

Staff Management Process Reengineering in the Context of Enhancing Disabled People's Opportunities to Enterprises Innovative Activities

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The modern practice of enterprise management requires dramatic changes, which is caused by the formation of an inclusive environment, increasing the dynamism of the labor market and increasing competition. Increasingly important for the efficiency of the enterprise is the use of innovation, knowledge embodied in the intellectual product. The reasons for the need for new approaches to management are related to changes in the business itself. Increased competition leads to an increase in the search for new management methods, especially in the area of personnel management, which in the long run requires appropriate management mechanisms based on a process approach in order to respond promptly and promptly to changing market conditions, improve the management system of partnerships and relationships with suppliers, achieving rapid response to consumer demands and improving product quality. The essence of reengineering of business process of personnel management as a modern concept of increase of efficiency of activity of the enterprise is investigated in the article. Business process reengineering is designed to create competitive advantages by systematically assessing processes, addressing the changing needs of potential and existing customers and requiring additional research to find new ways to improve reengineering in accordance with the specifics of domestic enterprises, especially in the field of personnel management. It was revealed that the innovative practice of enterprise management requires fundamental changes, which is due to the socialization of the world economy, aimed at improving the well-being of people with disabilities, reducing poverty and increasing the chances of finding decent work with adequate wages. The directions of including people with disabilities to innovative activities in the context of reengineering the personnel management process as one of the most important business processes of the enterprise are proposed.

Key words: reengineering, personnel management, business process, inclusive innovation, persons with disabilities, innovative activity, enterprise.

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Introduction. Current trends in economy development are connected with social and labour relations transformation under the influence of industrialization and digitization. All this inevitably affects the labour market, professions, which leads to changes in the requirements that are imposed on the employee during job connection. Disabled workers are less competitive in the labour market due to certain restrictions. The large number of disabled people in our country inevitably creates a problem of their job connection and employment due to different circumstances. First of all, it is the lack of physical ability to perform some functions inherent in a healthy person. In addition, this process is influenced by the directions of state legislative policy related to job quotas for this citizens category. Despite this issue actualization at all the governmental levels, at present the number of disabled people wishing to find a job exceeds the number of relevant jobs. The main barriers of disabled people's

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adaptation in our society are stereotypical thinking and outdated ideas about what people can and cannot do. People want to be effective and competent to develop themselves and move forward in their lives. Disabled people also share these desires if society allows them to achieve their goals and make their own choices, both in personal life and in work. Companies' chief executives need to recognize that disabled people – just like all other potential employees - have their aspirations, desires and career goals.

Thus, the modern practice of enterprise management requires dramatic changes, due to the world economy globalization, an inclusive environment formation, increasing the labour market dynamism and competitiveness growth. The reasons for the need for new approaches to management are related to changes in the business itself: the increasing importance for an enterprise's activities efficiency is the use of innovations, knowledge embodied in the intellectual product; fierce competition leads to increased search for new management methods, especially in the field of staff management, which is one of an enterprise's most important strategic resources, to ensure the effectiveness of which in the long run requires appropriate management mechanisms [1].

Problem statement. The fundamental foundations of the reengineering theory were laid down by the researches of M. Hammer, J. Champy, D. Ross, T. Davenport, M. Robson, Ph. Ullah and A. V. Sher. Thus, M. D. Aistova, S. V. Voitk, O. A. Havrysh, V. H. Herasymchuk, V. V. Derhachova, L. Ye. Dovhan, O. O. Ilchuk, I. M. Kreidych, A. V. Kozachenko, P. V. Kuteliev, I. I. Mazur, V. M. Marchenko, H. H. Savina, D. M. Stechenk, V. D. Shapir devoted their studies to the investigation of enterprises' business processes management. The problems of business processes reengineering were dealt with by domestic and foreign scientists B. Andersen, D. O. Baiura, J. Brendon, P. V. Brin, O. V. Vinogradova, G. Johanson, V. H. Yelyferov, V. V. Ivata, M. Klein, R. Manhanelli, P. Morris, R. Patiurel, L. M. Taraniuk, L. I. Fedulova, D. Harrington, M. D. Shapot.

Theoretical and methodological foundations on the problem of labour potential restoration and disabled people integration into the labour collective are investigated in the studies of O. Andrieieva, Yu. Blynkov, S. Vasin, O. Kolesnykova, A. Konovalov, N. Klushyn, T. Malieiev, O. Malysheva, A. Makarian, D. Nekypelov, D. Riazanov, V. Safonova, I. Syrnikov, V. Tkachenko, Yu. Khaustov, S. Rykk.

At the same time, the current problem state of staff management business processes reengineering requires a more detailed study of this issue, existing mechanisms improvement within the framework of disabled people's adaptation based on different entities interaction in order to better integrate them into innovative activities.

The purpose is to study the essence of staff management business process reengineering as a modern method to enhance disabled people in innovative activities and increase an enterprise's efficiency.

Results of the research. M. Hammer is considered to be the founder of the reengineering theory, who co-authored with J. Champy the book "Reengineering the Corporation: A Manifesto for Business Revolution". The definition of reengineering emerged in 1990 in the articles published by Hammer and Davenport and Short, which defined reengineering as a fundamental rethinking and business processes radical redesign to achieve improvements in an enterprise performance, such as cost, quality, service and rates [3].

As international companies' experience shows, business processes reengineering is used under the following mandatory conditions: the minimum number of a company's employees is 20 people (including at least 4 people hold managerial positions); a company actively supports innovative projects and innovations; a company has a fairly strong technological

infrastructure. Most often, international companies resorted to reengineering their activities in the following cases: high operating costs; quality of the services provided has not satisfied customers; low performance of middle managers; resources and responsibilities irrational allocation in order to achieve the most effective performance. In general, the Western companies experience shows that business processes reengineering itself does not require much time. Each project duration varies from 6 to 10 months. The period depends on the business type and structure and the goals that management sets for business processes reengineering.

Staff management business process reengineering is a radical renewal of staff management in the context of accelerating an enterprise's response to changes in consumer demands with repeated costs reduction of all kinds, which occurs under the condition of a coordinated team work of highly qualified, effectively motivated specialists who develop and implement innovative and creative ideas for competitiveness improvement, optimize workflows, increase productivity and product quality and post-production, and improve customer satisfaction.

Staff management business process reengineering does not include the adjustments of existing and gradual changes that do not affect the main structures or patching of individual holes in existing systems. Staff management business process reengineering is a rejection of constant procedures, fundamental rethinking and business process radical redesign in order to achieve a significant improvement in the quality of organization functioning. One of the mechanisms of staff management business process reengineering in the context of enhancing disabled people to innovative activities can be remote management.

Thus, today modern information systems allow to solve managerial tasks of almost any complexity, including in such field as management of employees working remotely. However, as in any management approach, this management type has its advantages and disadvantages. About 40 % of all the world companies use the work of remote employees to some extent. The problems and unconditional successes of remote control technology are evident over time, so it is important to pay attention to some details of this process. Doing a certain amount of work at home is often a necessity for people with intellectual work. Accountants, engineers, teachers and managing directors, as well as representatives of many other professions, often take work home. But this type of telework is a bit different from working at home on a full-time basis, so a specialist working remotely has to fulfill certain conditions. All new remotely managed employees will need a manager's close attention at the outset. A managing director should carefully instruct newly recruited employees and answer all their questions in detail. At this stage, a managing director should become a tutor for an employee, because the information provided through the communication means is much more difficult to absorb than in the case of personal contact. Employees should correctly accept the company's mission and what management needs. This is the key to all future relationships between an employee and a company. But one should not supervise too closely how an employee organizes his work. A manager needs to focus on the results and ways to improve the employee's productivity. An important point is the recruitment of top management people with a high professional level, everyone in their field, so that there are no problems with the fact that at the right time people will just sit, without making any decisions and not acting. Pointing to the need for control and timely tasks setting, it should be said that in a clearly defined period, for example, once a week, send their recommendations to the process and set tasks for employees for a certain period.

Consequently, one can distinguish the benefits that disabled people receive when teleworking:

- An opportunity to distribute working hours at one's own discretion;
- An opportunity to work at home or other comfortable conditions if the Internet is available;
- An opportunity to choose a work on one's own;
- Health promotion because it allows an employee to organize one's own working time based on one's own biological rhythm;
- Participation in the labour market of disabled people, people burdened with obligations, married women and women who have children, students and pensioners;
- An opportunity to ease the tension in society associated with the population's poor mobility;
- Increase in business activity and the population's employment, since the labour subjects can actually be in different regions;
- Elimination of an employee's inefficient and unnecessary permanent dependence on bureaucracy in organizations and managers' rigidity.
- Absence of office space rental;
- Absence of cost for workplace equipment;
- Payment for work only after its completion (receipt of the result);
- Flexibility in setting work schedules.

Thus, staff management business process reengineering is based on an approach of enhancing disabled people to innovative activities, which sets aside first modeling, and then changing the existing model by decisively eliminating inefficient functioning units. The consequences of the basic principles implementation of staff management business process reengineering are shown in Table 1.

Thus, the existing staff management processes improvement in an enterprise suggests the involvement of as few resources as possible in the process. In each task that is part of a process, one should reduce as many resources as possible, for example by combining tasks so that an employee performs the greatest number of them. The key challenge is to release employees and combine different functions to move entire establishment units out of the process. However, it is not always possible to turn the process into an integrated task. In some situations different process stages do not have to take place in different places. Sometimes one needs several employees, each of whom would perform separate process elements. In other situations, it may be inappropriate to train one employee with all the skills he or she will need to complete the entire process. Traditionally, employees have few skills and few time or training opportunities at an enterprise. That is why their work tasks are simplified. However, complex processes are required to bring them together. Enterprises have to put up with the inconvenience, inefficiencies and costs associated with complex processes to take advantage of such simplified tasks. In the case of reengineering processes must remain simple to meet the requirements of product quality, service level, flexibility and low cost, and simple work assignments become complex.

In the course of staff management business process reengineering, an analysis of the process implementation at the current moment of time and an improved model of execution development, as close as possible to the optimum, is carried out. An integral part is a transition plan development from the current to the modernized management model. A structural unit that will form a staff management organizational component, as an option, is proposed a staff development service. Its structure should include a human resources department, a labour and

salary planning and norming department, the social work department. This unit will be led by a Human Resources Manager who can simultaneously act as a Head of Personnel Department. The organizational structure and competence of staff development service is presented in Figure 1.

Table 1

The consequences of the basic principles implementation
of staff management business process reengineering

№	Basic principles	Consequences of implementation
1	Ensuring contractors' independence in making decisions within their competence	Contractors' independence in decision-making allows to minimize the number of vertical interactions (the contact between a contractor and a manager is significantly reduced) regarding a particular production of a process implementation.
2	The functions distribution between contractors of the divisions should be based on the current processes characteristics	The functions distribution between contractors of the divisions should be based on the current processes peculiarities, which will slow down the business process contractors previously assigned to them. The latter should act on the situation, ensuring the business processes convenience and success.
3	Excessive control and revisions elimination	Excessive control and revisions elimination will help to reduce costs, predetermine the cost of the finished product or service.
4	Matching processes optimization	Consentient processes optimization will help to minimize the time spent during the production processes.
5	The common information network usage by operating managers	The common information network usage by operational managers allows to improve managing directors' interaction with contractors and external space subjects.
6	Introducing the work of remote employees	Video conferencing with several employees at the same time.
7	Remote management	Maximum delegation of own authority and correct determination of an employee responsible for control in the area without a lead manager.

Thus, on the basis of establishing the main directions of changes in staff management organization and providing organizational support for their implementation for an enterprise, the following main components are proposed:

1. Local regulations development on labour motivation at an enterprise: on the basis of labour motivation developed strategy, in accordance with an enterprise development overall strategy, Labour Motivation Regulations, Internal Business Rules, Staff Regulations, Business Ethics Code, Dispute Settlement Procedure are adopted.

2. Job descriptions development for each workplace: on the basis of standard job descriptions, "own" job description packages are created and approved. In the job description, the following provisions should be enshrined: general provisions, competence, responsibility ranges, powers, qualification requirements, horizontal interactions in solving the issues of related competence.

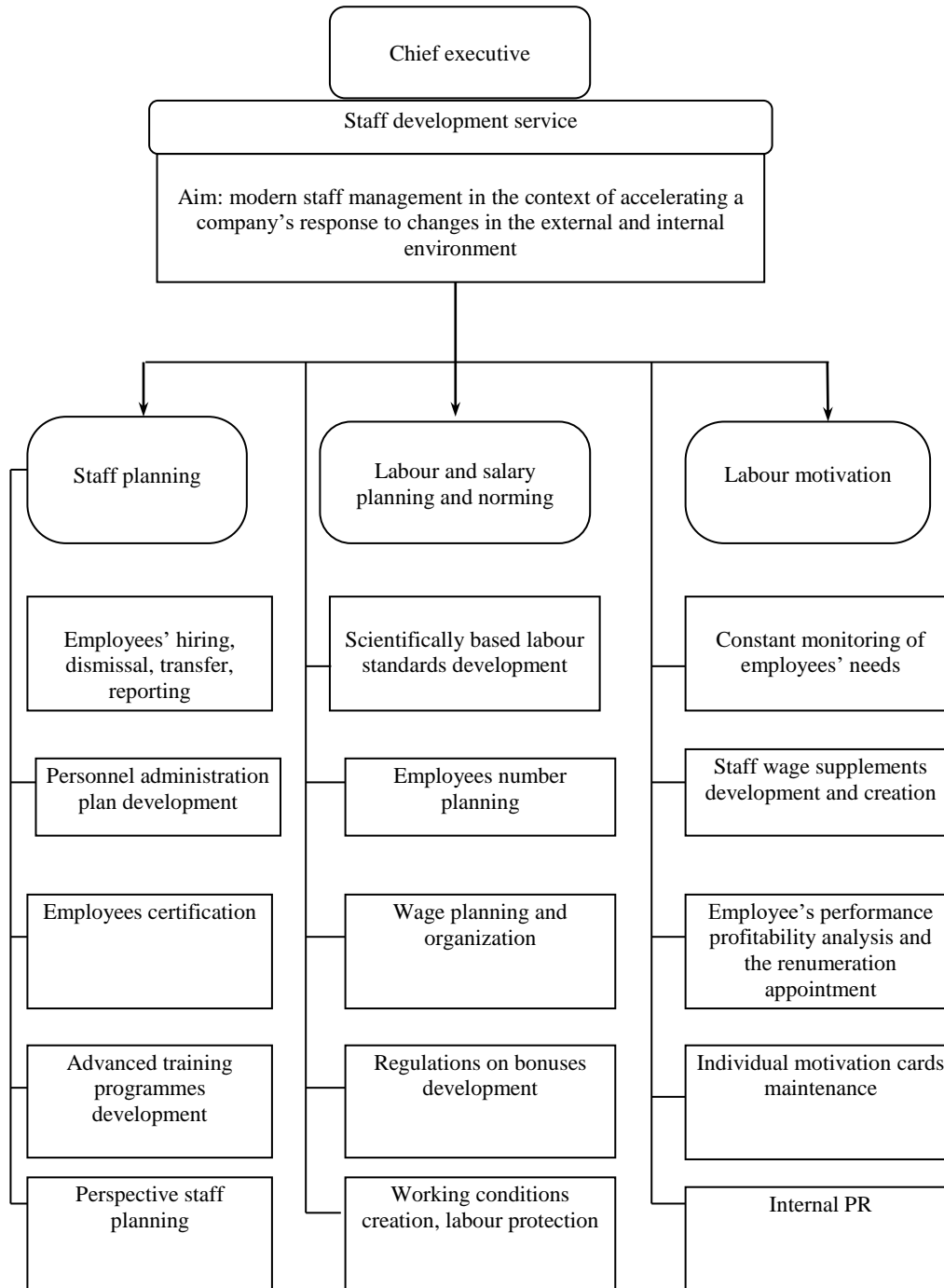


Figure 1. Staff development service structure after reengineering

3. Specifications and guidelines development on labour standards: on the basis of job descriptions and taking into account changes that have occurred as a result of restructuring, new labor standards are being developed. In their development, a scientifically based approach is needed, because the labour norm is both the labour measure and the consumption measure.

4. Staff certification, hiring, relocation: The Regulation on employees certification and certification committee is developed and approved, criteria for assessing a company employees' professional level and personal qualities, special tests, questionnaires are developed. There is an existing staff evaluation, future staffing needs planning, new employees hiring in accordance with the qualification requirements of job descriptions and evaluation criteria, employees relocation from one position to another.

5. Programmes creation for employees retraining and upgrading: as a result of restructuring at the enterprise, serious changes are needed that require new knowledge. In order to reduce employees number to be laid off and to reduce the costs of recruiting highly qualified new specialists, retraining programmes and employees advanced training are being developed, which determine the main directions of retraining and employees advanced training, as well as specific measures.

6. Labour organization: workplaces organization and equipment, document circulation streamlining and simplification through information technologies introduction, including the creation of access to the necessary information through a local computer network, team forms introduction of labour organization, favourable working and leisure conditions creation, flexible work schedules development.

7. Labour evaluation system development: on the basis of an enterprise development overall strategy, labour motivation strategy, Regulations on labour motivation, the Regulations on performance appraisals are developed, as well as instructions on labour reporting, these indicators are made public.

8. Material remuneration system development: on the basis of the Regulations on labour motivation and the Regulations on activity appraisal indicators, taking into account the specifics of changes in production and labour organization, remuneration system is developed, the Regulations on bonuses are approved.

9. Non-financial system development: employees' questioning in order to identify their needs and interests, development on the basis of the received data of noncash remuneration system and intangible incentives measures for employees.

Further, the following stages should be organized on the established basis of the organization of labour motivation: employees' needs monitoring; monitoring the state of work motivation; employees' career planning; results statement of each employee's activity through keeping individual motivation cards; creating a "corporate spirit" in an enterprise; carrying out trainings; permanent training programmes supporting; the employees' collectivist mood supporting. The main tendencies of personnel management development on the basis of motivation should be the following postulates: orientation to strategic approaches, attention to labour internal motives, the participatory approach realization to the motivation process, active development of economic and social-psychological methods of stimulation, consideration.

Thus, through the business processes reengineering, it occurs: the number of a company's staff reduction, while production volumes remain the same; reducing cost while maintaining the same volumes and quality of products; the number of management levels reduction; increasing the business value that attracts investors; raising the business cost in the industry; increase of an enterprise's profitability.

Carrying out business processes reengineering is a time-consuming and complex process that requires a full commitment and understanding of what is happening from its initiators and performers.

If it is successfully carried out, an enterprise receives a lot of advantages over competitors, strengthens its position in the market, improves economic efficiency.

After business processes reengineering, success is possible only in an enterprise where everything is built around processes, that is, process managers – not temporary project managers, but key managers, ensure the good status of processes for the long term; measurement systems focus not on the functional but on the process overall efficiency, and are associated with employees' rewards; all employees understand a company's processes and their personal contribution to its goals achievement.

Conclusions and prospects of further research. Summarizing the above, we can conclude that in today's turbulent external environment, it is advisable for enterprises to reorganize their activities on the basis of the process approach in order to respond timely and promptly to changing market conditions, improve the management of partnerships with suppliers, achieve rapid response to consumer demands improving product quality.

Reengineering should be undertaken on each key process, as they cover a huge number of business functions, providing significant benefits to an enterprise: reducing production costs by improving management efficiency, improving the products services quality, accelerating the new products development, minimizing customer response time and their processing, improving the service system as a whole.

Business processes reengineering is intended, first of all, to create competitive advantages by systematically assessing processes, identifying constantly changing needs of potential and existing customers, and requiring additional research to find new methods of reengineering improvement in accordance with the specifics of domestic enterprises, especially in the field of staff management, as the main factor of increasing an enterprise competitiveness.

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**Реинжиниринг процесса управления персоналом
в контексте активизации привлечения лиц с ограниченными возможностями
к инновационной деятельности предприятий**

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Современная практика управления предприятиями требует кардинальных изменений, что обусловлено формированием инклюзивной среды, повышением динамичности рынка труда и усилением конкуренции. Все большее значение для эффективности деятельности предприятия приобретает использование инноваций, знаний, воплощенных в интеллектуальном продукте. Причины необходимости появления новых подходов к управлению связаны с изменениями в самом бизнесе. Ужесточение конкуренции приводит к активизации поиска новых методов менеджмента, особенно это касается управления персоналом, для обеспечения результативности которого в долгосрочной перспективе необходимы соответствующие механизмы управления на основе процессного подхода с целью своевременного и оперативного реагирования на изменения рыночных условий, улучшение управления партнерскими и отношениями с поставщиками, достижения быстрого реагирования на требования потребителей и повышения качества продукции. В статье исследована сущность реинжиниринга бизнес-процесса управления персоналом как современной концепции повышения эффективности деятельности предприятия. Реинжиниринг бизнес-процессов призван создать конкурентные преимущества, систематически оценивая процессы, проявляя меняющиеся потребности потенциальных и действующих клиентов и требует дополнительных исследований по поиску новых методов совершенствования реинжиниринга в соответствии со спецификой отечественных предприятий, особенно в сфере управления персоналом. Выявлено, что инновационная практика управления предприятиями требует кардинальных изменений, что обусловлено социализацией мировой экономики, направленной на повышение благосостояния лиц с ограниченными возможностями, сокращение масштабов бедности и повышение шансов нахождения достойной работы с адекватной заработной платой. Предложены направления включения лиц с ограниченными возможностями в инновационную деятельность в контексте реинжиниринга процесса управления персоналом, как одного из важнейших бизнес-процессов предприятия.

Ключевые слова: реинжиниринг, управление персоналом, бизнес-процесс, инклюзивные инновации, лица с ограниченными возможностями, инновационная деятельность, предприятие.

Реінжиніринг процесу управління персоналом в контексті активізації залучення осіб з обмеженими можливостями до інноваційної діяльності підприємств

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Сучасна практика управління підприємствами вимагає кардинальних змін, що обумовлено формуванням інклюзивного середовища, підвищенням динамічності ринку праці і посиленням конкуренції. Все більшого значення для ефективності діяльності підприємства набуває використання інновацій, знань, втілених в інтелектуальному продукті. Причини необхідності появи нових підходів до управління пов'язані зі змінами в самому бізнесі. Посилення конкуренції приводить до активізації пошуку нових методів менеджменту, особливо це стосується управління персоналом, для забезпечення результативності якого в довгостроковій перспективі необхідні відповідні механізми управління на основі процесного підходу з метою своєчасного і оперативного реагування на зміни ринкових умов, удосконалення системи керування партнерськими і відносинами з постачальниками, досягнення швидкого реагування на вимоги споживачів і підвищення якості продукції. У статті досліджено сутність реінжинірингу бізнес-процесу управління персоналом як сучасної концепції підвищення ефективності діяльності підприємства. Реінжиніринг бізнес-процесів покликаний створити конкурентні переваги, систематично оцінюючи процеси, проявляючи мінливі потреби потенційних і діючих клієнтів і вимагає додаткових досліджень з пошуку нових методів вдосконалення реінжинірингу відповідно до специфіки вітчизняних підприємств, особливо в сфері управління персоналом. Виявлено, що інноваційна практика управління підприємствами вимагає кардинальних змін, що обумовлено соціалізацією світової економіки, спрямованої на підвищення добробуту осіб з обмеженими можливостями, скорочення масштабів бідності та підвищення шансів знаходження гідної роботи з адекватною заробітною платою. Запропоновано напрями включення осіб з обмеженими можливостями до інноваційної діяльності у контексті реінжинірингу процесу управління персоналом, як одного з найважливіших бізнес-процесів підприємства.

Ключові слова: реінжиніринг, управління персоналом, бізнес-процес, інклюзивні інновації, особи з обмеженими можливостями, інноваційна діяльність, підприємство.

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Література

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