

**DEVELOPMENT OF MANAGEMENT AND ITS ROLE IN THE CONTEXT OF
UKRAINE'S INTEGRATION INTO THE EUROPEAN COMMUNITY**

Slusareva Liudmyla

Doctor of Economic Sciences, Professor
State Tax University, Irpin, Ukraine
ORCID ID: 0000-0002-6845-9307

Slusarev Dmytro

Obtaining Ph.D. degree in specialty 073 "Management"
Sumy National Agricultural University, Ukraine
ORCID ID: 0009-0007-3740-8201

Ukraine's integration into the EU is happening in the context of global challenges in the socio-political sphere and socio-economic life of the country and conditioned by current military aggression of the Russian Federation, active military operations in the east and south of the country, and financial instability. Thus, it requires drastic changes in the organization of management, as an essential and powerful engine and accelerator of social development. That is why an in-depth study of the theoretical and practical foundations of management, modern forms and methods of governance at the enterprise level (as the main link of the national economy) remains one of the main tasks in the context of the country's integration into the EU. It requires modern knowledge and skills of their practical use in everyday activities during panel discussions, business meetings, communication, leadership style formation, combining power with the art of governance, ensuring the effective operation of enterprise personnel. This will allow mastering a thorough knowledge of management and contribute to the ability to make optimal decisions in everyday activities, find ways to improve one's own efficiency (by using opportunities to create an image of the enterprise), and further develop the country's economy.

The category of "management" and its content, which are currently used in scientific publications of theoretical researchers, can be defined as functions (types of activities), science and art, category of people, body (or apparatus) of governance, process. At the same time, it is a component of governing activities that implements in practice the theory of effective personnel management. Its main components are methods and techniques for governing the system, which aims to achieve goals (provided that material, labor, and financial resources are used optimally). The task of management is to efficiently organize the operation of the system to obtain maximum performance indicators.

Modern management can be described as a process of activity. This complex socio-economic, informational, and organizational-technological phenomenon is associated with changes in the state and qualities of the management object. The constituent elements of this category are knowledge, capacities, skills, motivation, techniques, and methods; it contains everything that is included in the concept of social and human technologies.

That is why the art of governing has become a science of governing, that is, management. In addition, as practice confirms, there are many interpretations of this concept and term used in personnel management. The term of foreign origin "management" is close to the concept of "governing". The Ukrainian word "management" is synonymous with the English word "management", although their essence is somewhat different. Thus, according to the definition of the economic encyclopedia [3], management is "a manner, a way to communicate with people; power and the art of governing; a special kind of skill and administrative skills; a governing body, an administrative unit".

Until recently, the concept of "management" was absent in governing practice. However, the ability to lead the country, the army, and production has always been considered an "art" or "talent". The fate of countries, their people, and individuals depended on it. The emergence in the twentieth century of a large number of independent countries, enterprises, organizations, institutions, and military units, and their relationships with each other became so close and versatile that the expectation and search for managerial talent for each leadership position was leveled. That is why management, as a separate branch of scientific knowledge, began its development in the XIX century. This was a

consequence of the Industrial Revolution and led to the need to transform and scientifically describe the management system through the study of practical experience. One of the main representatives of this direction was F. Taylor. This researcher-practitioner of production management published numerous papers that marked the beginning of the formation of management as a science and independent research branch. His well-known publications were “A Piece-Rate System” and “Shop Management” (1903), “The Principles of Scientific Management” (1911), etc. F. Taylor highlighted the theoretical foundations of rational scientific organization of labor, differentiated the functional responsibilities of managers and workers, and defined the goals of motivation and control of labor. Further continuation of the development of F. Taylor’s ideas was carried out by Lillian and Frank Gilbreth, H. Gantt, H. Emerson, and others. Their successors (in the direction of administrative or neoclassical approaches) were H. Fayol, L. Urwick, D. Mooney, and M. Weber. They elaborated on the principles, functions, and main types of business activities; they formed the idea of a manager as a skilled employee whose professional activity requires “special education”. In addition, today, the words of H. Fayol “management is not an innate talent, but a skill that needs to be learned” have not ceased to be relevant. In his opinion, the work of a manager should be divided into five functions: planning, organizing, managing, coordinating, and controlling. To show managers how to perform their functional duties, H. Fayol, in “General and Industrial Management” (1916), formulated fourteen universal principles of management. That is why the concept of a “professional manager” became the basis for creating a system of business schools that actively cooperated with business structures and the public and became centers for training specialist managers. The founders of the “School of Human Relations” (1930–1950) were Parker Follett and Elton Mayo, and the representatives who developed behaviorism (a field of scientific research that studied the behavior of people in the workplace) were J. Watson, B. Skinner, A. Maslow, D. McGregor, and others. They stressed the need to develop practical approaches to employee motivation and appropriate behavior. It was noted that a manager who understands a person’s needs should use “more flexible” methods of motivating subordinates. According to A. Maslow, human actions are not caused by economic factors but by needs that are not directly related to remuneration. Thus, managers must formulate development features, correctly identify internal needs at each stage, and contribute to implementing the next one. Managers are advised to consult with personnel and provide employees with opportunities to communicate and exchange experiences at work.

Since 1950, the “School of Behavioral Sciences” was formed. Its contributors were Chris Argyris, Rensis Likert, D. McGregor, and Frederick Herzberg. Its basis was establishing interpersonal relationships, improving the efficiency of human resources, forming a workforce based on psychological compatibility, and so on.

A characteristic feature of the “new” school was the replacement of verbal reasoning and descriptive analysis with quantitative values, symbols, and models. At the same time, thanks to the development and application of quantitative methods for describing mathematical models, it became possible to deepen the understanding of complex management problems.

Among management development schools, an important role is assigned to the empirical school of management, represented by P. Drucker, R. Davis, L. Newman, D. Miller, and others. Studying the content of work and the functions of managers is one of the main areas of research in this school. It defends the professionalization of management, that is, the transformation of the process of managerial activity into an independent, specific type of work, a unique profession. Representatives of this school made a significant contribution in solving issues related to centralization and decentralization in management and delegation of powers.

American scientists M. Albert, M. Mescon, and F. Khedouri in the fundamental book “Management” paid special attention to the development of management. There, the essence of this concept is “...the ability to achieve goals using labor, intelligence, motives of the behavior of other people; activities that in accordance with the goals and objectives of the business develops plans, determines not only what and when to do, but also how and who will perform what is planned; forms working procedures at all stages of governance and exercises control; not the management of objects, but the organization and management of people’s work; activities to find and determine the best ways to

achieve the goals of the organization; governance science; a set of principles, methods, tools, and forms of management in order to increase effective activities and increase profits” [4].

In the 80s of the XX century, the 7S framework emerged. Its authors A. Athos, T. Peters, R. Pascal, and R. Waterman stressed that forming an effective organization is possible based on seven interrelated components, and changing any of them will lead to changing all the others. Each of these components begins with the letter “S”: strategy, structure, system, staff, style, skill, and shared values. Under the influence of this framework, the “case study” method, the analysis of a specific situation, has spread in the practice of training managers. Thanks to this method, managers have developed professional skills such as situation analysis, external and internal environment of the situation, factors of influence, and flexibility in decision-making.

The generalized history of management development has defined the scientific basis for the professional training of specialists in this industry. That is why the attention was given to the priority individual and personal qualities of the manager, his functional responsibilities and professional competencies, practical skills, and abilities. All this requires further development of managerial thought and the generation of new ideas for effective management.

Management is an activity aimed at improving the forms of governance and increasing the efficiency of production through a set of principles, methods, and means that activate labor activity, intelligence, and motives for the behavior of the work team and individual employees. Management arises when people are united for the sake of the joint performance of an activity. The governing party is the subject of management, and the governed party is the object of management (i.e., individual work teams and employees). The basis of management activity is the ways how managers influence management objects. At the same time, the management object is considered to be a controlled link – an element of the management system that is managed by the other elements. In addition, in production systems, management objects are considered organizationally separate structural divisions (sites, workshops, departments, branches of organizations/companies). In this format, any socio-economic system can be represented as an organized set of a managing subsystem (i.e., a subject of management) and a managed subsystem (or an object of management). At the same time, the managed subsystem includes elements that directly support the production process, as well as economic, commercial, and other types of activities. The subject and object of management interact through communication channels through which information flows pass. These flows manage impacts and report the state of the managed object. In general, the concept of “organization” is inextricably linked with management, that is, a team of people whose activities aim to achieve set goals. Management studies the organization as a social subsystem of the market economic system and not as a technological link in social production. In the market transformations of the economy during integration processes, management remains an effective theory of the social organization of activities on an enterprise scale.

As an object of management, an organization is an integral system in the unity of its constituent elements and individual structures and their interaction, taking into account that certain changes in one element cause chain changes in others. As an integrity with unique properties, it consists of separate subsystems with specific features that interact while defining the organization’s boundaries and environment. Acting as a purposeful and multi-purpose system, the organization has heterogeneous external and internal goals, independent sub-goals of individual subsystems, and a system of indicators for measuring goals and strategies for achieving them. As a dynamic phenomenon, the organization requires research of internal organizational processes of self-regulation, maintenance of socio-economic balance, analysis of adaptive evolution and growth, innovations, overall life cycle, and competencies.

The process of managing an organization as an object of management covers several consecutive stages (Figure 1).

The management process can be called the activity of combined subjects and objects of management in a certain structure, which aims to achieve the set management goals by implementing individual functions and applying specific management methods and principles. The management process comprises three main components: content, organizational, and technological.

The content component is determined by a set of problems being solved. These include a set of stages (operations) that characterize the sequence of qualitative work changes in the management process. In this regard, there are:

- methodological content of management provides for allocating certain special and regular phases and stages that reflect the specific features of management activities. Therefore, the management process can be considered as a sequence of two main stages, namely: the first is preparation and adoption of a managerial decision, and the second is implementation of a managerial decision;
- functional content, such as identifying the sequence and implementation of the main management functions, is provided through forecasting, planning, organizing, motivating, controlling and regulating;
- economic content is reflected and implemented through the definition of needs, assessment, distribution, and use of resources (material, financial, labor, information);
- social content is expressed through the criterion by which the subject and object of social management is always a person;

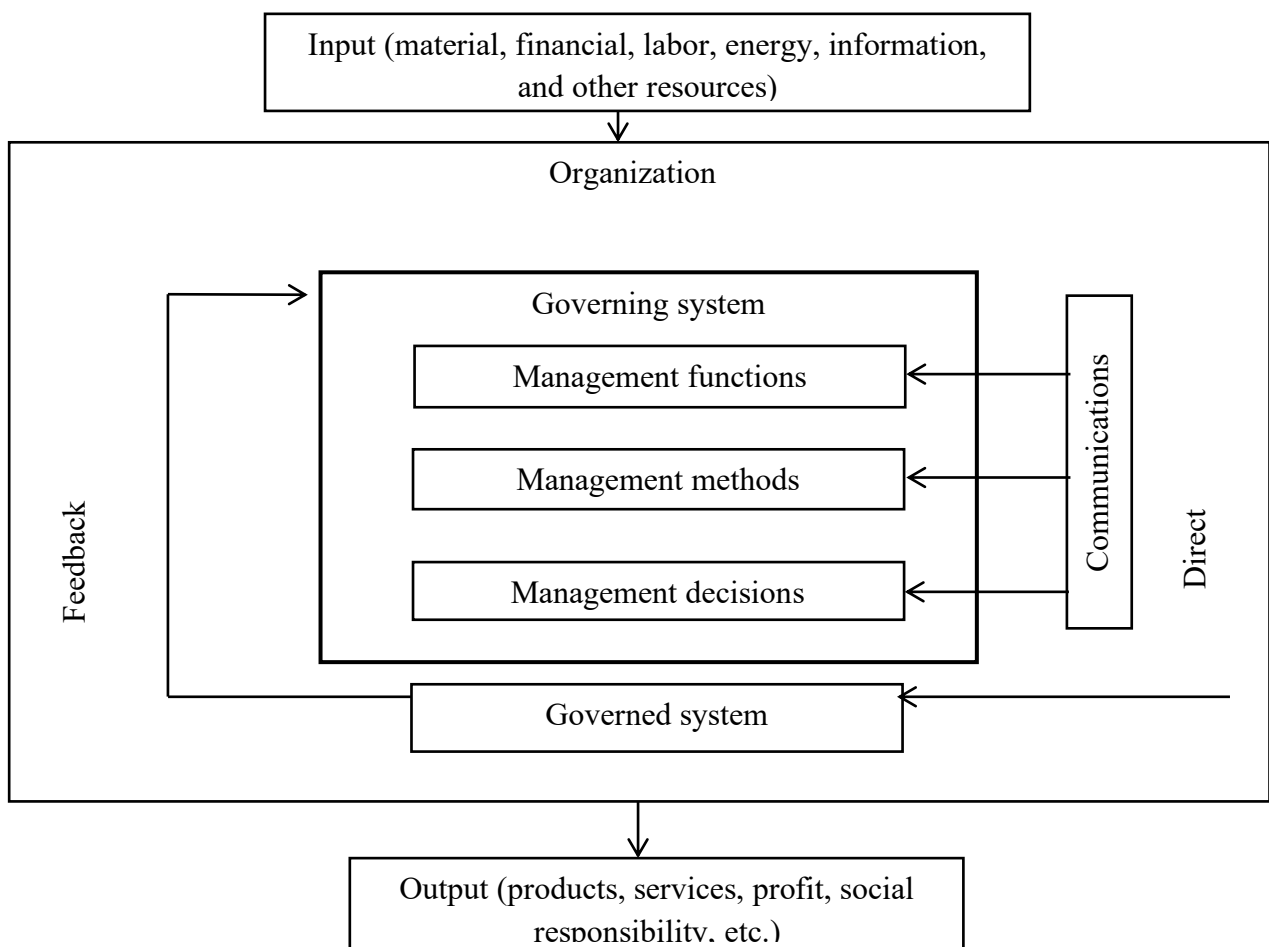


Figure 1. Graphical model of the management process.

Source: formed and built using [6].

- organizational and legal content is the sequence of using organizational levers of influence: regulation, rationing, instruction, accountability with appropriate legal norms;
- information content – its essence lies in the inseparable connection between the management process and the processes of preparing and collecting, transmitting and processing information.

The organizational component describes the participants in the management process and the establishment of the order of their interaction, along with the definition of the procedure for the

interaction of individual bodies through the adoption of certain standard management actions (their list depends on the content of the management process and the tasks assigned to it). The organizational component is phases and stages of the process that change over time. It also includes an analysis of the management process along with the adoption and implementation of a management decision.

Regarding the technological component, it is defined as:

– organization of the management information system (a set of reports on the state of the object and subject of management) and office management (document management). To rationalize the flow of documented information (orders, decrees, decisions, directions, regulations, instructions, acts, protocols, reports, etc.), they are regulated through the definition of the sender, recipient, and nomenclature of documents. The link documentation scheme should correspond to the structure of the management body and its external links;

– a list of procedures that are developed and are mandatory for all major types of management activities, namely: preparation of a plan for the main organizational activities; holding an official or operational meeting; a board meeting; holding a briefing or press conference, etc. A well-organized technology of the management process always implies the presence of a set from the list of different management procedures;

– management equipment, that is, a set of tools and means designed to carry out information transformations. Management equipment can be divided into the following groups: material media, information transformation tools, and equipping tools (equipment, premises, structures, etc.).

We can generalize that management is a specific body of modern organizations without which they cannot exist and work effectively as an integral entity. The management apparatus is a component of any divisions and is associated with the concept of management. Participants' main task in the organizational process is to effectively use and coordinate all resources (capital, buildings, equipment, etc.) to achieve the set goals. That is, management is a purposeful influence on the activities of all employees of modern enterprises (companies) to successfully solve the set tasks and achieve goals by attracting and using resources productively.

In the context of integration processes, the current development of management is accompanied not only by a set of management activities but also by their interrelated and interdependent system, which, under certain conditions and in such a figurative form, can achieve the best results. The main goal of management development is a systematically organized impact (through the use of interrelated organizational, economic, and social measures) on the formation, distribution, and redistribution of labor at the level of the organization, as well as on the creation of conditions for the use of features of (labor) qualities of the labor force (employee) in order to ensure the effective functioning of the company, increase its competitiveness, increase the efficiency of production and labor while ensuring the effectiveness of the work team's activities and the comprehensive development of its personnel. This approach is defined as systematic. A systematic approach to management considers the relationship between individual aspects of personnel management and is expressed in developing final goals, determining ways to achieve them, and creating an appropriate management mechanism. The main features characteristic of a systematic approach to personnel management are the integration of personnel policy with the organization's development strategy, adaptation to specific properties of the organization, recognition of the amorphous boundaries of influence on people, and coordination of long-term and short-term goals. The application of a systematic approach in the management of an organization allows us to study the system (a specific object) as a single whole, study the entire complex of its internal and external relations, evaluate changes in relations, as well as recommend for implementation the developed options for building and improving the system, that is, various options for management decisions, evaluate them and select the most optimal and suitable for achieving the goals of the system as a fundamental problem of our time.

When building a personnel management system, the use of structural and methodological approaches is also suggested. At the same time, in addition to mandatory components (such as hiring, personnel accounting, motivation, legal support of personnel, etc.), other relevant aspects for individual regions and enterprises/companies are considered. All the above approaches seek to form a system of management functions.

The process of management development ensures the performance of functions, that is, separate types of management activities, which allows the organization to achieve specific goals of the main types or directions of these types of activities, which are focused on meeting particular needs of the organization.

The researchers of this problem provide various lists of the main functions. According to the team of authors [4], the main among them are four primary functions (planning, organizing, motivating, and controlling), which are linked together in a single process to shape and achieve organizational goals (Figure 2).

For the development of management in the period of integration transformations, it is also advisable to form a system of functions that includes three subsystems: subject, procedural, and socio-psychological. That is, all subject, socio-psychological, and procedural aspects of management complement each other, creating, at the same time, an integral system of the main functions of



Figure 2. A system of management functions as a process for formulating and achieving the organization's goals.

Source: formed and built using [4].

administrative management, which allows differentiating methods and approaches of managerial influence on administrative processes.

Among the main functions and their corresponding tasks, the use of which allows us to implement these functions in a generalized form, are:

- the “determining the organization’s need for personnel” function. It involves planning the need for high-quality personnel, choosing planning methods, and calculating the need for personnel;
- the “provision with personnel” function. Its content consists of obtaining and analyzing marketing (in the field of personnel) information; developing and using tools to meet the needs in personnel, their selection, and business assessment;
- the “use of personnel” function provides for determining the content and results of work in the workplace; specialization; recruitment (hiring) and release of personnel; their adaptation to work; ordering of personnel’s workplaces and safe working conditions;
- the “personnel development” function is related to career planning and implementation; official movements of personnel; organization and conduct of their training;
- the “motivation of labor results and personnel behavior” function. Its essence is reflected in the management of the content and process of motivation of work behavior; conflicts; the use of monetary motivational and incentive systems such as remuneration, personnel participation in profits and capital of the enterprise; the use of non-material incentive systems through group organization and social communication, leadership style and methods, regulation of working hours;

- the “legal and informational support of the HR management process” function provides legal regulation of labor relations, shows accounting and statistical assessment of personnel, informs the team and external organizations on personnel issues, and develops the personnel policy of the enterprise.

Management can be considered a function, a type of activity of organizations/companies of various forms of ownership and management.

Principles of management in the context of international integration processes require rules, basic provisions, and norms that managers must adhere to in the process of personnel management. The principles of personnel management are characterized in two groups. The first group includes the following: concentration, specialization, parallelism, flexibility, continuity, and purposefulness. In the second group, one distinguishes:

- the principle of correspondence between the functions of personnel management and production goals;
- the principle of optimal correlation between management orientations due to the need to advance the orientation of personnel management functions to the development of production in comparison with the functions to ensure the functioning of production;

- the principle of efficiency provides for the most efficient and economical administration of the personnel management system, reducing the share of management costs in total costs per unit of production, increasing production efficiency. If management costs increase after the implementation of measures to improve the management system, they should overlap with the effect in the production system obtained from their implementation;

- the principle of progressiveness, which provides for compliance of the personnel management system with advanced domestic and foreign analogs;

- the principle of prospectiveness means that when forming a management system, personnel should consider the prospects for the development of the organization;

- the principle of promptness provides for timely decision-making on improving the personnel management system (in order to prevent and promptly eliminate deviations);

- the principle of optimality, so the choice of the most optimal option for the formation of a personnel management system is determined;

- the principle of scientism requires the development of measures for the formation of a personnel management system that is based on the achievements of science in the field of management and takes into account the operation of the laws of public production in market conditions;

- the principle of consistency and interaction between the links of the hierarchical vertical line and the links of the personnel management system horizontally (based on the coordination of the achievements of the main goals of the organization);

- the principle of transparency requires that the personnel management system has a conceptual unity and the activities of all other departments and managers are carried out on the same basis;

- the principle of sustainability requires ensuring the stable functioning of the personnel management system with the help of special “regulators”, which, if they deviate from the set goal of the organization, encourage employees to regulate the personnel management system.

All the principles of the personnel management system highlighted above are implemented in interaction; their ratio depends on the specific conditions of the enterprise’s functioning.

A critical role in the process of management development belongs to the methods that, according to Markova S. V. and Oliinyk O. M., are: “ways to influence the work team (or individual employee) to achieve the goals set, coordinate their activities in the process of functioning of the enterprise” [5].

Classification of personnel management methods (proposed by A. Kibanov) remains relevant in the context of international integration processes and provides for the use of [10]:

- administrative methods, the essence of which is the use of power, discipline, the application of sanctions or punishment, in other words, “coercion” or “stick method” (formation of the structure of management bodies; establishment of state orders; approval of administrative norms and regulations; issuance of orders, decrees; selection and placement of personnel; development of regulations and job descriptions; standards of the organization). That is, they aim to observe executive discipline, disciplinary, administrative, and material responsibility and make effective management decisions;

- economic methods that involve the use of “interest”, “persuasion” or the “carrot method” (economic analysis, technical and economic planning, incentives, pricing, employee participation in profit distribution, insurance), that is, these methods demonstrate the system of values of a person, his direct and purposeful influence on the inner world and they contribute to improving the efficiency and effectiveness of the company’s management team;

- socio-psychological, they are based on “beliefs” (includes social analysis in the work team, social planning, employee participation in management, social development of the team, psychological impact on employees, stimulation of initiative and responsibility, moral sanctions and incentives). That is, they form a creative attitude to the performance of official duties, initiative, and efficiency, creating conditions for the development of the individual.

In the issue of management development in the context of integration processes, it is important to highlight its organizational and functional model (Table 1), where, along with the goals, functions, methods, and processes of management, the organizational structure of the management system is also considered.

The organizational structure of a management system is a set of interrelated divisions of the personnel management system and officials. It reflects the current division of rights, powers, roles, and activities of personnel, combining them within divisions of different levels of management.

Table 1. Generalizing organizational and functional model of personnel management.

Management goals	Providing the organization with personnel, their effective use, professional and social development		
Management functions	1. Development of strategy, forecasting, and planning by personnel. 2. Recruitment, evaluation, and training of personnel. 3. Organization, motivation, and adaptation of employees. 4. Use and development of personnel and business career management. 5. Legal and informational support of the personnel management process		
Management structure	Structural and functional links of the organization’s personnel management: (a) linear and functional managers; (b) staff of the personnel management service.		
Methods	Organizational and administrative, economic, and socio-psychological		
Management process	subject of labor	means of labor	the labor itself
	information	Modern information and communication technologies and multifunctional types of electronic equipment	managers specialists technical performers

Source: Summarized by the author based on the source [1].

The organizational structure of the personnel management model is the basis of organization management. It reflects the structural and functional links of the organization’s personnel management. It is carried out by the heads of linear and functional structures of the organization and the staff of the personnel management service. Among the types of organizational structures most commonly used in practice are three types of management (types of subordination): linear, functional, and matrix. This allows us to determine the content part of business relationships.

According to the structure of a linear type of management, each division (or subordinate) is subordinate to only one higher management body and receives instructions only from it. At the same time, the manager performs delegated management functions independently. This structure is the simplest and most logical.

The functional type of management has certain features, one of which is the subordination of the linear manager in accordance with his functions. That is, only to the manager of the highest level (for example, in municipal enterprises of the healthcare system, the head of the department is subordinate to the institution’s deputy director). However, there are cases when individual managers (due to the specificity of performing certain duties or production needs) extend their official powers to officials directly subordinate to other functional managers. In the management practice of some healthcare facilities, one also uses the matrix type of management. This allows us to combine and coordinate linear

responsibility vertically with responsibility for the system's functioning as a whole horizontally, which is its main difference. In other words, the matrix type of management requires a combination of two types of subordination – linear and functional.

Research of management development in the conditions of international integration processes is also associated with the study of the evaluation system of personnel management. The evaluation system can be defined as a purposefully selected and organized set of elements and relationships aimed at improving the effectiveness of personnel management in the context of implementing the goals and mission of the organization. It, according to L. B. Posheliuzhna, includes subsystems. The main ones are: “analysis and planning of personnel; selection and hiring of personnel; evaluation of personnel; organization of training and advanced training of personnel; certification and rotation of personnel; motivation of personnel; accounting of employees of the enterprise; organization of labor relations at the enterprise; creation of working conditions; social development and social partnership; legal and information support of the personnel management” [8].

Among other authors who study the issues of personnel management evaluation, some pay attention to the expediency in further theoretical research to take as a basis such elements of the structure of the personnel management system as “subsystem of HR guidelines and planning; subsystem of ensuring and organizing the work of personnel; subsystem of personnel marketing; subsystem of personnel formation and use; subsystem of development and activation of HR potential” [2].

Close attention during the development of management in the context of Ukraine's integration into the EU is also paid to the implementation of economic diagnostics of management and personnel evaluation since the labor force (personnel) has a cost assessment and, therefore, is competitive in the labor market. The effectiveness of personnel management is defined as an activity aimed at the most effective use of employees to achieve the personal goals and objectives of the enterprise. Personnel management is an important element of social development and requires the development of tools that can provide real socio-economic returns of the work of management personnel that is directly reflected in ensuring the efficiency of the enterprise as a whole and, therefore, in increasing incentives and motivation, as well as the interest of each employee in implementing the strategic direction of the company's development.

Assessment of management and efficiency of personnel is expressed in oral or written form of the labor potential of employees; the level of use of their potential; compliance of employees with the existing requirements for the position (occupation, profession); measures of the effectiveness of their work, and therefore, determining the value of employees for the organization. Since determining the value of an employee based on the analysis of his character traits does not provide fair conclusions, which are also easily refuted, referring to their “subjectivism”, it is better to evaluate employees based on the results of their work and behavior. At the same time, personal contact between the manager and subordinate should also be mandatory during the assessment of the latter since such contact can become a compelling incentive for improving work.

Its implementation was made possible due to the introduction into the practical activities of organizations/companies of the mechanism for evaluating the effectiveness of personnel management, formed based on three components that are transformed into components of the mechanism (Figure 3).

Under the “mechanism” of evaluating the effectiveness of personnel management, domestic scientists proposed the use of a set of approaches, principles, measures, methods, and monitoring of the state of business processes of personnel management of the enterprise, which affect the processes of ensuring the effectiveness of personnel activities. At the same time, the elements of the mechanism for evaluating the effectiveness of personnel management, according to [1], are: the purpose of the enterprise's activity, the planning system and relations of higher administrative and managerial personnel, the organizational structure of personnel management services, indicators (criteria) of the effectiveness of the personnel management system, availability, completeness and validity of information used, and the relationship of the enterprise with the external environment.

Evaluation of management and labor efficiency in the context of market transformations in enterprises/companies of Ukraine is characterized by a system of interrelated and complementary natural and cost indicators, each of which reflects the result of work and can be used in the economic

mechanism of a market economy following its economic nature and the role that it can play in a particular link of management (analysis, planning, stimulation). Let us consider the sphere of non-material production. The indicators of work performance are the type and volume of the result, its scientific (or artistic) value, relevance, timeliness, convenience, and care, as well as the evaluation of activity in monetary terms and labor costs per unit of work performed. The efficiency of all total labor of society in many countries of the world is measured by such an indicator as gross national product, which is the market value of all final goods and services produced by national enterprises during a specific period [9].

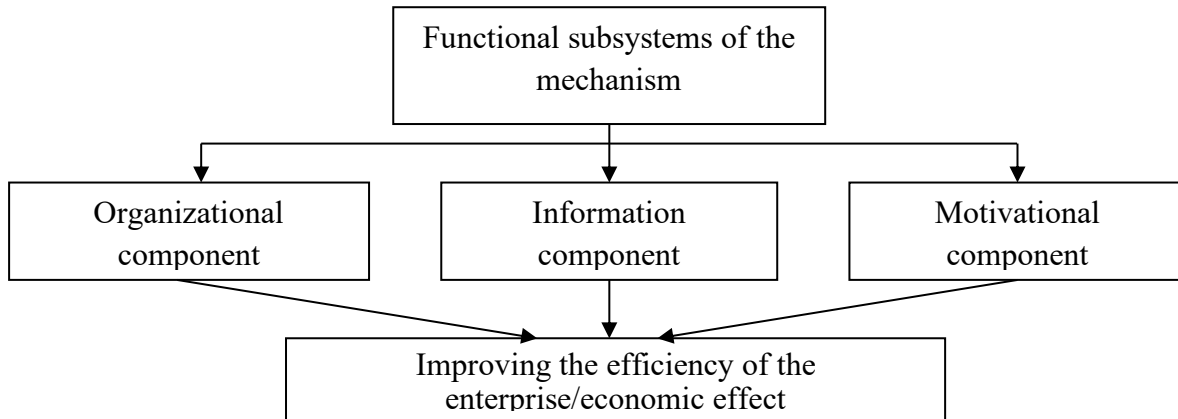


Figure 3. Components of the mechanism for evaluating the effectiveness of personnel management of enterprises.

Source: formed and built using [1].

Determining indicators is the initial stage in evaluating labor efficiency. The final assessment can be based on a criterion (evaluation measure). When indicators characterize the level and dynamics of labor efficiency, the criterion shows how much the achieved efficiency level meets society's needs. The labor efficiency criterion should have a specific quantitative expression. When evaluating labor efficiency (in terms of meeting the achieved level of needs), it is vital to determine the degree of this compliance. This criterion should be sought in models of microeconomic equilibrium of supply and demand.

It is clear that to increase labor efficiency, it is necessary to identify the driving forces that affect it (the second stage of evaluating labor efficiency). Changes in many criteria determine labor efficiency. Understanding the essence and mechanism of action of each of them is necessary for determining specific ways to improve labor efficiency, that is, scientifically based management of this process. Knowledge of labor efficiency factors and the mechanism of their action allows us to purposefully influence the achievement of the necessary results. The growth of production volume due to increased production resources in the economic theory of developed Western countries is called the scale effect. However, achieving this effect has its limits. First, each country has production capabilities (a certain population, number of enterprises, land, and natural resources), and it cannot go beyond these capabilities for a certain period. In addition, the maximum volume of GNP production is possible, provided that the resources are fully used. If the resources are not fully used, there are a large number of unemployed workers and unused equipment, society does not receive the necessary full volume of production of goods and services [9].

It is known that this situation occurs very often in countries where the market economy is well-developed. The market economy develops cyclically, which causes periodic declines in production, incomplete use of labor, and utilization of production capacities. Under such conditions, society must first choose what and in what quantity to produce and how best to use resources. In addition, obtaining the scale effect can only be achieved if the ratio of labor and capital is balanced. With the same technology, the amount of labor and capital must grow by the same amount. If this ratio is not balanced,

then the law of diminishing returns of resources occurs. According to this law, an increase in the total production volume (due to an increase in the number of resources) occurs up to a certain limit, beyond which the return on the additional attraction of labor and capital diminishes. This is explained by the fact that society as a whole and individual enterprise, manipulating resources, often violate the ratio between labor and capital. When additional labor costs are combined with constant capital, the production process will be oversaturated with labor, producing less and less additional product. Additional capital expenditures will also produce less additional product (since the amount of labor will remain unchanged because there will not be enough labor to service the growing capital).

In conditions of international integration, economic diagnostics of management and personnel evaluation should take into account the peculiarities of the development of society and industries, which can be distinguished by comparing political, economic, and social factors in Ukraine and countries with a high level of development of socio-economic relations. The essence of this approach regarding the analysis of management effectiveness consists, first of all, of the limited application of methods that are developed and used in developed foreign countries with similar problematic issues and ways to solve them, taking into account differences in conditions and systems that are at different stages of development.

The development of management in the context of international integration has contributed to the signing of some international legal acts by Ukraine in the last two decades that reflect certain requirements for the reliability, openness, efficiency, and effectiveness of management. This led to the need for further theoretical substantiation and improvement of existing methodological approaches to evaluating management effectiveness in organizations/enterprises/companies of public administration, business structures, search and determination of ways to introduce new work methods, and evaluation of management efficiency into management practice.

Implementation of management tasks in organizations/companies in the context of international integration is carried out by managers. The main task of managers, as a layer of professional managers, is to coordinate and organize the activities of work teams, taking into account objective laws and regularities of economics, sociology, psychology, conflictology, etc., that is, management on a scientific basis. With the development of management, the requirements of society for professional knowledge and qualities of a manager change. That is, earlier the main requirement for a manager was the ability to respond as quickly as possible to changes in the market situation. In contrast, today, in the context of international integration and Ukraine's accession to the EU, a professional is considered a manager who not only passively reacts to market changes, but also changes the market himself, thus creating new markets for products (goods, services) for his enterprise/company. The professional activity of a manager is defined by three concepts: "people, product, and profit". Of the three criteria, the most important in business is, of course, people. Optimal use of the human factor is the manager's most outstanding achievement.

The modern theory and practice of business management in the context of integration processes among the main requirements for a manager puts forward the following:

1. Professional competence – it is based on knowledge and skills (abilities). The manager must be able to do what is required of employees.

2. Social competence – it implies knowledge in management psychology. Since the manager achieves the result of his work through influencing other people, he first needs to know social psychology, as well as modern managerial approaches and features in the occupation and profession. The ability to motivate employees is a prerequisite for productive collaboration.

3. Conceptual competence – it characterizes the manager's ability to recognize and solve problems. The manager must distinguish the significant things in the phenomena and processes in the business from the insignificant things.

Regardless of the businesses/organizations/companies managers work for, they must master three primary skills: technical, communication, and analytical. The application of these skills in practice varies depending on the management level. However, since managers achieve this goal mainly with the help of other subordinate employees, communication skills cannot be omitted at all levels of management. Senior managers are more likely to need analytical skills, while technical skills are mostly

needed at the lower levels of the hierarchy. A manager may lack these skills at the beginning of his career, but they must be developed over time.

In general, the conditions of adaptation of the Ukrainian economy to the EU integration require a manager to have the ability to manage himself, reasonable personal values and clear personal goals, constant personal growth (development), problem-solving skills, creative approach, the ability to influence others, knowledge of management theory and organizational skills, the ability to train subordinates and form and develop a work team. Skillfully using information, time, and people, the manager must provide results that contribute to improving the competitiveness of the business.

The development of management and managerial activities in Ukraine has now defined the scientific basis for the professional training of specialists in this field. Depending on what kind of image of a specialist manager existed in society, certain scientific schools functioned or are functioning; appropriate scientific bases were chosen for their training.

World practice has confirmed that in modern conditions, the best success of business in various fields of activity is achieved in those organizations where the level of training of executives, heads, and managers is high both in the field of management in general and personnel management in particular. They are the most productive component of the company's personnel management, and their knowledge, skills, abilities, and professional and leadership competencies are aimed at increasing the competitiveness and efficiency of domestic production under the conditions of Ukraine's accession to the EU. That is why, in recent years, public interest in the knowledge field "management" has increased, which is closely related to the emergence and development of business or management schools. This question is most relevant for those who want to get the highest and generally accepted level of qualification – MBA (Master of Business Administration). Today, there is an opportunity for students to get an MBA degree in any country, but among the leaders is the United States of America, where the system of business and management education is three-stage. After completing a full general secondary education at a basic institution and an educational course for four years at a university or college, students receive a bachelor's degree. This grants academic rights during the next two years of study in certain educational programs to obtain the master's degree in "Master of Business Administration" (MBA), "Master of Management Science" (MMS), "Master of International Management" (MIM), etc. However, it should be noted that the American economic training of education managers is one of many in the world practice. Moreover, the diversity in the content of programs of higher education institutions and business schools creates a large number of areas of study choice for potential applicants. Effective management is based on using the experience of foreign countries in training personnel, improving the quality of workplace equipment, reducing the number of jobs with dangerous working conditions, and establishing cooperation between enterprises/companies.

In Ukraine, the formation of the need for professional managers in business education began only in the early 90s of the last century. The large number of people willing to take business training has also led to the creation of business school demand and the opening of educational programs for training specialists in business and administrative management in the country. Since the opening of the first schools to the present day, significant changes have occurred in such managers' training programs. They have become more diverse, and some schools in Ukraine have become quite well-known (such as the Kyiv School of Economics). However, the Sumy Business School (created at Sumy National Agrarian University) started its work recently. Its educational offers are based on several key areas that help establish and conduct a successful business in the context of Ukraine's integration into the European community. These are, first of all, planning, marketing strategy, grant activity, and modern information technologies. Today, this school offers a system of long-term, medium-term, and short-term training programs, as well as case seminars and online thematic courses for veterans of the Russian-Ukrainian war and their families, persons with disabilities, and other categories of the population with the assistance of the Sumy Regional Military Administration and the Sumy Regional Employment Center. Thanks to the joint actions of those interested in the final result, seminars, pieces of training, and practices are held, and various forms of support for the professional development of future education managers are introduced (consulting, career centers, mentoring, direct cooperation with firms, etc.).

As for business schools with high ratings, their development in Ukraine was based on the concept of training a professional manager. Special attention is paid to master's programs, among which the most popular in the context of integration processes of Ukraine in the EU are professional retraining programs for "second" higher education. They include programs in financial management, public finance, administrative management, public administration and administration, regional development economics, which sufficiently fully reflect the current trends in the study of disciplines of the professional direction of students in a particular educational program. This is due to the need to train specialists of this level in the relevant specialty during market transformations due to integration processes. In other words, to work successfully and have achievements in the international market, one needs to master the art of business. In the educational process of such schools, interactive teaching methods and case studies are constantly used, work is carried out on projects, simulation games, information technologies (interactive audio-visual games, teleconferences), and multimedia tools are used.

Taking into account the trends of the last ten pre-war years in the practice of management development in Ukraine and theoretical developments in this area, the main projects and tasks aimed at developing specific skills of management include organizational development, support of change processes, professional development, coaching and guidance, mentoring, professional development, and career planning.

The current challenges in Ukraine (caused by the crises (COVID-19, financial) and martial law) have led to adapting the educational process to modern forms of organizing and conducting classes. Among them, distance (online) training has become the most common: training and online conferences, business games, and workshops that develop the individual skills of a manager and increase their level of knowledge and skills. The manager's work becomes more efficient using the recommended set of tools and technologies. Broadcasting the necessary information allows us to constantly (24/7) access the data we need. Information technologies have allowed distance education to become a key element in the development of management (regardless of its field of activity), thus reducing the cost and standardizing the quality of training of its own labor resources.

The dissemination and exchange of valuable information and foreign experience by foreign specialists is critical in developing management in international integration processes. As a rule, such information is provided in a foreign language, more often in English. This should encourage the management of Ukrainian enterprises to study and speak a foreign language, which will be the key to successful distance learning (as a form of professional development of personnel) and will allow managers to improve their knowledge, expand the circle of communication with foreign partners and integrate into the international community. This issue is particularly relevant for business owners. Therefore, managers should be able to perceive, process, and use information in practice.

Personnel adaptation is among the most important components of HR managers' work in the context of integration processes. This process is crucial for the teams of enterprises due to their replenishment with young specialists who need to "fit" the work team and further create effective teams. The modern word onboarding is actually an introductory process of a young specialist with all the organizational and production processes that take place in the enterprise/company. Adaptation of a young specialist continues until the employee fully adapts to the performance of his functions. Adaptation is the main reason for the dismissal of a new employee in the first months from the hiring date. Most people claim this is because they "cannot fit" the work team. So, the moment of adaptation of a new employee is critical, and therefore, it is necessary to create conditions in the team in which it will be convenient for the new employee to study and acquire practical skills in the chosen specialty.

An important element of management development in the context of Ukraine's integration into the EU is management personnel headhunting for organizations in different areas of activity, forms of ownership, and management. Headhunting is one of the areas of search and recruitment throughout Ukraine. Today, decentralization allows institutions and establishments funded by the local budget to search for and find highly qualified employees outside the administrative-territorial unit, the amalgamated (urban) territorial community, offering them decent living conditions and remuneration. Of course, today, the search for financial resources for recruitment can also be carried out based on crowdsourcing. This is the case when the initiator sets such tasks that can be financed from the

community. An alternative option is to look for specialists ready to perform the work on a volunteer basis. The main component of all crowdsourcing projects is talented individuals ready to invest in the development of the organization. With the help of crowdsourcing, we can implement those competencies that are almost impossible to find in such systems, which were practiced in the previous decades. Today, crowdsourcing allows us to find a person with the most unique competence, and their work can be evaluated by both a business and a team in various ways.

However, as practice shows, searching for management personnel from external sources is not always effective. This is a challenging task at the moment, that is, during the war, when many specialists left Ukraine abroad (perhaps even some of them are not planning to return), and the population was relocated inside the country. Therefore, such a long path that each candidate must go through for positions cannot be acceptable, and it is quite difficult to predict the period of finding an effective manager. In such circumstances, organizations can use the human resources potential of middle-level managers – as key employees responsible for implementing their strategy, principles, and rules, which are concluded by the formed personnel and have been working for many years. The company's management team should consist of ambitious people who are result-oriented and understand the relationship between the company's work and goals.

Thus, in developing the management system in the context of integration processes, it is worth noting that management thoughts are constantly developing and contributing to the generation of new ideas for effective management and its focus on the development of professional and managerial competencies of employees. The best effect will be when the organization has a team of managers-executives united by one goal and distributing their values. The management development program is aimed at achieving this goal. The primary mission of this program is to form a team of qualified employees with a high level of competence to ensure high-quality work and achieve the company's strategic goals.

REFERENCES

1. Havkalova N. L., Vlasenko T. A., Hordiienko L. Yu. et al. (2016) Vstup do publichnoho administruvannia: navch. posib. [Introduction to public administration: textbook]. Kharkiv: S. Kuznets KNUE. 382 p.
2. Dovhan L.Ye., Mokhonko H.A., Dudukalo H.O. (2015) Efektyvnist upravlinnia personalom pidpriemstv: diahnostyka ta mekhanizm zabezpechennia [Efficiency of personnel management of enterprises: diagnostics and support mechanism]. Kyiv: National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute". 231 p.
3. Economic encyclopedia: in 2 volumes. T. 2 /Edited by S. V. Mochernyi. Lviv: Svit, 2006. 568 p.
4. Markova S. V., Oliinyk O. M. (2013) Upravlinnia personalom: navch. posib. [Personnel management: textbook]. Zaporizhzhia: ZNU, 2013. 80 p.
5. Mescon M., Albert M., Khedouri F. (1997) Management. 704 p.
6. Osnovy menedzhmentu. Pidruchnyk [Fundamentals of management. Textbook]. /Edited by A. A. Mazaraki. Kyiv: Folio, 2014. 845 p.
7. Posylkina O. V., Bratishko Yu. S., Kubasova H. V. (2015) Upravlinnia personalom: navch. posib. [Personnel management: textbook]. Kharkiv: National University of Ukraine, 2015. 517 p.
8. Posheliuzhna, L.B. (2010) Osoblyvosti suchasnoho upravlinnia personalom na vitchyznianskykh pidpriemstvakh [Features of modern personnel management at domestic enterprises]. URL: http://www.nbu.gov.ua/portal/Soc_Gum/inek/2010_1/163.pdf. Accessed July 20, 2022.
9. Topalov, S.A., Zubova, H.V. (2014) Pidvyshchennia efektyvnosti vykorystannia trudovykh resursiv pidpriemstva [Improving the efficiency of using the company's labor resources]. Ekonomichnyi visnyk Zaporizkoi Derzhavnoi Inzhenernoi Akademii [Economic Bulletin of Zaporizhzhia State Engineering Academy]. Issue 7, pp. 111-119. URL: <http://www.zgia.zp.ua/gazeta/evzdia_7_111.pdf> [Accessed January 25, 2023].
10. Kibanov A.Y. (2017) Personnel Management. Theory and practice. Evaluation of economic and social efficiency of personnel management of the organization. Practical manual. M.: Knorus.