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## ABSTRACT

**Topic:** «Research the self-management system at the Confectionery Corporation ROSHEN».

Paper consists of 71 pages, 17 figures, 7 tables, and 39 references.

**The subject of research** is theoretical and practical aspects of functioning of the self-management system at the Confectionery Corporation ROSHEN.

**The object of research** is the Confectionery Corporation ROSHEN.

**The aim of the Paper** is to present both theoretical aspects and ways to improve the system of self-management at the Roshen Corporation.

**The results are obtained with the following research methods:** comparative analysis, SWOT analysis, system approach, synthesis, comparison, structuring, financial analysis, forecasting, detailing, etc.

The recommendations concerning the introduction of self-assessment technology of the corporation's personnel, development of a personnel management model based on self-hierarchy, the improvement of management decisions at the Roshen Corporation in the conditions of self-management.

**Keywords:** self-management, system, self-assessment, self-control, self-motivation.

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## INTRODUCTION

**Relevance of the research topic.** In today's world, among all aspects of management, self-management is developing most rapidly. The problem of efficient use of human resources has always been relevant, but in recent years has been the subject of increased interest.

In the economic literature, much attention is paid to the effectiveness of management and management systems that make up the basis for the implementation of self-management, its functions and technologies. Issues of management and organization of personnel at enterprises, their motivation, as well as further prospects for self-management are widely considered in the works of such authors as Ostashova V.O, Chkan A.S, Hansa I.V, Yuryk N.E and etc.

**The aim of the research** is to present both theoretical aspects and ways to improve the system of self-management in Roshen Corporation.

**The objectives of the research:**

1. Defining the essence and significance of self-management.
2. Research of the essence of the process of self-management.
3. Analysis of factors determining the effectiveness of the self-management system.
4. Analysis of the general characteristic of Roshen Corporation.
5. Analysis of the activities of Roshen Corporation.
6. Analysis of the current system of self-management of the corporation as a component of the management system of the enterprise.
7. Introduction of technology of self-assessment of the corporation's personnel.
8. Development of a model of personnel self-management based on self-hierarchy.
9. Improving Roshen's management decisions in a self-management environment.

**The subject of research** is theoretical and practical aspects of functioning of the self-management system in the Confectionery Corporation ROSHEN.

**The object of research** is the Confectionery Corporation ROSHEN.

**Research methods:** comparative analysis, SWOT analysis, system approach, synthesis, comparison, structuring, financial analysis, forecasting, detailing, etc.

**Information base of the research:** specialized scientific works of both domestic and foreign economists, sources of specialized periodicals, manuals, textbooks, monographs, materials of the legal framework, financial statements of the corporation.

The scientific novelty of the obtained results of qualification work lies in the research of theoretical and methodological aspects, development of practical recommendations and substantiation of the proposed measures aimed at improving the efficiency of the self-government system in Roshen Corporation.

**The practical significance of the research results** is to improve the system of self-management of the researched enterprise by introduction of technology of self-assessment of the corporation's personnel, development of a model of personnel self-management based on self-ierarchy.

## **CHAPTER 1**

### **THE THEORETICAL FRAMEWORK OF SELF-MANAGEMENT**

#### **1.1 The essence and significance of self-management**

Managing an organization in modern conditions is a complex job that cannot be done successfully, guided by dry learned formulas. Today, the leader must not only know the content of the management process, but also understand the nature of the phenomena occurring in the organization. Moreover, modern management is not only and not so much decision-making and resource allocation, but, above all, – identifying patterns of organizations, groups and individuals and creating on their basis a functioning mechanism of functioning as resistant to external influences changes.

The need for rational organization of the activities of individuals, groups and organizations in general, due to the complexity of interpersonal and organizational relations, increasing environmental dynamics and increasing uncertainty of feedback has identified the emergence of self-government as a new independent direction in management. Self-management is a relatively new concept in the science of management. Its appearance is largely due to a rethinking of the content of the individual and a deeper understanding of the processes of self-activity that take place in the organization.

Since its founding, the understanding of self-management as a field of knowledge, scientific discipline and practical activity has repeatedly changed, each time becoming more universal, methodological in nature. Initially, self-management was almost completely identified with time management – a discipline that «grew» on the same «ground» as self-management, but which has a slightly different subject of study. For example, Lothar Saverit defined self-management as «the consistent and purposeful

application of tried and tested methods of work in everyday practice for the optimal, meaningful use of one's time» [1, 2, 5].

As a result of further development, all aspects of the activities and life of the individual gradually came into the field of view of discipline, and in the early 90's self-management was understood as «the process of self-promotion and personal uplift, personal tectology, self-management». In this context, effective self connection with human nature, as well as with the organization and social management. Self-management is the ability to prioritize goals, decide what must be done, and be accountable to complete the necessary actions. Comprehensive self-management involves four realms: physical, mental, social, and spiritual. In the future, the need for quality self-management will increase, as more work will be done remotely, requiring leaders and employees to possess this valuable competency. This section will give you the resources needed to minimize distractions and time-wasters in order to complete high-quality work within a specified time frame.

Self-management nowadays hold the key to an individuals success. It could be at different levels – professional, personal, emotional etc. (fig. 1.1).

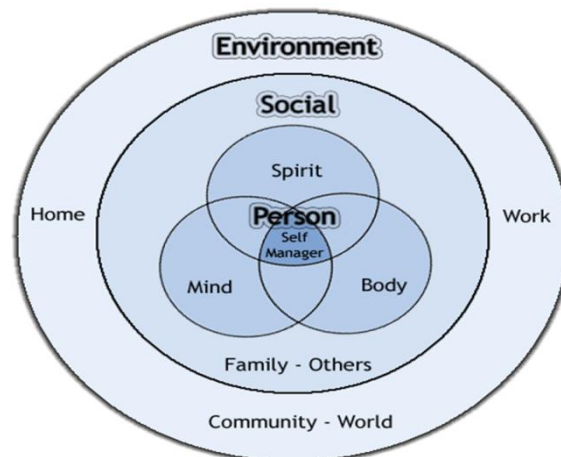


Figure 1.1 – Levels of self-management

Self-management means different things in different fields. In business, education, and psychology, self-management refers to methods, skills, and strategies by which individuals can effectively direct their own activities toward the achievement of objectives, and includes goal setting, decision making, focusing, planning, scheduling, task tracking, self-evaluation, self-intervention, self-development, etc. [4].

Self-management also known as executive processes (in the context of the processes of execution). Self-management may also refer to:

- Workers' self-management – a form of workplace decision-making in which the employees themselves agree on choices (for issues like customer care, general production methods, scheduling, division of labor etc.) instead of the traditional supervisor telling workers what to do, how to do it and where to do it.
- Self-managed Companies. Some business leaders have begun to structure their companies as either partially or fully self-managed. A fully self-managed company is one that imposes no formal hierarchical structure upon employees (in some cases, having no hierarchy whatsoever). Some companies (e.g. Google, famous for their 20 Percent Time), allow their employees to have free rein for a portion of their time, pursuing projects that they find interesting or promising without requiring consent or authorization from management.

Self-management skills allow you to maximize your productivity, improve your workplace performance and efficiently achieve professional goals. Improving your self-management skills can help you increase your employability and better manage your career path.

Self-management skills are the abilities that allow people to control their thoughts, feelings and actions. If you have strong self-management skills, you're able to



set goals independently and take the initiative to achieve them. Purposeful self-management can help you direct the trajectory of your career and ensure you seek opportunities that get you closer to your goals [3, 5, 8].

Self-management skills focus on personal responsibility in the following areas: organization, goal setting, time management, self-motivation, stress management, accountability.

- In practice can apply your organizational skills to your time, physical space, energy and mental capabilities to establish neatness and improve functionality. If manager are well-organized, he're able to plan, prioritize and execute important activities, helping you self-manage your essential workplace responsibilities.
- Goal setting is the ability to determine what want to achieve in a clear and well-defined manner. Goal setting in the workplace helps you to decide what's important and to create an action plan that will help you achieve goals that align with those values. This skill is necessary to maintain productivity in the workplace because it enables you to manage your time and actions.
- Strong time management skills allow you to prioritize tasks, avoid distractions and maintain focus. Effective time management in the workplace helps with setting and meeting deadlines, working on one thing at a time and delegating responsibilities appropriately. Managing your time is an essential part of managing yourself.
- Self-motivation is the ability to take initiative and finish tasks you know should be completed. When you're self-motivated, you anticipate and plan for potential tasks needed to achieve more significant assignments or to solve ongoing issues. You're driven by your desire to succeed and not by outside factors, which makes you more productive in the workplace. Self-motivation is the side of self-management that ensures forward progress with your projects and activities.

- Stress management can take many forms, from maintaining a healthy diet and exercise regimen to proactively engaging in activities like meditation or journaling about your experiences. Proactively managing workplace stressors can help you remain calm on the job. Handling stress before it becomes an issue allows you to focus on your goals and make steady progress forward. Managing stress helps you self-manage your emotions and maintain a professional demeanor in the workplace.
- Accountability is the act of taking personal ownership of your thoughts and actions. When you maintain responsibility, you're better equipped to evaluate your work and determine the best way to proceed.

Self-management skills are those abilities that allow an employee to feel more productive when doing daily routine regardless of the working environment. Well-developed self-management skills will help you efficiently communicate with co-workers, management and customers, make right decisions, plan your working time, and keep your body healthy. To improve self-management skills, employers often organize special self-assessment training. Usually such training is conducted by the HR department (or external trainers are employed). To develop self-management skills of the personnel, your company can organize self-development training sessions.

Any employer is interested in hiring a productive individual who has well-developed self-management skills because such an employee can fit the company's requirements and show better productivity. For employees it's highly important to develop self-management skills and abilities because higher productivity paves the way for career promotion and professional advancement. In any way, both the employer and the employee will benefit from developing abilities and skills for self-management [8].

## 1.2 The essence of the process of self-management

Research and measurement of management activities requires an assessment of the manager's management activities in accordance with established methods, models, technologies. Having mastered the daily self-management, you can consciously use technologies, methods, techniques, active independent work of the manager, which generally form a system of self-management in the enterprise.

The system of self-management is based on the implementation of scientific approaches in the field of: activity planning; interaction and integration of own work into the system of external environment; learning and self-development; scientific organization of labor; monitoring the content of their own work and its results; control of compliance of personal work with the requirements of the external and internal environment; stimulation of own activity [15].

Consider these components of self-management systems in more detail.

The process of self-management consists of the following stages:

1. Set your own goals, goals, and complex but realistic expectations.
2. Think about what you need to do: specific, measurable (self) controlled steps.
3. Make a personal commitment to fulfill them, abide by that commitment, and trust yourself to fulfill them.
4. Evaluate your own effectiveness and results.
5. Reward yourself for high personal efficiency (and ignore external rewards focused only on results, if there is no stable and clear gap between these external rewards and your self-esteem activity).

The process of self-management includes the following steps:

1) Reflection. Reflection involves thinking back to plan forth, I.e., you reflect on your past experience and analyze their consequences on your state of mind, your

emotions and feelings, your relationships with others, your behavior or your plans for the future. Once you have thought about these you can then identify and learn new ways and strategies of changing your negative behavior and goal achievement.

2) Goal Setting. Goals obviously give a direction to one's life, so that rather than running around as a head less chicken one can have an aimed life. Set SMART goals for yourself, who ought to be achievable yet challenging enough to keep you motivated.

3) Planning and Monitoring. Once the targets are set then one has to device plans to achieve those targets, so that the destination is achieved within the available resources. however, the key to success is not merely in planning, rather in constantly monitoring one's progress against the plans and the validity of the plans as well, so that target is not missed.

4) Evaluating. Evaluating one's performance is the last step however it is extremely important as it feeds in the required information for reflection, as to which areas in one's personality need further enhancement and which mistakes ought to be avoided in the future (fig. 1.2).



Figure 1.2 – Process of self-management

The system of self-management provides a set of interconnected elements that ensure the effective organization of the work process:

- time management involves the correct determination of the proportions of work and rest, as well as the distribution of the duration of each operation;
- financial management is to determine the free resources, as well as those that must be used to achieve this goal;
- communication management means finding connections and sources of information both internally and externally;
- workspace management involves the proper organization of the workplace in accordance with ergonomic and other requirements.

In order to ensure the effective functioning of the self-management system at any enterprise, the principles of self-management are applied. The principles of self-management are based on objective laws and laws of self-awareness, self-management and self-development of systems. In addition, they follow from the practical activities of people to organize their own activities and the activities of various social groups. Thus, the principles of self-management are objective; they take into account the nature of amateur activities and reflect the patterns of functioning of social systems. In this case, one pattern can give rise to several principles, while several others can be concentrated in one principle of self-management [4, 7, 8].

The principles of self-management can be described as follows:

- Only 60 % of working time should be subject to clear planning and allocation of operations. At the same time, the remaining 40 % must lose their jobs in case of unforeseen circumstances, urgent negotiations, and contacts both inside and outside the organization. Also, the things you plan can take longer physically.

- Working time planning should not be one-time. This work should be done regularly and systematically. In addition, you can constantly make adjustments to the developed action program.
- Goals should be realistic and developed based on the real capabilities of each person. You can take as a basis the reporting indicators of previous periods or special calculations.
- For effective self- management, an important role is played by the concept of compensation for loss of time. This means that if you have a “window” today, it is better to spend it on some tasks scheduled for tomorrow.
- When compiling a report on the work done, record not the number of actions performed, but the results achieved in real terms. This will help to create an objective picture of the plan.
- In order to get the job done on time, it is important that the plans are clearly agreed on time. It is advisable to complete the work a little earlier to be able to make the necessary adjustments.
- If plans are drawn up at different levels (director, line managers, subordinates), they must be agreed in a timely manner.

The most important principles that managers should follow in their practice are presented in figure 1.3. The application of all these principles in interaction ensures the effectiveness of self- management.

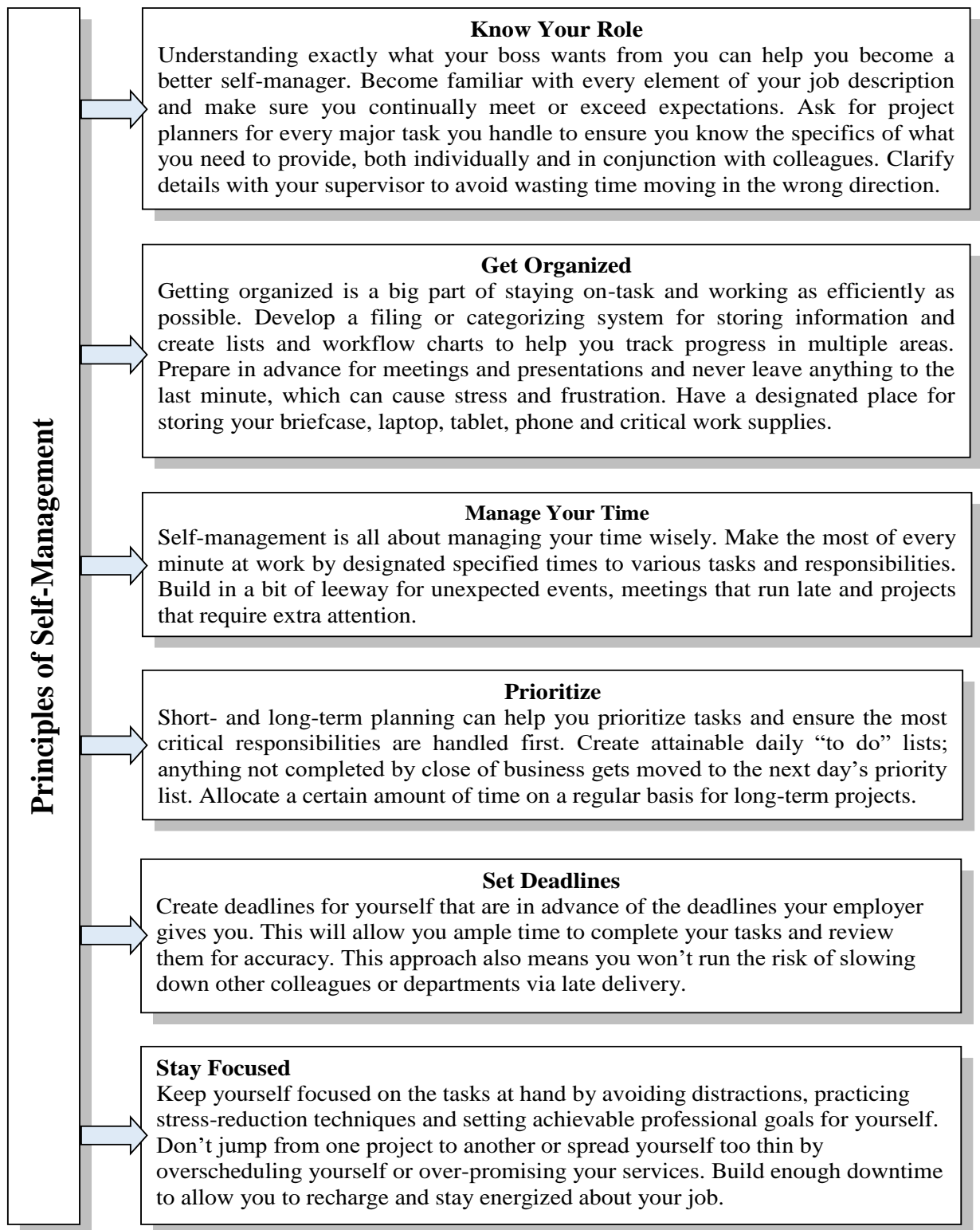


Figure 1.3 – Principles of self-management

An important role in the system of self-management is given to methods of self-management. Methods of self-management can be divided into several categories:

- The method of organizational management involves planning future activities based on an objective analysis of the current situation. We are talking about both internal and external factors.
- The method of self-regulation of stress is to learn to resist external negative influences, while maintaining psychological balance and efficiency.
- Autogenic training is one of the main procedures on which self-management is based. In short, it can be described as self-suggestion and belief in one's own strengths and abilities.
- Meditation is often used to quickly regain strength and emotional balance between hard works.

The application of these methods, their improvement is closely related to the effectiveness of the system of self- management.

It is worth noting that self-management is a complex process, and therefore it is necessary to approach it comprehensively. If you miss one or more components, the plan has so-called bottlenecks, which can negatively affect the quality of work, as well as the timing of its implementation. Preparing for the workflow requires some effort and can take some time, which will pay off later [4, 8, 15].

### **1.3 Factors determining the effectiveness of the self-management system**

The basic level of the self-management system is personal efficiency, on the basis of which effective management of own resources is carried out: time, communications, finances, space (fig. 1.4).



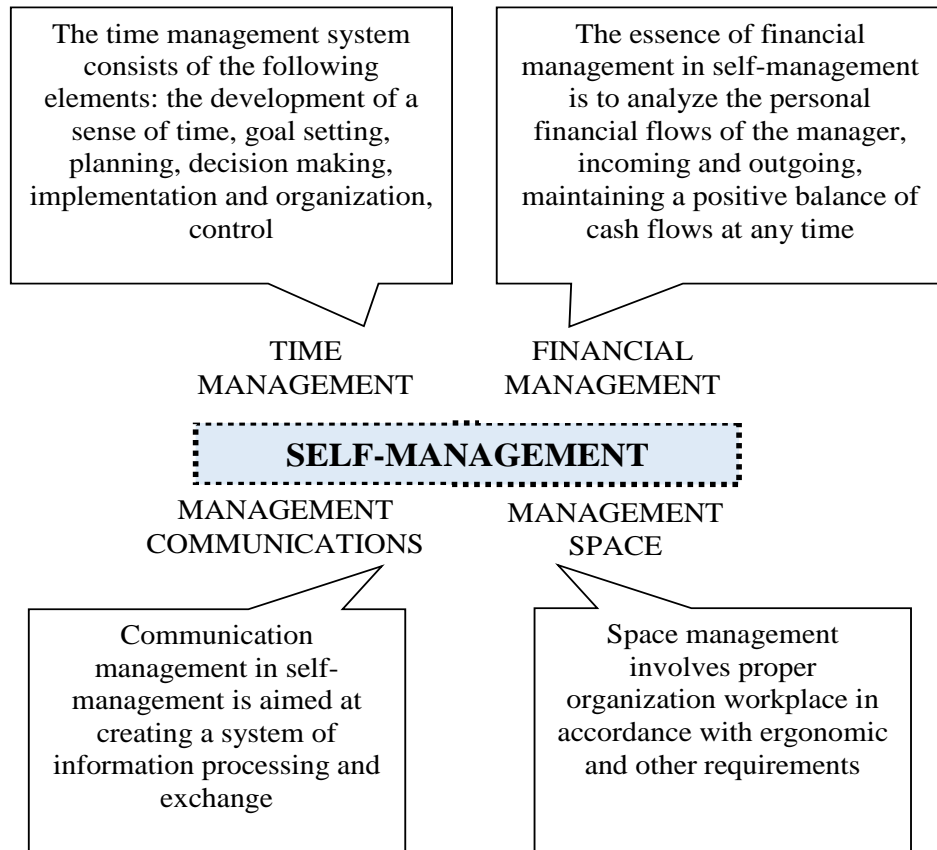


Figure 1.4 – The main components of the self-management system

- Communication management in self-management is aimed at creating a system of information processing and exchange; indirect and purposeful action of two or more subjects, the ability to understand and be understood, effective management of the following skills: the ability to speak, the ability to listen, the ability to see, the ability to write, the ability to read, the ability to manage information.
- Time management at the enterprise – effective use and management of working time, identification of irrationally used time, its benefits and methods of implementation. The term “time management” comes from the

English time-management, which means “time management”. The time management system consists of the following elements: the development of a sense of time, goal setting, planning, decision making, implementation and organization, control.

- The essence of financial management in self-management is to analyze the personal financial flows of the manager, incoming and outgoing, maintaining a positive balance of cash flows at any time.
- Space management involves proper organization workplace in accordance with ergonomic and other requirements.

Personal efficiency or effective activity of a person is impossible without achieving a certain level of development through self-development. Self-development (individual development) – a process in which a person acquires the ability to defend themselves, manage current events, form positive relationships with the outside world and enjoy life, being open to it. The process of self-development is carried out by overcoming obstacles and developing personal qualities that contribute to the achievement of goals and objectives.

The self-development of a manager is to realize and establish their strengths and weaknesses, overcome stereotypes of consciousness and external barriers, develop the necessary personal qualities, acquire new professional knowledge and skills. Self-improvement of enterprise managers is one of the leading factors for the success of the whole organization. The management of the organization must clearly understand that it is necessary to encourage employees to develop themselves, because it will certainly increase the efficiency of work throughout the enterprise [5, 8].

Effective self management and development relies on the following techniques:

- Taking responsibility.

- Initiative.
- Resilience.
- Assertiveness.
- Time management.
- Flexibility.
- Learn to cope with stress.
- Develop your self esteem and personal confidence.
- Develop effective strategies to cope with conflicts.
- Develop a positive attitude to study and work.
- Be patient.
- Reappraise your situation regularly and make the adjustments required to succeed.
- Learn from feedback to prevent repeating your mistakes.
- Maintain a healthy lifestyle.
- Reward yourself with time off from study.
- Learn to manage your time better.

The effectiveness of the system of self-government is that: time costs are reduced, the organization of work improves; work brings more pleasure; increased motivation to work; the level of qualification increases; the load decreases; the number of errors in performing their functions decreases; professional and life goals are achieved in the shortest way.

To implement self-development, the manager needs minimum criteria for effective management, namely: ability to self-manage, the presence of clear personal goals, focusing on constant personal growth, ability to find solutions to problems, mastering modern management approaches, ability to teach and develop skills in subordinates.

These criteria provide a basis for analyzing their capabilities in terms of labor requirements. In their absence there is a limitation that can be overcome only as a result of self-management, which increases the professional management potential of the employee and increases the prospects of his successful business career [3, 8, 15].

An effective self-management system is aimed at optimizing time and increases the productivity of the manager.

Efficient use of temporary resources is ensured by:

- reduction of time of separate types of works and operations;
- reduction of direct losses of time;
- planning and control of used time;
- redistribution and delegation of work.

## **CHAPTER 2**

### **RESEARCH AND ANALYSIS OF SELF-MANAGEMENT AT THE CONFECTIONERY CORPORATION ROSHEN**

#### **2.1 General characteristics ROSHEN Corporation**

ROSHEN Corporation is a leader in the Ukrainian chocolate market, founded in 1996. It unites 4 confectionery factories – Vinnytsia, Kyiv, Mariupol and Kremenchug. And since 2002 the Lipetsk confectionery factory «Likonf» (Russia), having production capacities to 30 thousand tons of production a year became a part of corporation. In 2006, Klaipeda Confectionery (Lithuania) joined the corporation.

The range includes more than 200 types of candies, chocolate, caramel, waffles, cookies, marmalade and cakes with a total production of 350 thousand tons per year. The products are planned to be sold all over Ukraine. There are also opportunities to sell it in neighboring Russia and Belarus.

#### Creation and positioning of the Roshen brand

Until 2000, the confectionery corporation Roshen (at that time – «Ukrprominvestkonditer») included four factories – Kyiv, Karl Marx, Mariupol, Vinnytsia, Kremenchuk, are well known in Soviet times. «Ukrprominvestkonditer» produced planning of production activities of plants, supply of raw materials, sales. The same quality standard was set at all enterprises, the requirements for finished products were unified, but in the consumer's understanding the products of the four factories were not related to one manufacturer. Thus, the company faced the task of identifying products with a single brand and creating a national Ukrainian brand. Almost no one knew Ukrprominvest-Konditer, a leader in the production and sale of confectionery on

the Ukrainian market. Therefore, there was a need to create a single brand for the best products of four factories. Roshen became him.

Ukrprominvestkonditer addressed the bureau with a proposal to develop a position and slogan for TM Roshen. At the time the brand first appeared on some products, the Bureau insisted on changing the name because the name Roshen was not inventive enough. Why? Roshen is a neologism. There is no such word in Russian and Ukrainian. This is a Western word that entails the main danger: the Ukrainian manufacturer is a Western name. What does the consumer think (if he is not given a legend), buying, for example, candy «Kiev Evening» in TM Roshen? He thinks: «Did foreigners buy» Kyiv Evening «It's a fake», And many other interpretations. We had to develop a legend that still works today – the Ukrainian manufacturer decided to enter the Western market.

For the expansion to be successful, the product must be considered truly the best. Such the best Ukrainian product is the products of TM Roshen, recognized by the Ukrainian consumer. With this brand, the Ukrainian confectionery company enters the European and American markets. And it's true. For example, products under the Roshen brand are actually sold in 15 countries. Thus, nothing has been changed or embellished with the brand's equivalent, but only the existing advantages have been strengthened. From this positioning, the legend logically derived the slogan: «Roshen – a sweet sign of quality», which was offered to the client.

In the fall of 2002, a large-scale advertising campaign was launched. Roshen brand: a purely Ukrainian brand, as Roshen is a Ukrainian manufacturer, unlike competitors (Korona and Svitocha); all products of the company – high quality products.

Main message: Roshen is a Ukrainian manufacturer of high-quality confectionery. To improve the storage conditions of raw materials and finished products, optimize

product deliveries and minimize product delays in the warehouse – the corporation has put into operation its own logistics center.

The production facilities of ROSHEN Confectionery Corporation are certified in accordance with the requirements of international food quality and safety standards ISO 22000: 2005. ROSHEN companies have a quality management system that meets the requirements of ISO 9001: 2000, which is confirmed by the presence of «Certificates of Conformity» at each plant. Kremenchug confectionery factory is additionally certified in accordance with the requirements of the corporate IFS standard. All confectioneries of ROSHEN Corporation are equipped with equipment for monitoring product quality control and relevant research. Specialists who have been certified and trained in specialized foreign centers are engaged in technology development and production of high quality confectionery.

Roshen Corporation is a leading confectionery manufacturer in the Russian Federation. Products are presented in Ukraine, Russia, Kazakhstan, Belarus, the Caucasus, Central Asia, Germany, USA, Moldova, Israel, Lithuania and other countries.

The structure of «Roshen» is organized on a linear-functional principle, because the division of labor in the field of management is carried out by grouping homogeneous work with management functions and combining them into units of the management of the enterprise. The company maintains statistical, accounting and operational accounting in accordance with current legislation of Ukraine. All financial statements are entrusted to the chief accountant. The organizational structure of the corporation is independently established by the enterprise in accordance with the tasks it has set for itself.

The highest governing bodies of the corporation are the co-owners of the enterprise. The current operations of the company are managed by five people, headed by the chairman of the board, who is also the CEO of the company. The planning and economic department and accounting keep financial records and accounting of the

enterprise, the sales department is responsible for sales organization and marketing activities. The organizational management structure of ROSHEN Corporation is presented in figure 2.1.

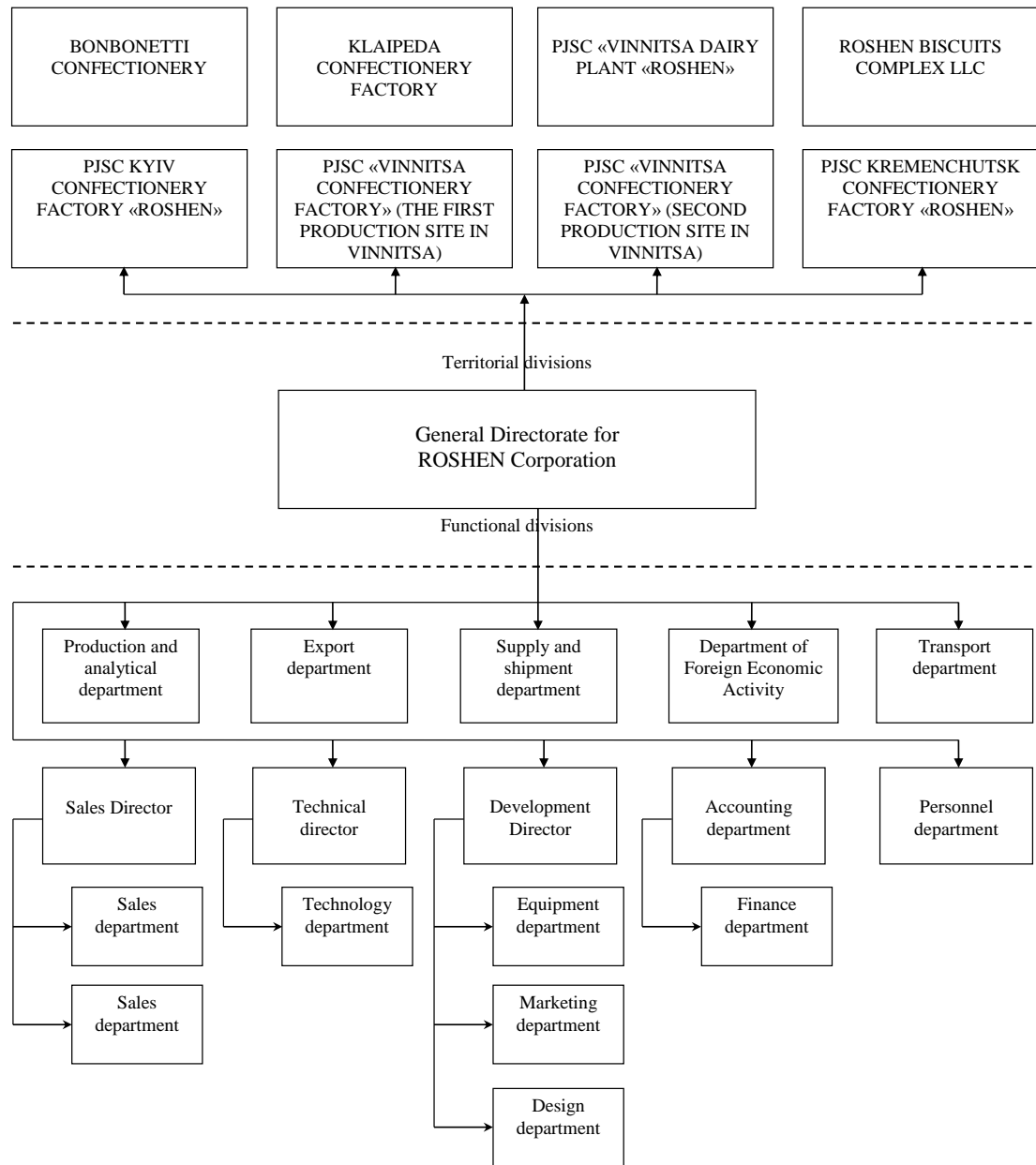


Figure 2.1 – Organizational management structure of ROSHEN Corporation



The production facilities of Roshen Confectionery Corporation are certified in accordance with the requirements of international food quality and safety standards ISO. The main principle of the food safety management policy in accordance with the requirements of the international standard ISO 22000: 2005, based on the principles of «HACCP» (Hazard Analysis and Critical Control Points – Risk Analysis and Critical Control Points) for Roshen is consumer orientation. ROSHEN has introduced a quality management system that meets the requirements of ISO 9001: 2000, which is confirmed by the presence of «Certificates of Conformity» at each of the corporation's plants.

All confectionery of the ROSHEN brand is made on the basis of natural high-quality raw materials. The recipe is constantly improved and improved, modern innovative technologies are introduced.

Currently, there are about 800 companies operating in the confectionery market. Of these, 28 are considered large. At the same time, about two thirds of the total market and three quarters of exports are controlled by 9 confectionery manufacturers, namely: AVK, Biscuit-Chocolate, Zhytomyr Delicacies, Conti, Kraft Foods Ukraine, Poltavakoditer, Roshen, Svit Deloshch and Svitoch (Nestle).

Positive is the active displacement of chocolate imports from the Ukrainian market, in which today the share of foreign brands is generally about 5 %. Russian brands occupy no more than 5 % of the share.

The Ukrainian confectionery market has completed its stage of formation and is in fierce competition. Retention and encouragement of new consumers is possible due to new products, advertising and marketing policies, the search for new markets (mainly through exports), as well as the development of non-confectionery products (snacks, coffee, etc.).

The core of the industrial spectrum Ukrprominvest – Confectioner is represented on the Ukrainian and European markets by the trademark «ROCHEN». Cake «Kiev»,

chocolate «Seagull», «Theater», candy «Kiev evening», «Variety», «Renoir», «Versailles», «Eclair», etc. are in great demand and popularity.

Roshen Corporation has the following product lines: chocolate, jelly, bars, candies in boxes, candy by weight, caramel, waffles, cookies and crackers, biscuit rolls, cakes. So, as you can see, the corporation has 10 product lines. It should be noted that not many competitors can boast of having so many product lines. All these product lines make up the product range of Roshen Corporation. The length of the product range is determined by the total number of specific products of the firm. The total number of goods produced by the company is 250 items. The entire range of products of Roshen Corporation can be presented in figure 2.2.

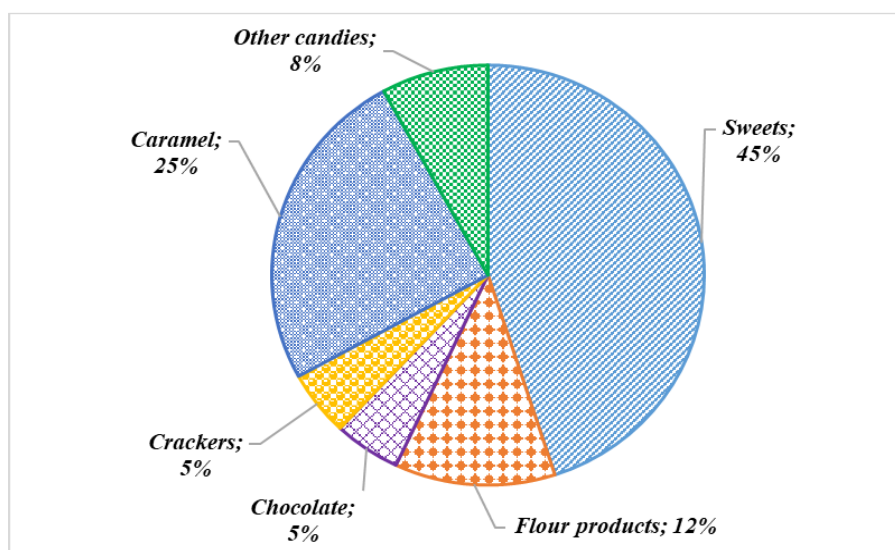


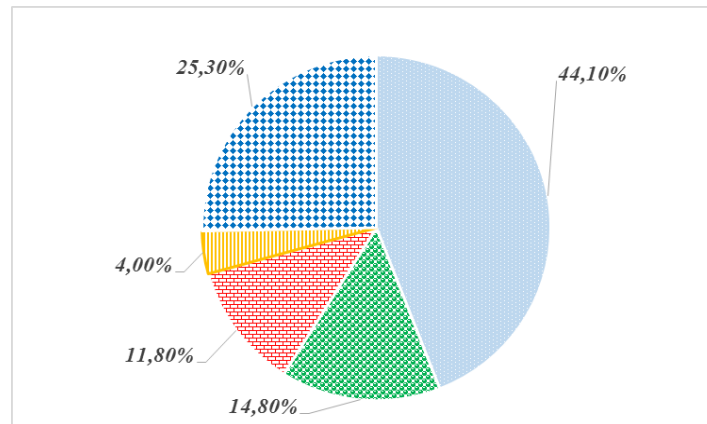
Figure 2.2 – Roshen Corporation product range

From the chart we can see that the largest share in the production of confectionery is occupied by weight candies, followed by caramel, cookies and crackers and chocolate.

The most popular in Ukraine is chocolate with additives (nuts, raisins), which is consumed by 44.1% of chocolate bar consumers. The next place in the popularity rating

is occupied by porous chocolate – 14.8% of consumers. Then – pure chocolate without additives (11.8%). Studies show that chocolate with fillings has the lowest demand (4%), and demand for traditional milk chocolate is declining, which is immediately reflected in the offers of confectioners, who replace dairy products with new – different types of nuts and crunchy fillings (fig. 2.3).

Analyzing the preferences of consumers for choosing the type of chocolate, we can trace certain trends: 44.5% of consumers prefer milk chocolate, 33.3% – dark and 5.7% – white (fig. 2.4).



44.10% - chocolate with additives

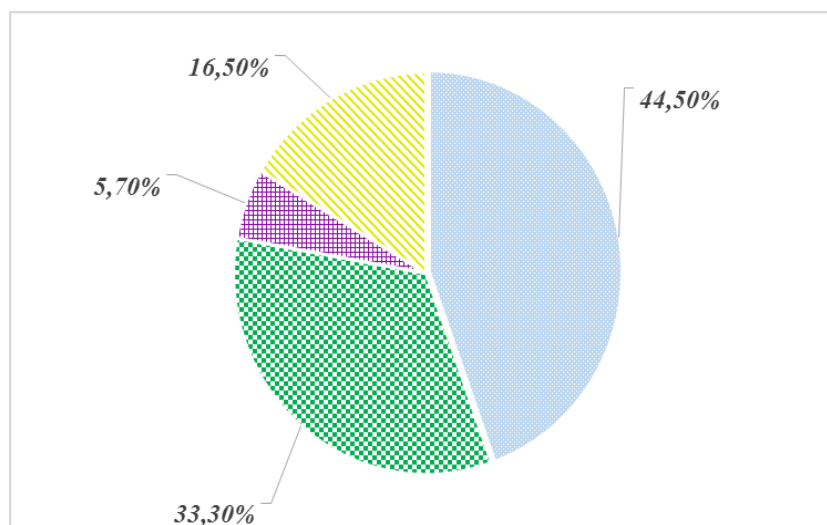
14.80% - porous chocolate

11.80% - pure chocolate without additives

4.00% - chocolate with fillings

25.30% - other chocolate products

Figure 2.3 – The structure of popularity among consumers of the chocolate range of the enterprise



44.50% - milk chocolate

33.30% - dark chocolate

5.70% - white chocolate

16.50% - other chocolate

Figure 2.4 – The structure of popularity among consumers of the variety of chocolate brand Roshen

ROSHEN Confectionery Corporation ranks 27th in the ranking of the Global Top 100 candy companies. ROSHEN produces more than 320 types of confectionery of perfect quality. The product line includes chocolate and jelly sweets, caramel, toffees, chocolate bars, cookies, waffles, sponge cakes, pastries and cakes. Some of them are absolutely unique products for the Ukrainian market. Total production reaches about 300 thousand tons per year. ROSHEN confectionery is made using the latest technologies. Modern powerful equipment, strict adherence to production technologies, only high-quality raw materials guarantee the key benefits and advantages of Roshen products.

## 2.2 Analysis of the activities of Roshen Corporation

The activities of Roshen Corporation belong to the sphere of material production in the field of trade and public food.

Confectionery products on the market are intended for new technologies. All Roshen confectioneries are equipped with equipment for product quality control monitoring and related research. Development of technologies and launch of high quality confectionery is a specialist who has been certified and trained in specialized foreign centers. Operation of modern high-performance equipment, strict adherence to production technology, use of only high-quality raw materials and materials used in the production of confectionery, is the key to the main benefits of Roshen products [36].

The main suppliers of Roshen are presented in table. 2.1 [37].

Table 2.1 – Suppliers of Roshen Corporation

Raw	Supplier company
Cocoa beans	Swiss company Taloca
Cocoa powder	Svit Union (Kyiv), Avis (Makeyevka), ZIM (Rivne), In-Weiss and «Troy» (Dnepropetrovsk)
Sugar	Poltava sugar factory
Vegetable fats	Australian companies
Powdered milk	Polish company Pempax
Emulsifiers, vanillin	German company «Vita +»
Food additives (flavors)	Bears (Kyiv), Etol-Ukraine (Boryslav, Lviv Region), EsarUkraine (Kharkiv), Lev (Dnipropetrovsk), Aromat (Khmelnysky; a subsidiary of St. Petersburg plant)
Alcoholic products	TM «Zlatogor», TM «French Boulevard», TM «VinLux», Wine Bureau, Odessa Wine and Cognac Factory

Roshen's strategic sales partners are: DiAD LLC (Dnipropetrovsk and Dnipropetrovsk region, except Kryvyi Rih); PF «Union» (Kharkiv region); Prykarpattya Trading House LLC (Ivano-Frankivsk, Ternopil and Chernivtsi regions); Spark LLC (Zaporozhye region); LLC «Budinform» (Sumy region); Kharchpak LLC (Zhytomyr region); LLC «Khodak» (Cherkasy and Kirovohrad regions) [37].

Sales channels of Roshen Corporation are presented in fig. 2.5.

Direct competitors of PJSC «Kyiv Confectionery Factory «Roshen» are domestic enterprises that produce similar products, namely: corporation «Biscuit-Chocolate», LLC «Chocolate Company «MiR», LLC «Chocolate Company» MiR «PJSC» Confectionery Factory «AVK «Dnipro», PJSC «Conti», PJSC «Mondelis Ukraine», PJSC «Lviv Confectionery Factory «Svitoch», CJSC «Zhytomyr Delicacies», PJSC «Poltavokonditer» [38].

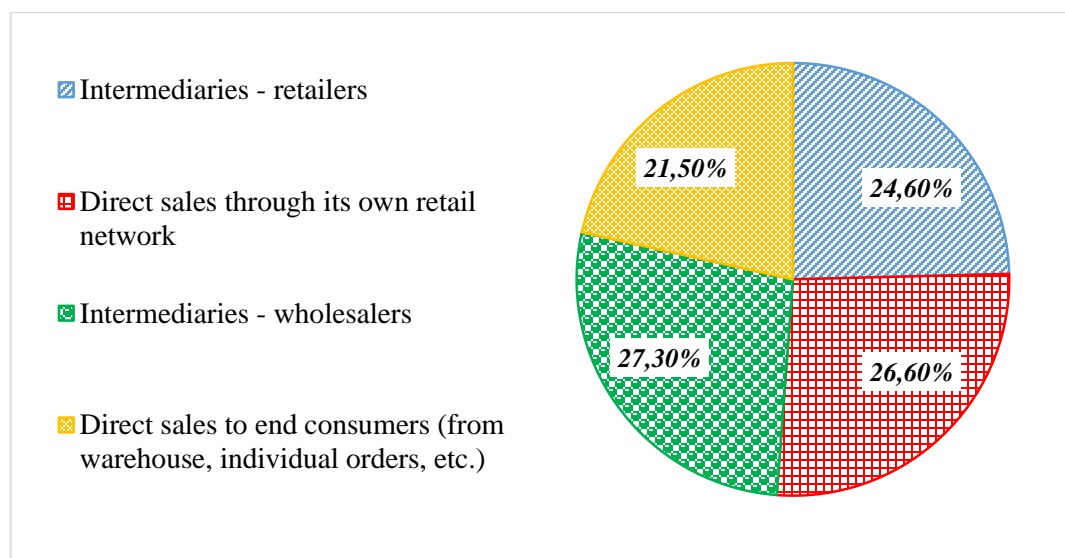


Figure 2.5 – Sales channels of Roshen Corporation

To assess the general economic condition of the studied enterprise, it is advisable to analyze the main indicators of its activities.

Table 2.2 shows the dynamics of the results of financial ratios and indicators of financial resources of the enterprise during 2018-2019 [36].

Table 2.2 – Results of financial ratios and indicators of financial resources of Roshen Corporation during 2018-2019

<b>№ s/n</b>	<b>Financial ratio / financial indicator</b>	<b>Marginal rate</b>	<b>The result for 2018</b>	<b>The result for 2019</b>
<b>Relative financial ratios, points or interest</b>				
1	Absolute liquidity ratio	0,2-0,35	0,03	0,004
2	Coefficient of financial stability	0,7-0,9	0,72	0,88
3	Coefficient of financial independence	above 0,5	0,12	0,09
4	The ratio of financial dependence	is less than 2	8,57	10,73
5	Coefficient of maneuverability of equity	0,1 and above	-0,16	-0,32
6	Coefficient of maneuverability of working capital	the lowest value of the indicator	-0,06	-0,03
7	Financial risk ratio	less than 1	0,48	0,81
8	The coefficient of financial stability	exceeds 1	2,10	1,84
9	The equity protection ratio	the highest result of the indicator	0,01	0,01
10	Equity risk ratio	from 5 and above	114,67	113,66
11	Return on assets,%	the highest result of the indicator	0,35	1,12
12	The ratio of borrowed and own funds	is less than 1	0,48	0,81
13	The ratio of own and borrowed funds	is more than 1	2,10	1,24
14	Operating return on sales,%	the highest result of the indicator	1,46	3,18
15	Net return on sales,%	the highest result of the indicator	1,60	2,10
16	Coefficient of mobility	the highest result of the indicator	0,12	0,09
17	Coefficient of constancy	the highest result of the indicator	0,88	0,91
<b>Absolute financial indicators, thousand rn</b>				
1	Net financial result	-	2768	11125
2	Assets	-	793915	991724
3	Current assets	-	92601	92410
4	Equity	-	537961	549086
5	Accounts receivable	-	51544	71950
6	Accounts payable	-	25964	99976
7	Short-term liabilities	-	222298	412139
8	Long-term liabilities	-	33656	30499
9	Material costs	-	83316	68961
10	Labor costs	-	125796	184852
11	Deductions for social activities	-	27024	40044

Calculations based on Roshen's financial statements for 2018-2019 and the results presented in Table 2.2 allow us to draw the following conclusions.

The results of the absolute stability ratio indicate a lack of own funds required for immediate repayment of own short-term liabilities, as they are less than the established norm and are equal to 0.03 and 0.004, respectively, for 2018 and 2019.

The result of the coefficient of financial stability reflects during 2018 a relatively low risk of loss of solvency of their own company, as the value is 0.72, ie is within the established norm. In 2019, the situation is slightly worse, as the value of this financial indicator is only 0.88 and much lower than the established norm, which in turn indicates the possibility of losing its own solvency.

The obtained results of such financial ratios as: financial independence from financial dependence, indicate a negative financial condition of the enterprise. After all, the values of financial independence are quite low relative to the established norm (0.12 and 0.09, respectively, for 2018 and 2019), which indicates a lack of working capital in this company. At the same time, the high values of financial dependence (8.57 and 1073, respectively, for 2018 and 2019) reflect the increase in the share of financial resources attracted by this enterprise for its activities due to the lack of its own financial assets.

The obtained results of financial ratios – maneuverability of equity and maneuverability of working capital, indicate a negative financial condition in terms of working capital at the enterprise. After all, the results obtained are not only less than the established norm, but also have negative values during 2018 and 2019: the coefficient of maneuverability of equity – -0.16 and -0.32, respectively, for 2018 and 2019; working capital maneuverability ratio – -0.06 and -0.03 for 2018 and 2019, respectively.

The obtained results of the financial risk ratio during 2018-2019 are less than 1 and equal to 0.48 and 0.81, respectively. However, they have a growth dynamics, which



indicates the possibility of risk of investing in this company in the future, if you do not take the necessary measures to eliminate this phenomenon.

The results of the coefficient of financial stability within the established norm during 2018-2019 are 2.10 and 1.24, respectively. But there is a significant tendency to decrease the values of this indicator during the analyzed period, which indicates the insufficiency of the amount of equity of the investigated enterprise to cover its own debts.

The obtained results of the equity protection ratio at the surveyed enterprise during 2018-2019 are 0.01, respectively, which indicates the insufficiency of the amount of equity to implement the protective function of the enterprise in case of need.

The results of the equity risk ratio for 2018-2019 at this company significantly exceed the established norm and amount to 114.67 and 113.66, respectively, which indicates the probability of loss of equity and accumulated retained earnings in the future.

The obtained results of the ratio of borrowed and own funds are within the norm and are equal to 0.48 and 0.81, respectively, for 2018 and 2019. However, the dynamics of growth of this indicator during 2019 indicates a significant increase in borrowed financial resources compared to their own, which is a negative financial phenomenon for the future activities of this enterprise.

The results of the ratio of own and borrowed funds are 2.10 and 1.24, respectively, for 2018 and 2019, as well as within the norm. However, the decrease in the result of this indicator during 2019 indicates that the activities of this enterprise are more dependent on external sources of funding.

The obtained results of operating profitability of sales reflect a positive growth trend during 2018-2019 and amount to 1.46% and 3.18%, respectively. The values of net sales return are 1.60% and 2.10% for 2018 and 2019, respectively, and also have a

positive growth dynamics. The tendency of growth of results of the analyzed financial indicators testifies to efficiency of production and economic activity at the investigated enterprise during the analyzed period.

The obtained results of the mobility coefficient reflect a downward trend (0.12 and 0.09 for 2018 and 2019, respectively), which indicates a decrease in the amount of working capital.

The results of the sustainability ratio are 0.88 and 0.91 for 2018 and 2019, respectively. The dynamics of the values of this ratio has a positive growth trend, which indicates sufficient production potential at this enterprise.

Analyzing the changes in the financial results of the studied enterprise, it was found that in 2019 this figure increased by 8357 thousand UAH (or by 301.91%) and amounted to UAH 11,125 thousand, compared to the value of 2018, which amounted to only UAH 2,768 thousand. The dynamics of financial results of this company has a tendency to increase, which is positive both for its financial condition and for the implementation of effective financial and economic activities in the future.

Analyzing the changes in the results of the size of assets during 2018-2019 at this company, revealed their positive growth dynamics. In 2019, the amount of assets of the enterprise amounted to 991724 thousand UAH, ie 197809 thousand UAH. (or 24.92%) more than the amount of 2018 (793915 thousand UAH). The increase in the amount of assets during 2019, as well as the increase in profits at the surveyed enterprise contributed to an increase in return on assets during 2019 (1.12%), compared to the result of this indicator in 2018 (0.35%).

Unfortunately, the negative aspect of the financial condition of this company is the reduction of current assets during 2019 to 92410 thousand UAH, ie by -191 thousand UAH. (-0.21%) relative to the result for 2018 (92601 thousand UAH).

The amount of equity during 2019 amounted to 549086 thousand UAH, which is 11125 thousand UAH. or 2.07% more than the amount of 2018 (UAH 537961 thousand). This trend is a positive aspect for the activities of the studied enterprise.

However, along with this, a number of negative factors were identified that had a direct impact on reducing the company's own financial resources. First of all, it is an increase in the amount of receivables to 71950 thousand UAH. for 2019, ie 20406 thousand UAH. (3959%) compared to the result of 2018 (51544 thousand UAH). It also includes an increase in the amount of accounts payable during 2019 to 99976 thousand UAH, ie 74012 thousand UAH. (285.06%) relative to the result for 2018 (UAH 25,964 thousand). In 2019, the amount of short-term liabilities of the company increased significantly and amounted to 412,139 thousand UAH, which is 189841 thousand UAH. or 85.40% more than the result of 2018 (222298 thousand UAH).

It is worth noting a small, however, reduction in the amount of long-term liabilities of the company during 2019 to 30499 thousand UAH, ie by -3157 thousand UAH. (-.38%) compared to the amount of this indicator for 2018 (33656 thousand UAH).

In 2019, the indicator of material costs was reduced and amounted to 68961 thousand UAH., That is, decreased by -14355 thousand UAH. (-17.23%) compared to the amount of 2018 (83316 thousand UAH).

As for labor costs, this figure was equal to 2019 184852 thousand UAH, that is increased by 59056 thousand UAH. (46.95%) relative to the result for 2018 (UAH 125,796 thousand). In this regard, the amount of contributions to social activities increased during 2019 and amounted to 4 044 thousand UAH, ie by 13 020 thousand UAH. (48.18%) compared to the amount of 2017 (27024 thousand UAH).

### 2.3 Analysis of the current state of self-management as a component of the corporation's management

For a more detailed study of Roshen's activities and the environment, one of the techniques of introspection is used – SWOT-analysis technique, which diagnoses the strategic directions of its activities in the context of focusing on the company's results. Based on the SWOT analysis, the company's specialists are preparing an analytical note on improving Roshen's strategic activities. SWOT analysis, aimed at identifying the internal strengths and weaknesses of this corporation, as well as potential external opportunities and threats that affect its work (fig. 2.5).

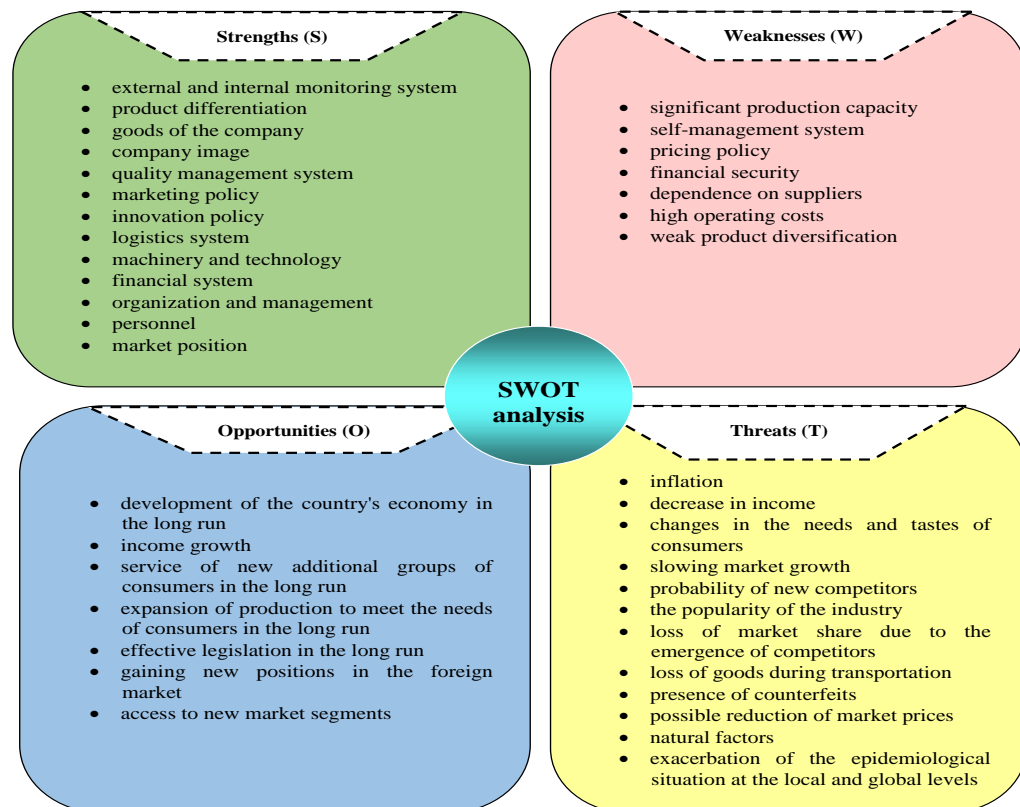


Figure 2.5 – SWOT-analysis of Roshen Corporation

ROSHEN enterprises have a quality management system that meets the requirements of ISO 9001: 2000, which is confirmed by the presence of “Certificates of Conformity” at each of the corporation's plants. Use of powerful marketing communications: advertising means, advertising.

All the company's products are made of natural raw materials and contain almost no preservatives, emulsifiers, flavors, dyes and meet the standards, specifications that exist for these products, and are completely safe for life and health of consumers. The corporation has its own powerful logistics center.

All ROSHEN confectioneries are equipped with equipment for monitoring product quality control and relevant research. They develop technologies and launch high-quality confectionery.

The corporation's enterprises employ highly qualified specialists who have passed certification and internships in specialized foreign centers. There is also an effective system of labor incentives.

The latest technologies and production lines and equipment are used in production.

The company is profitable, financing is provided by an internal investor.

The company has clearly defined strategies, a high level of management, effective means of control, a well-formed organizational management structure. The corporation is a member of the Ukrprominvest concern.

In the context of self-management, an important role should be given to the financial security of all enterprises that are part of Roshen Corporation. Financial security is a complex concept, includes many structural elements that cover all components of the enterprise as a whole. Without the effective influence of one structural element of the enterprise there will be no productivity of another, and vice versa.

That is, the whole structure of the enterprise must be, firstly, involved in the formation and provision of financial security, and secondly, there must be a so-called positive feedback between its structural elements in maintaining financial security.

The company serves a fairly large consumer market, which does not depend on age, gender, income, religion and other factors, as the product range is quite extensive and price differentiation is quite wide. There are products that contain sugar substitutes for people with diabetes. Therefore, depending on consumers, the market actually has no segmentation.

Depending on the types of goods, ROSHEN serves the following segments:

- candies and chocolate bars;
- cakes and other pastries;
- jelly candies and caramel.

The company uses the following strategies for product positioning in the market:

1. Positioning by quality indicators: «ROSHEN. Sweet quality mark».
2. Image positioning: «Ukraine! From edge to edge! Ukrainians. From heart to heart!», «ROSHEN – to make the world happier».

In general, advertising appeals evoke positive, good emotions and support the company's chosen strategy of the leader.

Thus, today the main task of Roshen Corporation is to maintain leadership in the total production and sales of confectionery in Ukraine and enter new international markets, in order to position itself as an international company.

After analyzing the current market situation, strengths and weaknesses, opportunities and threats, we determine the main strategic goals and objectives of the company.

The main goal of ROSHEN for the next year is to transform the company's products into mass consumption products to maximize profits and increase sales.

To achieve this goal it is necessary to solve a number of the following tasks:

- profit maximization through the introduction of a new advertising strategy;

- minimization of production costs;
- increasing the company's reputation among consumers and improving the image to increase the attractiveness of the product;
- setting prices taking into account the conditions of competition and the needs of the company;
- ensuring the environmental friendliness of manufactured products, despite the fact that the environmental situation to some extent affects its quality.
- ensuring further control over the ecological purity of production;
- reduction of risks during transportation of goods;
- conducting a set of marketing activities aimed at obtaining the maximum possible profit in the existing market conditions;
- conducting an advertising campaign to attract more consumers;
- conducting various promotions to attract more consumers;
- study of the target market and basic needs of consumers; improvement of product policy, pricing, sales and communication;
- improving the self-management system.

Roshen's strategic goals are:

1. To approve and strengthen the company's position as the number one producer and seller of food products in Ukraine.

2. Increase profitability by managing the range and improving the quality of products.

3. Move in the direction of expanding the number of regional markets served, markets near and far abroad.

Ineffective government regulation and lack of support domestic producers, the presence of corruption, etc. interfere with the normal development of the industry and effective business management. Table 2.3 presents the main factors that influenced Roshen's self-management system.

Table 2.3 – Factors influencing the system of self-management of Roshen Corporation

Classification of factors		The nature of the factors
Depending on places occurrence	Internal	Consumption of goods at a more favorable price categories; rising prices for raw materials suppliers; fierce competition of producers for market share
	External	Political situation; termination of economic relations with Russia; lack of state support industry regulation; rising commodity prices and energy resources; crisis of the banking system
Depending on equal	Micro level	Rising prices for the final consumer due to growth production costs; reduction of advertising costs activities and marketing management
	Mesolevel	Forced closure of factories and warehouses temporarily the occupied territory of one of the largest producers; reducing the productivity of the confectionery market products; unfavorable time for the release of new players
	Macro level	Unstable economic and unfavorable epidemiological situation; declining purchasing power and rising unemployment; growth of the share of exported products to the countries of the European Union
Depending on origin	Scientific and technical	High technological level of equipment and periodic capacity upgrades are large profitable confectionery enterprises industry
	Organizational and economic	Development of integration processes in Europe economic space
	Socio-political	Reduction of real wages; falling demand for non-essential goods. To which include sweets; military and political conflict



Thus, in order to further maintain the leading position of the company, it is necessary to use the self-management system to respond quickly to consumer needs, or meet the already identified in an innovative way, using the weaknesses of competitors and dictating its rules in the confectionery market.

## **CHAPTER 3**

### **WAYS TO IMPROVE THE SELF-MANAGEMENT SYSTEM AT THE ROSHEN CORPORATION**

#### **3.1 Introduction of self-assessment method of the corporation's personnel**

The issues of training specialists capable of solving complex socio-economic problems in conditions of risk and crisis situations are becoming timely and very relevant in modern public consciousness. These tasks require the study of problems of professional competence of management professionals and the development of their key professional competencies. The concept of «specialist competence» is associated with a certain field of activity and is presented as an integral property of a person capable of realizing his potential for successful business.

Traditional approaches to personnel evaluation should be replaced by competence assessment, which allows to increase the reliability of the forecast of successful professional activity and self-development of professional competence of a specialist. The advantages of using competency assessment in Roshen Corporation are presented in figure 3.1.

In modern conditions, the most effective conditions for diagnostic assessment and opportunities for the development of professional competencies of staff, we offer the use of practice-oriented assessment technology.

The assessment center is one of the methods of comprehensive assessment and self-assessment of staff, which is based on the use of additional techniques, and focuses on assessing the real qualities of employees, their psychological and professional characteristics, compliance with job requirements and identifying potential opportunities [12].

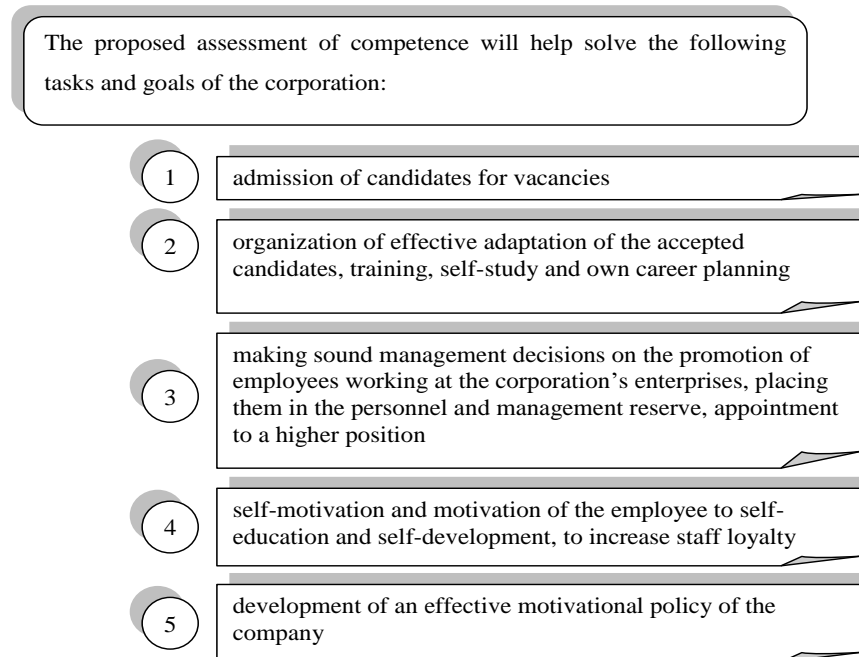


Figure 3.1 – Advantages of using competency assessment in Roshen Corporation

The accuracy of personnel assessment based on the proposed technology depends on various factors that will be taken into account in the scheme of implementation of this technology in the corporation. Figure 3.2 shows the proposed components of Roshen's personnel appraisal technology.

Consider in detail the stages of the proposed technology of personnel evaluation. The first stage in the implementation of personnel evaluation technology is the development of clear evaluation criteria. Such criteria are lists of corporate, managerial and professional competencies that must be met by certain categories of employees. As a rule, competencies are prescribed by significant and behavioral indicators, as well as specific scales for each position, and appropriate competency models are built.

The assessment reveals which of the necessary competencies of a particular employee are developing at a high level, and which need further development. In this case, two directions in the development of employees are chosen.

The first direction is the further development of «strong» competencies of successful specialists in the company. The second direction is the development of those competencies that are at an insufficient level of development and do not meet the requirements of the company.

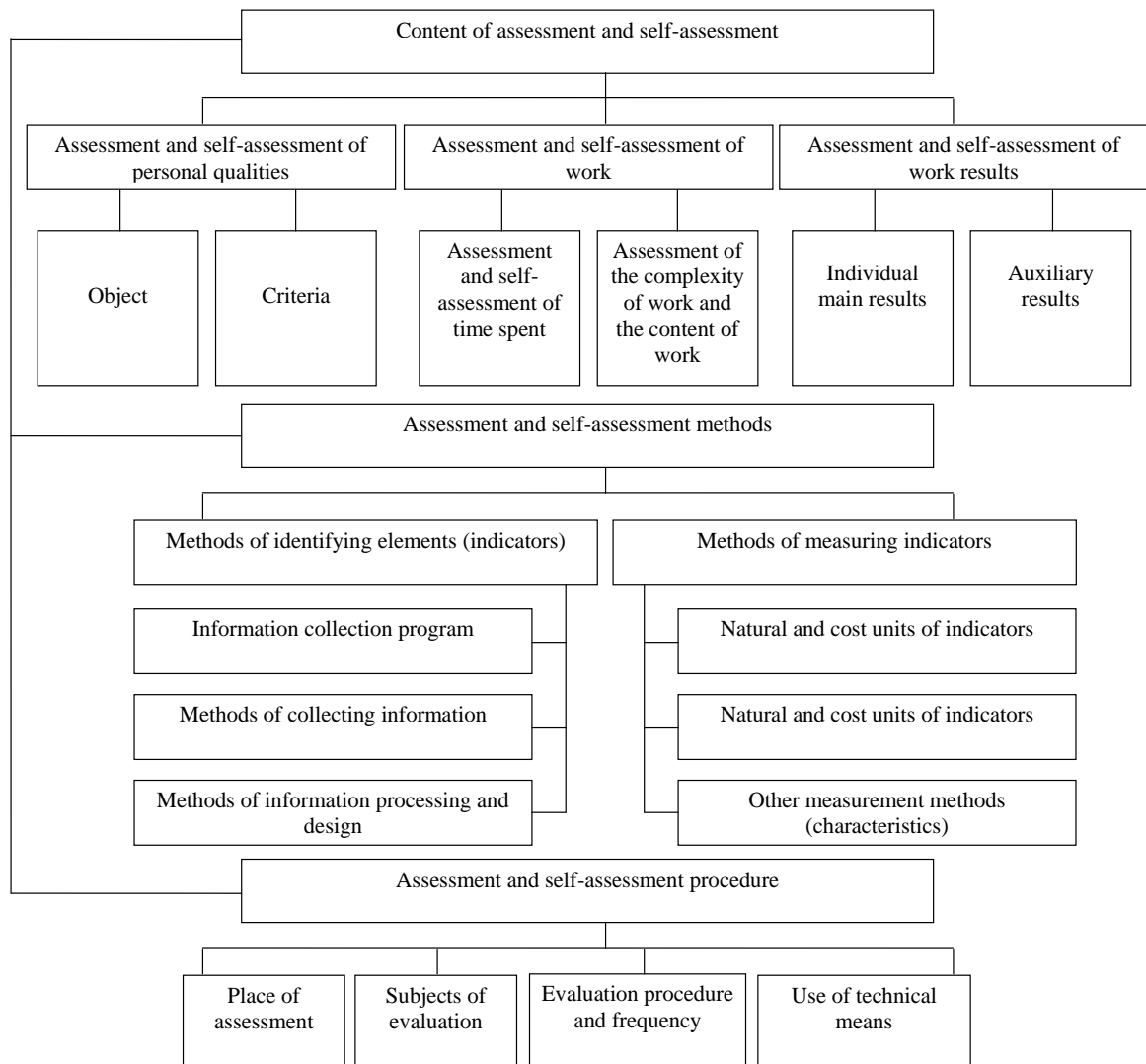


Figure 3.2 – Components of personnel assessment technology at Roshen Corporation

The second stage of evaluation is the selection of appropriate methods of employee evaluation. In our opinion, the assessment methods that make up the

assessment center should not be limited to individual and group simulation games and exercises that reproduce the work tasks of a particular vacancy or position.

An effective assessment center should consist of a system of assessment methods, and for each competency you need to choose several assessment methods, usually two to four. In addition, for simulation games and exercises, it is necessary to use such assessment methods as the analysis of personnel documents that contain information about the values, management and professional competencies of the candidate or employee of the company. This is primarily a resume, which briefly provides information about the educational status of the employee, his main achievements and career dynamics.

Among other methods, you must use the interview method. It is advisable to interview the employee to find out his interests, goals, financial and career expectations that he plans to pursue in his professional activity. It is also necessary to obtain an expert assessment if the candidate was interviewed by an employee of the company who has the appropriate specialization. It is also suggested to evaluate with the help of business-oriented psychological tests, especially in terms of assessing those competencies that may not be manifested in the external behavior of the candidate or employee in the context of simulation games and exercises. It is with such an assessment that the system of methods can achieve the accuracy of assessment and self-assessment.

### **3.2 Development of a personnel self-management model based on the self-hierarchy**

Everyone needs the ability to effectively manage themselves and their own resources, but for the leaders of such a large company as Roshenko, this is especially important, because these leaders are not only responsible for themselves, but also for the unit, branch or corporation as a whole entrusted to him. And the cost of mistakes caused by the inability of the leader to self-organize is too high to neglect the construction of a system of self-management.

The peculiarity of the modern view of the leader as a team leader is that he should be seen as a carrier of innovative organizational culture, as the main initiator of successive changes in the organization. Based on this, we highlight the most important features of a modern leader: professionalism, the ability to lead a team, the desire to create and maintain a good psychological climate is impossible without working on yourself, without self-management. To ensure comprehensive, coordinated, effective actions in the company requires competent, highly organized, persistent and courageous leaders, managers. They must think globally, act according to international standards. To ensure effective work, the manager must be able to use various tools to influence performers.

It is from this position that it is necessary to realize that self-management allows you to make the most of your own capabilities, consciously manage the course of your life (ie self-determination) and overcome external circumstances both at work and in personal life [8].

The basic level of the system of self-government should be personal efficiency, on the basis of which effective management of own resources is carried out: time, space, communications, finances. Personal ability to work or effective human activity is impossible without achieving a certain level of development through self-development. Self-development (individual development) – a process in which a person acquires the ability to defend themselves, manage current events, form positive relationships with the outside world and enjoy life, being open to it. The process of self-development should be carried out by overcoming obstacles and developing personal qualities that contribute to the achievement of goals and objectives (will, perseverance, stress, ability to influence people, etc.). This process should combine the following components:

- personal development (personal growth);
- intellectual development;
- professional (qualification) development;
- maintenance of physical condition (recovery).

The development of the manager's personality is due to the diversity of his activities and interaction with other people. But it is most active when versatile professionalism is complemented by purposeful self-development. Not all managers have the ability to self-development, as well as motivation. However, in contrast to motivation, the ability to self-development can be formed and developed quite quickly. The basis of the ability to self-development should be the following skills:

- see their shortcomings and limitations;
- analyze their causes in their own activities;
- critically evaluate the results of their work, not only failures, but especially successes.

The self-development of the manager should consist in understanding and establishing his strengths and weaknesses, overcoming stereotypes of consciousness and external barriers, developing the necessary personal qualities, acquiring new professional knowledge and skills. Self-improvement of enterprise managers is one of the leading factors for the success of the whole organization. The management of the organization must clearly understand that it is necessary to encourage employees to develop themselves, because it will certainly increase the efficiency of work throughout the enterprise.

Self-development is aimed primarily at self-organization. In the general case, self-organization is a fundamental concept that indicates the development in the direction from less complex objects to more complex and orderly forms of organization of matter. In each case, self-organization manifests itself differently, it depends on the complexity and nature of the system under study.

As already noted, self-organization is aimed at managing various resources and, above all, time, finances, communications, workspace.

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Efficiency in the company is realized by meeting the interests and needs of all staff (the possibility of personal self-realization, remuneration, its content, satisfaction with communication with colleagues, etc.). In addition, social efficiency has two main dimensions: work orientation and focus on relationships with other people.

It is the focus on achieving social efficiency that should be the basis for forming a model of staff competencies. Thus, the application of the marketing approach to the formation of the model of staff competencies is to clearly define the status and areas of development of qualities and behavioral characteristics of staff that are necessary to implement the company's strategy and achieve employee goals, meet their interests and needs [5].

To assess it, we recommend using such indicators as: professional knowledge, skills, experience. Thus, we can conclude that by developing a model of competencies can achieve high performance of employees in each job, as well as stimulating their development and self-development.



By implementing the model of competencies in the enterprise it is possible to solve the following management tasks:

- identification of «strengths» and «weaknesses» of employees;
- determining the best way to do the job;
- identifying the need for employee training;
- identification of areas that require consulting services;
- formation of personnel development programs; development of an effective system of staff motivation;
- raising the level of management culture;
- determination of the necessary social portrait of the employee;
- increasing the efficiency of staff.

Thus, each corporate model of competencies must be special, because it corresponds to the specific features of an individual enterprise. We offer two approaches to model development: the development of a competency model for all staff and only for managers. From the standpoint of our company, it is advisable for Roshen to develop a single model for management and operational staff, as there is a need for constant updating of professional knowledge, adaptability, flexibility, innovation, customer orientation. At the same time, the focus on these requirements and the development of appropriate qualities of employees is a necessary condition for the effective operation of personnel of different categories.

We have developed a model of the hierarchy of competencies of the company's staff, which provides for five levels: professional, social, business, personal, role competencies (fig. 3.3).

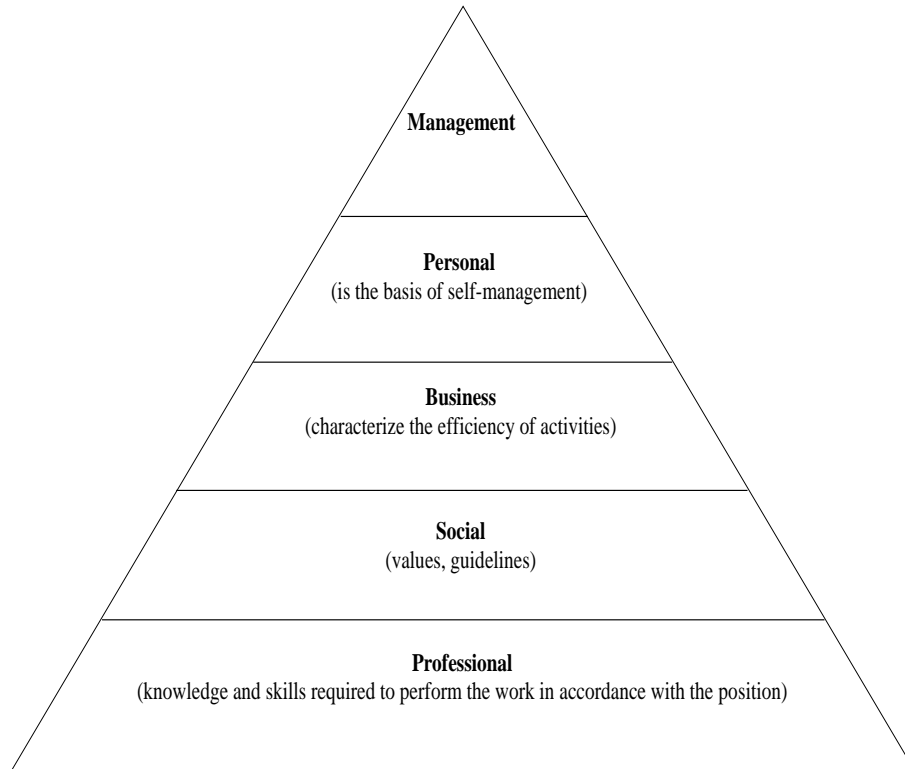


Figure 3.3 – Roshen staff hierarchy model

Based on our presentation in Fig. 3.4 models offer a model of self-management for specialists of the enterprise. Such a model will include a list of competencies for which each specialist must form their own system of self-management.

- The first level will present professional competencies – a set of necessary requirements for the position, based on the functions that are provided by the requirements of the workplace. They are the foundation of the competency model, as they serve as mandatory requirements for staff, as well as the basis for the formation of other types of competencies.
- The next level of the model is social competencies (values, guidelines), which include: corporatism, ethics, team efficiency, social interaction, corporatism, social sensitivity.

- Business competencies determine the effectiveness of staff and include: communication skills, adaptive competencies, success in solving problems, customer focus, creativity, innovation.
- Personal competencies provide skills and qualities that are the basis of self-management and provide opportunities to be a leader in the team, in particular: motivation, achievement orientation, independence, leadership qualities.
- Personal and management competencies are competencies of the highest level, as they ensure both the strategic development of the enterprise and the realization of the highest needs and goals of employees.

This, in turn, demonstrates our application of the marketing approach in developing a model of the hierarchy of competencies.

We believe that the procedure for implementing the model of competencies in enterprises should include the following stages:

- formulation of the key competence of the enterprise;
- assessment of the workplace;
- development of a system of competencies of the company's staff;
- acquaintance of the personnel of the enterprise with model of hierarchy of competences;
- informing employees about the system of competencies developed in the enterprise;
- discussion of the developed system at different levels of government;
- making changes and additions to the system of competencies, its coordination;
- business evaluation of staff;
- making managerial decisions based on the results of evaluation in relation to: motivation, training, career development planning, formation of personnel reserve, etc.

In fig. 3.4 presents a model of self-management based on self-hierarchy.

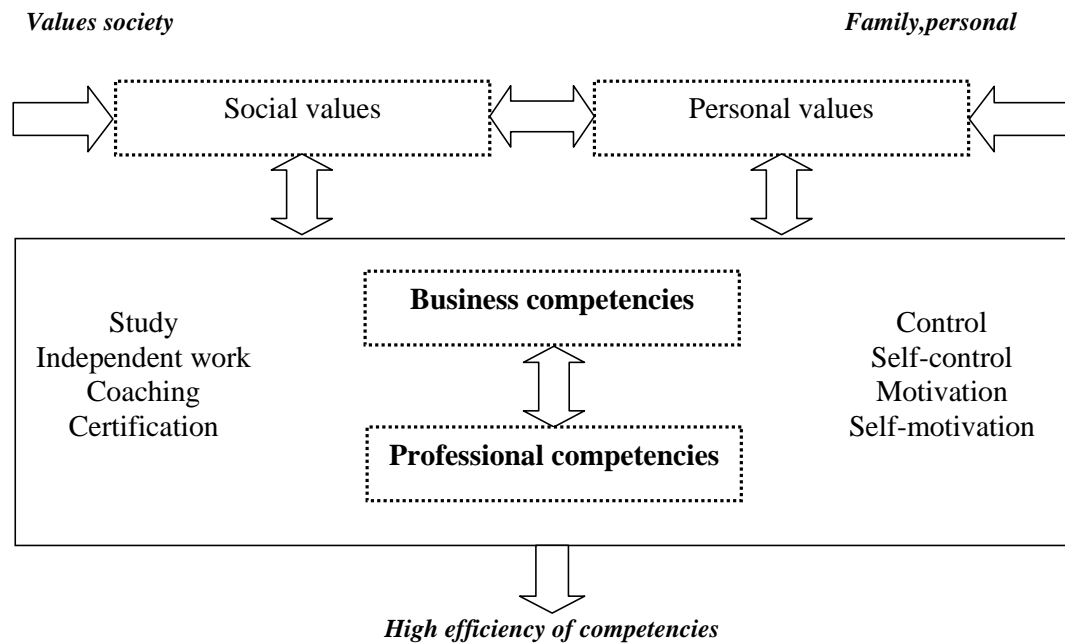


Figure 3.4 – Model of self-management based on self-hierarchy

The proposed model should be detailed for each specialist depending on his job responsibilities, as well as real knowledge, experience, capabilities, personal abilities. Thus, questionnaires and testing of employees will identify professionals who are most successful in developing new products of the company or are the most successful in working with partners. Customer service managers have their own characteristics and must have the skills to communicate effectively and clearly with plans and scenarios for working with different groups of customers.

### **3.3 Improving management decisions at the Roshen Corporation under conditions of self-management**

The introduction of self-government in the activities of Roshen, as a mandatory component of professional growth of staff, will provide an effective team of

professionals, find the most optimal division of responsibilities among employees and establish an effective mechanism for management decisions in various areas of its activities.

We propose to identify the most important factors that can cause difficulties in achieving their own and general goals and decision-making of managers at any level. Their presence proves the need to create and implement in the technology of self-management of personnel (fig. 3.5).

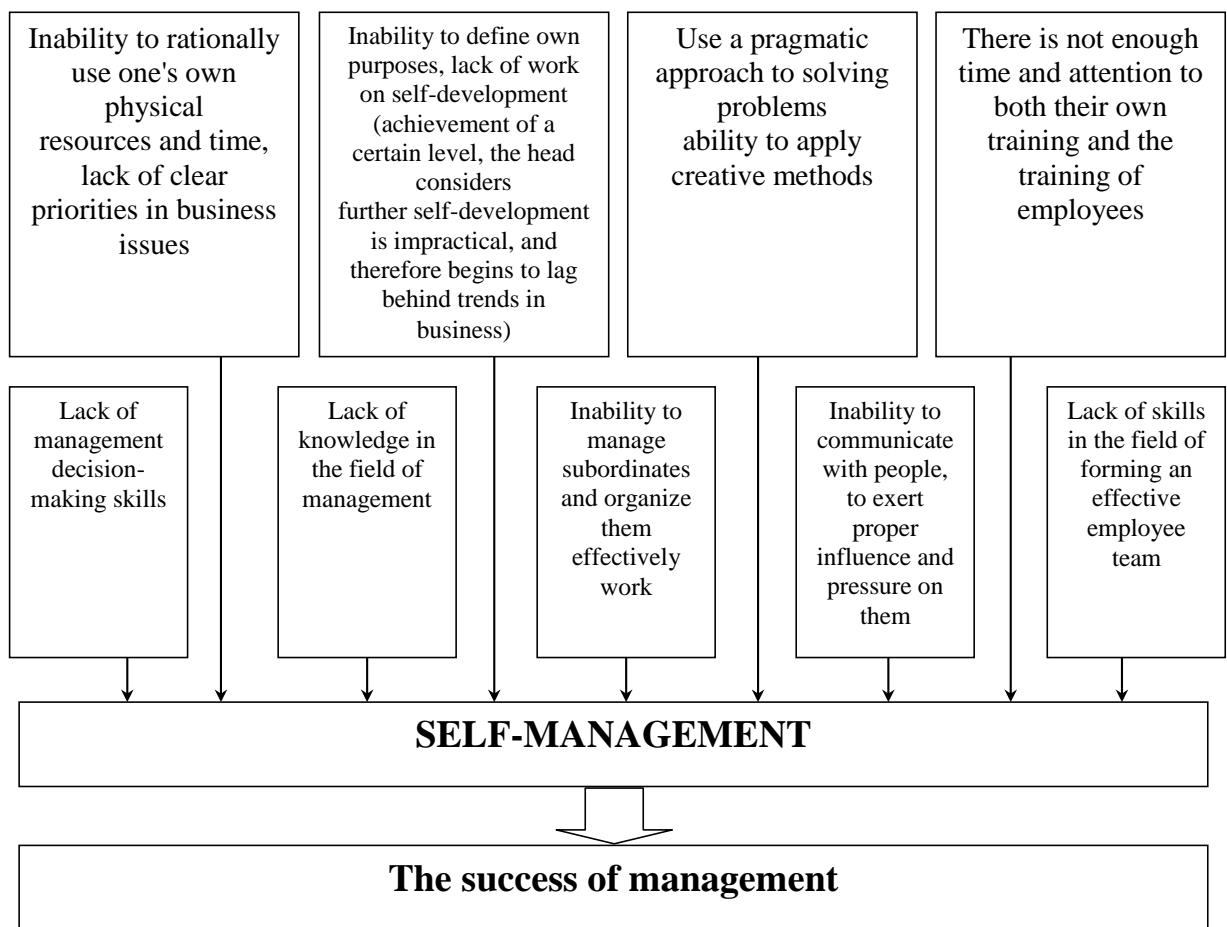


Figure 3.5 – Factors that determine the need for self-management of management staff

Effective self-management will provide a lot of benefits to managers and employees of the company, as well as all its stakeholders (table 3.1).

Table 3.1 – Advantages of using self-management technology

Benefits	Description
Save time	Significantly reduces the cost of time and other resources to perform certain tasks
Results of work	Organization of an effective mechanism of labor activity, which provides higher economic and other results than in normal conditions
No stress	Lack of stressful situations associated with haste, for fear of not having time to finish work
Moral satisfaction	If the work is performed qualitatively, as well as in a timely manner, it brings moral satisfaction to both managers and their subordinates
Motivation	If the work has a visible result, it is a kind of motivation for further action
The growth of professionalism	With each clearly planned step, the level of professionalism and qualification increases
Speed of achievement of the purposes	In the process of self-government there is a search for short ways to achieve goals, the implementation of which previously could take much longer

In the daily solution of various tasks, each representative of the management chain performs different functions, the primary of which is the function of goal setting. In Table 3.2 presented by us, each function of self-government in the corporation must correspond to a certain methodology and the result that can be obtained in the process of their implementation.

Table 3.2 – The structure of realization of functions of self-management in Roshen corporation

Function	Methodology	Result
Goal setting	Goal setting, situational analysis, goal strategies, goal achievement	Motivation, recognition of strengths, elimination of weaknesses, concentration of efforts on bottlenecks

Table 3.2 continuation		
Planning	Life planning, annual, monthly, decadal and daily planning, Alps method	Preparation for the goal, the optimal distribution and use of time, reduction of terms
Definition priorities	Choice of priorities, Pareto principle, ABC analysis, Eisenhower principle, delegation	Organization of work that leads to success, prioritization, relief from the pressure of urgency
Organization	Daily routine, productivity schedule, self-manifestation, biorhythm	Concentration on important tasks, use of peak productivity, work style
Self-control	Workflow control, control and review of results	Ensuring planned results, positive interaction

In our opinion, a big mistake of even the most experienced managers is that they underestimate self-management, the use of which will provide a number of important benefits (table 3.3).

Table 3.3 – Advantages of self-organization in the process of making managerial decisions by the leaders of Roshen Corporation

Mistakes made in the absence of self-management	Achievements in the use of self-management techniques
Correct execution of tasks instead of execution of correct tasks	Performing work with lower costs with better organization of personal work
Solve the problem instead of creating creative alternatives	Fewer functional errors with the possibility of improving their skills
Saving tools instead of optimizing their use	Getting higher work results with less workload
Use debt instead of achieving results	Less haste while reducing stress overloads
Reduce costs instead of increasing profits	Achieving professional and life goals in the shortest way

Based on the available knowledge, we believe that it is necessary to encourage and promote the development of the personality of each employee, analyzing this process on certain grounds: the development of sensuality, intuition, rationality and irrationality.

To find out whether an employee has such abilities for self-development as purposefulness, persistence, self-organization, whether he has a desire to develop, learn

something new, become smarter, better, more interesting – it will help to use the developed tests, which allow to determine the level of the employee’s ability to self-development, the desire for it, the assessment of their qualities that promote self-development, the assessment of opportunities for self-realization in professional activities.

The better the head of the company develops the functions of sensory, intuition, rationality and irrationality, the easier it will be for them to find the right management solution in the course of his work in this company. If you want to make decisions, you should try to use both information functions (sensory and intuitive) and then both decision functions (rationality and irrationality). Every day, the employee is faced with the need to perform certain actions, so there are many opportunities to develop the ability to make effective decisions. The best approach to solving various problems and making management decisions is presented in figure 3.6.

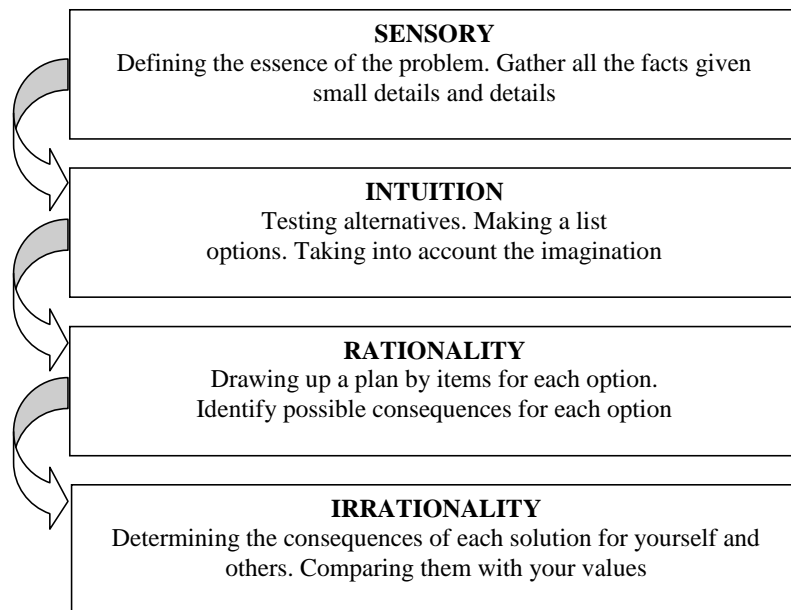


Figure 3.6 – Model of employee behavior in situations that require management decisions



Periodic study of the level of development of the personality of each employee, will allow the management of the enterprise to control the current state of affairs regarding the introduction of self-development technology, adjustment of further steps. The research can be conducted using multifactorial personality questionnaires, which are designed to describe a wide range of individual personality characteristics, such as: Kettell questionnaire (16-RF), MMRI questionnaire, FPI questionnaire, Leongard characterization questionnaire, multifactorial method of personality research (SMIL) [7].

The next proposed technology is self-study. Creation of some conditions on the basis of the rest room available at the enterprise that allows to organize classes during the break:

- equipment of training tables and chairs;
- Computer Engineering;
- provision of stationery.

To increase the motivation of staff to self-study, you can point out to the company's management the effectiveness of the introduction of special bonuses for the category of staff to which they pay attention its independent study. And as very effective ways to stimulate staff, you can use methods of positive reinforcement, reasonable self-esteem and the method of self-analysis or self-observation.

Roshen executives often have to make a large number of different management decisions related to financial matters. In these circumstances, the company's management should take into account the emergence of various risks, including financial. After all, this type of risk can be described as the main, which contributes to significant losses of financial resources of the enterprise, intended for its self-financing, as well as for the formation of its own reserve, which is needed to cover various force majeure and crisis management.

We will prove that the use of a self-governing system in which an important role is played, including self-financing, which includes not only production and organizational aspects of Roshen, but also ensuring the development and self-development of the company and each employee, and opportunities for self-adaptation. modern conditions of this company.

To prevent a crisis, it is necessary to clearly assess the current financial condition of Roshen, given the fact that on the one hand the results of key financial indicators and financial ratios may be opportunities for the company, and on the other – threats or significant risks of losing market position.

One method of such assessment is to use forecasting based on a comparison of the results of interdependent financial indicators and financial ratios.

Thus, in this paper it is advisable to provide a forecast assessment of the interdependence and relationship of such financial indicators as net profitability and financial stability ratio (the calculation of these indicators is given in section 2, paragraph 2.2 of this study). Since the indicator of net return on sales reflects how much net profit the company receives in each hryvnia from the sale of its products, and the coefficient of financial stability characterizes the state of debt coverage by equity, it should be assumed that there is a significant relationship between these financial indicators. After all, first, a certain part of the amount of net profit can be used to form the reserve fund of the enterprise; secondly, it is the company's own financial resources that cover and liquidate the company's debts.

In order to build a forecasting model estimating the relationship between coefficient of financial stability and net return on sales we have collected some statistics in table 3.4.

Table 3.4 – Input data

Years	Coefficient of financial stability	Net return on sales
2016	0,52	1,15
2017	0,58	1,21
2018	0,72	1,6
2019	0,88	2,1

We can describe the relationship between coefficient of financial stability and net return on sales by adding trend line on the chart (Figure 3.7).

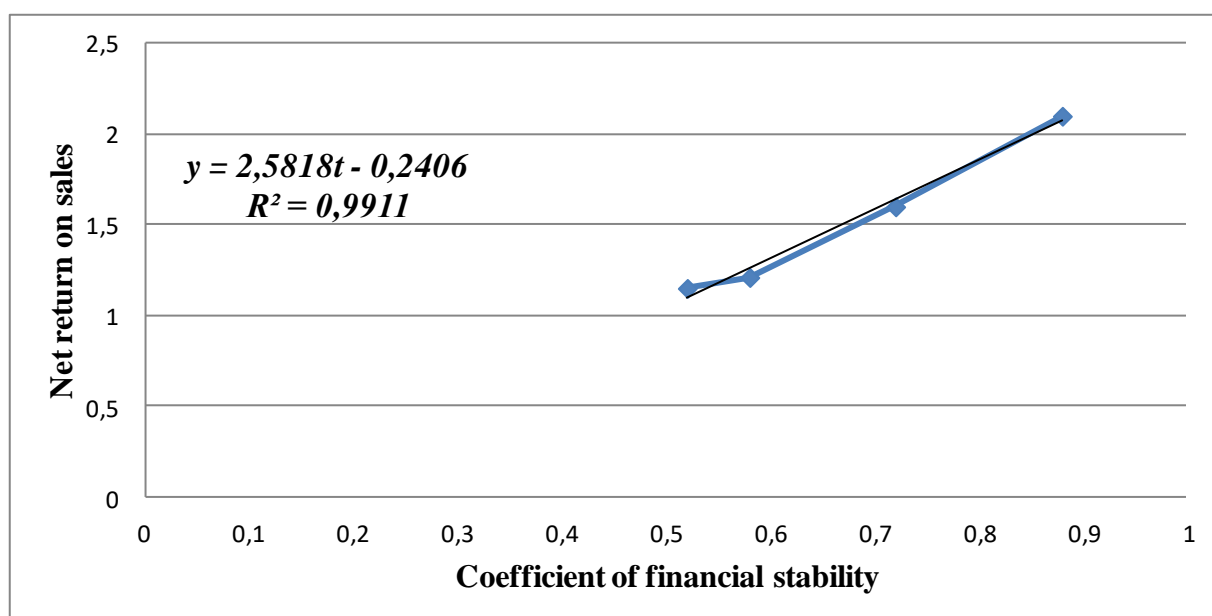


Figure 3.7 – Forecast financial model representing the relationship between net return on sales and financial stability ratio of the Roshen Corporation using trend line

Conclusion is that, the higher the coefficient of financial stability the higher net return on sales of the company. In other words, the higher the ratio, the sooner the company can repay the loan using its own funds. It means, the higher the coefficient, the more independent the company is.

The resulting projected financial model based on the degree trend line for Roshen Corporation reflects the following results:

1) the forecast model presented, based on the ratio between the net return on sales and the coefficient of financial stability, is adequate to reality, as the coefficient of determination is approximately 99,11 %;

2) the result of the coefficient of determination at the level of 99,11 % indicates a close relationship between the studied financial results;

3) the result of the coefficient of determination at the level of 99,11 % reflects that 95 % of these financial indicators interact with each other, and only 0,89 % are influenced by other factors that are not included in this forecast model.

## CHAPTER 4

### OCCUPATIONAL HEALTH AND SAFETY IN EMERGENCIES

#### 4.1 Labour protection and safety standards at the Roshen Corporation

At the present stage of scientific and technical development of our state, the issue of labor protection at enterprises is one of the most pressing. Proper organization of labor protection, which meets the requirements of regulations, is the main measure of prevention and prevention of occupational injuries and diseases. The main legislative act regulating the organization of labor protection in Roshen Corporation is the Law of Ukraine “On Labor Protection” of October 14, 1992 № 2694-XII. It applies to all legal entities and individuals who use hired labor in accordance with the law, and to all employees.

Each employment contract stipulates the obligations of the employer, ie the company’s administration, to provide employees with safe working conditions. Ukrainian legislation imposes a duty on Roshen’s management to ensure safe and harmless working conditions. Expenses for labor protection at the enterprise according to Art. 19 of the Law must be at least 0.5% of the salary fund for the previous year, and for non-compliance with labor protection legislation, sanctions may be applied to the enterprise up to the ban on its operation [10].

In order not to endanger the existence of this company, Roshen’s management has taken the following measures:

1. The labor protection service is created.
2. Regulations, instructions and other acts on labor protection are developed and approved in the corporation. The developed and approved documents establish the rules

of performance of works and behavior of employees on the territory of enterprises, in production premises, on construction sites and workplaces, provided by Art. 13 of the Law. Instructions and other documentation on labor protection are developed on the basis of provisions of the legislation on labor protection, standard instructions and technological documentation of the enterprise taking into account its type of activity.

3. Organized briefings on labor protection. Before the start of the new employee management in accordance with Art. 29 of the Labor Code is obliged to inform him under the schedule of working conditions available at his workplace, including all dangerous or harmful production factors that have not yet been eliminated, and the possible consequences of their impact on the health of the employee, as well as possible benefits and compensation for work in such conditions. In addition, when hiring, all employees must undergo introductory training, training, testing of theoretical knowledge, initial on-the-job training, internships and acquisition of safe work skills at the expense of the company.

4. Provide training and testing of knowledge on occupational safety. According to Art. 18 of the Law, employees engaged in high-risk work or where there is a need for professional selection, undergo special training and testing of knowledge of relevant regulations on labor protection. Such training on labor protection can be conducted both directly at the enterprise and by the training center. The commission may include persons who have been trained and tested for knowledge of relevant regulations on labor protection.

4. Provide training and testing of knowledge on occupational safety. According to Art. 18 of the Law, employees engaged in high-risk work or where there is a need for professional selection, undergo special training and testing of knowledge of relevant regulations on labor protection. Such training on occupational safety can be conducted both directly by the company and the training center. The commission may include

persons who have been trained and tested on the relevant regulations on labor protection, ie the corporation's own specialists, or invited consultants.

5. Ensuring medical examinations.

6. Provide employees with personal protective equipment.

7. To carry out attestation of workplaces. Such attestation should be carried out by the attestation commission which structure and powers are defined by the order on the given enterprise in the terms provided by the collective agreement, but not less often than once in 5 years. The procedure for conducting such certification is provided by the resolution of the Cabinet of Ministers of 01.08.1992 № 442. Information on the results of certification is entered in the card of working conditions.

#### **4.2 Ensuring the Corporation's reliability, security, and resilience in the emergency conditions**

Assessment of the resilience of Roshen Corporation to emergencies is carried out by modeling the vulnerability (nature of destruction, fire, damage to workers) of the object under the influence of emergency factors based on the use of the results of the calculated data.

The main striking factors of the emergency are: air shock wave, light radiation, penetrating radiation, radioactive contamination and electromagnetic pulse. All these impressive factors can affect the functioning of this company after the emergency to varying degrees. Therefore, it is necessary to assess the stability of the corporation in relation to each of the striking factors.

During emergencies, secondary impact factors can occur: fires, explosions, contamination with toxic and highly toxic substances of the area, atmosphere and water bodies, catastrophic flooding in the areas below the dams, etc. Secondary impact factors

of the emergency in some cases can have a significant impact on the operation of the object and therefore should be taken into account when assessing its stability.

These factors determine the main, common to the whole of Roshen Corporation ways to increase the sustainability of its work in emergencies namely:

- ensuring reliable protection of workers and employees from the impact of emergencies;
- protection of fixed assets from the impact of emergencies, including secondary;
- ensuring a sustainable supply of everything necessary for production
- planned products;
- preparation for the resumption of the broken production;
- increase the reliability and efficiency of production management.

Improving the stability of the research company in the emergency is achieved by early implementation of a set of engineering, technological and organizational measures aimed at minimizing the impact of the impact of emergencies and creating conditions for rapid response.

Engineering and technical measures usually include a set of works to increase the sustainability of industrial buildings and structures, equipment, utilities.

Technological measures increase the stability of the facility by changing the technological process, which simplifies production and eliminates the possibility of the formation of secondary affecting factors.

Organizational measures include the development and planning of management actions in the protection of employees of the corporation, rescue and emergency recovery work, resumption of production, as well as the release of products on stored equipment.



## CONCLUSIONS

Self-management as an important direction in the development of management science aims to implement the main management processes, self-management and management of own activity, management staff, teams. Self-management allows you to solve the issues of self-improvement of the company manager, perform tasks at lower cost, organize work more efficiently, get better results, reduce workload, reduce haste and stress, develop self-control over life situations.

A component of successful and productive work of the enterprise, division or individual employee is self-management, the basis of which is self-organization, the ability to manage their own resources (time, emotions), the ability to own the situation and be ready in the conditions of changes to cope with the risk and manage it. Given the pace of life, modern changes and constant pressure from competitors, self-management becomes an important tool for achieving the goals of any company, including Roshen.

The results of the study proved that the technology of self-management is a sequence of stages interrelated with its main functions. The first is the choice of goals and criteria for evaluating the result. Planning has the form of an algorithm of actions to achieve goals. And of course control of the obtained results at all stages of work, the purpose of which is to identify and eliminate shortcomings and deviations from the plan. It is necessary to pay attention to the factor of information coming from both internal and external sources, seeking to increase its relevance. In the technique of self-management considered by us each function corresponds to a certain methodology and the result in the course of their realization is reached.

In the qualification work it is proved that the optimization of self-organization of managerial activity of employees can be provided through the use of special technologies of self-management, aimed at the formation of skills of self-organization in the process of managerial activity of managers.

As a result of the conducted scientific work it is possible to draw a conclusion that application of social technologies of introduction of self-management will allow each employee of corporation constantly pay attention and time to self-education, which is a purposeful process for the development of the best, socially valuable personality traits. Creating our proposed conditions that allow us to organize classes for employees during the break, and the proposed ways to increase motivation will promote the development of staff self-training. Education of constructive self-organization and initiative activation of the employee will provide professional self-improvement and harmonious interaction in the organization, and competent the organization of time by the employee guarantees reduction a waste of time for the entire Roshen Corporation.

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## **APPENDICES**