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FROM PERSONNEL MANAGEMENT TO STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic human resource management (HRM) is the process of linking the human resource function with the strategic objectives of the organization in order to improve performance. If a global company is to function successfully, strategies at different levels need to inter-relate [1]. ‘An organization’s [human resource management] policies and practices must fit with its strategy in its competitive environment and with the immediate business conditions that it faces [3]. The human resources–business strategy alignment cannot necessarily be characterized in the logical and sequential way suggested by some writers; rather, the design of an HR system is a complex and iterative process.

Few business organizations today could claim to be unaffected by globalization and pressures for competitiveness. The trend has undoubtedly caused the management of human resources to take on new strategic significance. There is however some suggestion that those initiatives taken to manage human resources strategically are originating with chief executives and line management. Personnel management, it is argued, has been and continues to be in ‘decline’.

Through reviews of literature this paper considers these issues and discusses the emergence of the concepts of HRM and strategic human resource management. The paper then focuses on the latter concept, viewing it as a vital phase in the evolution of personnel management and one which is poised to settle some of the dilemmas in the field by aspiring, as it does, to integrate the functional practices of human resource management with the strategic process of the organization. Based on a synthesis of literature a model is presented with proposals as to how it might be put into operation.

A review of literature on research design precedes a description of a three-phase programme of research aimed at promoting the theoretical development of strategic human resource management. Tentative propositions suggest a focus for the exploration of data in this sphere. In a final discussion some thought is given to the attention the concept of HRM has gained in the UK.

Overall, the conclusion reached in the paper is that strategic human resource management is a significant frontier which offers great opportunity to advance understanding of the management of human resources.

References:

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THE WAYS OF OVERCOMING THE SHADOW ECONOMY IN UKRAINE

The shadow economy is an economic activity that is not reflected in the accounting and reporting of business; it is not included and is not controlled by public authorities and is aimed at obtaining uncontrollable income by means of violating the law, from which the state does not receive tax revenues. The growth of the shadow economy leads to structural deformations and instability of socioeconomic development, hinders the process of nation-building, democratization and European integration of Ukraine. The growth of shadow economy also has negative consequences, leading to a reduction in governmental revenues that creates a serious shortfall in the state budget. Currently, the deficit of the state budget is one of the urgent problems of economic development of Ukraine.

Any activity in «shadow economy» is a crime. Since the size of the shadow economy in different countries is different and then the definition of the «shadow» depends on the functioning of economic systems. Therefore, methodological and methodical approaches to the evaluation of the shadow