absolute guarantee of its increased demand, ie it is not necessary that when hiring employers prefer an employee with high potential. The economic competition for a particular job is won by the one whose rivals best meet the requirements of the employer (other things being equal), the production potential of the job.

In general, the analysis of scientific thought shows that scientific approaches to the study of the competitiveness of human resources in the labor market as a subject of economic life are striking in their diversity

First, competitiveness in the labor market as a specific type of commodity competitiveness, which is determined by the consumer value of goods sold, its qualitative certainty.

Secondly, as a mechanism for bringing the competitive advantages of human resources (ability to work) into a functioning state. The substance of competitiveness in the labor market is determined by the organizational and economic form of consumed (used) goods "human resources", its qualitative certainty.

The main points in the concept of "competitiveness" (regardless of the subject - free or hired labor) are the first points: first, in the broadest sense, competitiveness - is the ability not to "participate" and "win" the competition; secondly, the "subject" (object) of the competition is not all, but only "quality" ("good") jobs; thirdly, competitiveness is an objective-subjective concept, because, on the one hand, the requirements for the quality of labor are "objectively formulated" by jobs (more precisely , their production potential), on the other - subjective »Preferences of employers (managers); fourth, competitiveness is a relative concept that needs to be

clarified, ie to "specify" a segment of the labor market or an intra-firm employment model whose jobs are subject to competition.

We can say that the competitiveness of the employee is the ability to win from competitors economic competition for "good" jobs that meet the profile of his training, due to the best match of the overall quality characteristics of the employee to the production potential of specific jobs and subjective preferences of employers.

The level of employee competitiveness is a relative characteristic obtained by comparing the values of its competitiveness indicators with the optimal values of the relevant indicators that form the standard (standard) of enterprise competitiveness, the main evaluation indicator that allows to make a comprehensive comparative assessment of employees. It seems obvious that from the standpoint of the employee the level of competitiveness is an indicator of the stability of his position in the enterprise and the acquired social status; from the standpoint of the job seeker - the probability of obtaining it. Among other things, information on the level of competitiveness of staff allows to identify categories of workers in need of social protection.

It seems that the labor potential of the employee - an irrelevant, objective assessment of the labor force of the individual. In contrast, the competitiveness of the employee - an objective-subjective, relative assessment of staff, which characterizes the degree of compliance of the overall characteristics of the employee to the objective requirements of the production potential of specific jobs and subjective preferences of employers.

Since the main task of personnel management is not to increase labor potential, but to ensure maximum compliance of the overall characteristics of employees to the requirements of the workplace, as the main evaluation indicator, it is legitimate to choose the indicator "employee competitiveness".

Under the competitiveness of human resources means the degree of development of the set of capabilities of the individual, in relation to his qualifications, competencies in the work process. Competitiveness of the individual - these are the distinctive features that separate the individual from others in the labor market or within the enterprise. Quantitative indicators are not enough to consider the competitiveness of human resources. It is necessary to conduct marketing research.

Mainly indicators that characterize the competitiveness of human resources, but it is also advisable to use quantitative indicators: productivity, the share of costs for its payment in the cost of production and the share of employees working in conditions that meet sanitary standards. Determining the level of competitiveness of any product, evaluate a number of its consumer and economic properties, comparing it with a certain common market pattern. Such a comparison usually follows an assessment of the level of competitiveness of the product. With a product like labor, things will be different, because there are no such obvious examples to compare. Therefore, the competitiveness of the workforce is determined not in comparison with the ideal model, but in a specific comparison - two specific goods or their aggregates (the level of competitiveness of the latter is very difficult to determine). That is, those carriers of labor (workers) who have better characteristics for the realization of the ability to work, can objectively be considered more competitive. Due to the specifics of the product "labor" there are some difficulties in defining the concept of "employee

competitiveness". In our opinion, the competitiveness of the employee - his physiological and professional status, which allows him to participate in the market exchange of labor with a focus on the maximum cost of labor. Thus, the level of competitiveness of the employee, on the one hand, is determined by his psychophysiological, gender and age characteristics, on the other - the whole system of professional development, and the latter depends on personal and professional development, interaction of labor market elements and its infrastructure.

Competitive advantages have those enterprises in which human resources are competitive, for this competitive human resources must have a number of competencies.

Competence is the degree of qualification of the employee, which allows you to successfully solve the tasks facing him.

The term "competence" is, first, useful for describing the type of behavior (those aspects of it) that an organization needs to achieve a high level of efficiency. This concept helps to focus on key behavioral issues that affect results. Second, the term "competence" can be used to describe the knowledge and skills expected of an employee to perform his or her duties effectively. Thus, competence is the ability of a person to solve production problems of a particular organization.

In general, competence as an integrated characteristic of personality quality, effective block, formed through experience, knowledge, skills, attitudes, behavioral reactions; Competence is an integrative quality of personality, competence is an integral quality of personality, which is manifested in its general ability and readiness for activity, based on knowledge and experience gained in the process of learning and socialization and focused on independent and successful participation. Competence is the acquisition of certain knowledge, skills, life experience that allows you to talk about something, do or decide something, as well as a person has a high level of initiative, ability to organize people to achieve goals, willingness to assess and analyze social consequences their actions. Competence - the quality of personality or set of qualities, minimal experience in a given field; competence as the ability to do something; competence is the ability (ability) to act on the basis of acquired knowledge. Competence involves the experience of independent activity on the basis of universal knowledge.

Thus, competence acts as a quality, personal property of a person, which allows him to solve certain problems, make decisions, judgments in a particular field. The basis of this quality is knowledge, awareness, experience of socio-professional activities. This emphasizes the integrative nature of the concept of "competence". Competence characterizes the individual in relation to the degree of compliance of the task performed by him to the requirement specified by the competence. Competence is not a characteristic of personality quality, but its quality acquired in the process of educational-cognitive and extracurricular activities.

Competence is also understood as a set of competencies, but the concept of "competence" is related to the content of the field of activity, and "competence" always refers to a person, characterizes his ability to perform a certain job. Therefore, competence cannot be interpreted as a set of competencies, as these concepts are in different planes. The concept of "competence" is associated with the individual, with

the ability of a person to act effectively in different situations. The concept of competence reflects the internal side of the subject's activities to achieve the goals set in the concept of competence. Competence is manifested in the successfully implemented competence and includes personal attitude to the subject and product of activity.

The formation of competence is influenced by the competence itself and personal moral and business traits of the subject. Competence of human resources determines the ability of the employee to perform their functions efficiently and without error, both in normal and extreme conditions, to successfully learn new things and quickly adapt to changing conditions. There are the following types of competence:

1) functional (professional) competence: characterized by professional knowledge and ability to implement them. Requirements for professional competence largely depend on the level of management and the nature of the position. Today, the importance of special and reduced the role of methodological and social knowledge and skills, communication skills, team leadership, able to perceive and interpret information. At the heart of professional competence is professional suitability, which is a set of mental and psychophysiological characteristics of man, necessary for effective professional activity. In the current stage of STC there is a clear trend towards rapid aging of knowledge and experience of staff, which is expressed in the lag of individual knowledge and experience from modern requirements for the position and profession;

2) intellectual competence is expressed in the ability to think analytically and implement a comprehensive approach to the performance of their duties;

3) situational competence means the ability to act in accordance with the situation;

4) defines personal competence as an integral characteristic, the ability of an individual to identify, comprehend, manifest, evaluate, develop, arbitrarily regulate their abilities, resources and social positions, develop, develop and implement their life plans based on awareness of social needs and personal values ;

5) social competence implies the presence of communication and integration skills, the ability to maintain relationships, influence, seek their own, correctly perceive and interpret other people's thoughts and, to express attitudes to them, to have conversations, etc.

Social competence characterizes the interactive abilities of the employee, the culture of business communication both vertically "manager-subordinate" and horizontally - "employees of the same level", customers of the enterprise. Social competence includes: knowledge of the ethics of business communication; ability to prevent and relatively painlessly resolve conflicts; ability to transfer information quickly and correctly; ability to establish communications; the ability to give clear and concise tasks and motivate employees accordingly; the ability to tactfully point out shortcomings, correctly make comments, inspire confidence, etc.

This kind of knowledge and skills are necessary for all employees , especially managers, because in modern production, the success of the enterprise as a whole depends on the coherence and harmony of relations in the group. The study of the competitiveness of human resources ensures the formation of social, intellectual, situational, functional and personal competence of employees at all levels. In modern

conditions, the value of these qualities to increase the competitiveness of the enterprise is steadily increasing.

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