

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

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QUALIFICATION PAPER

on the topic " PERSONNEL MANAGEMENT IN A MULTINATIONAL
CORPORATION "

Specialty 292 "International Economic Relations"

Student 4 Course
group IE-72a.en

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It is submitted for the Bachelor's degree requirements fulfillment.

Qualifying Bachelor's paper contains the results of own research. The use of the ideas, results and texts of other authors has a link to the corresponding source

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ABSTRACT

on bachelor's degree qualification paper on the topic
«PERSONNEL MANAGEMENT IN A MULTINATIONAL CORPORATION»
student Lobanova Anna

The main content of the qualifying bachelor's thesis is presented on 44 pages, including a list of used sources from 30 titles. The work contains 2 tables, 2 figures.

Key words: MANAGEMENT, PERSONNEL, SUBORDINATES, CORPORATION, MOTIVATION, HUMAN CAPITAL.

The purpose of the qualification paper is to study the management organization and performance of an international company in both theoretical and practical aspects.

The object of the study is the Apple Corporation.

The subject of the study is theoretical aspects and practical provisions of personnel management in the Apple Corporation.

In the process of research, depending on the goals and objectives, such methods of research of economic processes as analysis, synthesis, systematization and generalization, comparative method, logical method, observation, methods of induction and deduction were used.

The information base of the work is textbooks and books of domestic and foreign scientists, periodicals, Internet articles, reports of international organizations, scientific publications.

According to the results of the study, the following conclusions are formulated:

1. Modern concepts of personnel management are based on the recognition of the growing role of the employee's personality, on the knowledge of his motivational attitudes, the ability to form and guide them in accordance with the tasks facing the organization.

2. Determining factors for the success of leading TNCs are the level of personal and professional development of staff, their ability to learn and the need for self-improvement.

3. The use of innovative tools for personnel management of leading TNCs indicates the need to introduce, improve and disseminate coaching and mentoring.

4. Overcoming crisis situations depends on the methods of their analysis and the availability of specialists in the field of crisis management, who are able to properly motivate subordinates in this difficult time for the company.

5. Human resources directly affect the company's performance, and professionalism of staff becomes an important competitive advantage, which makes the company resistant to any external factors.

The results obtained can be used in the process of improving the management system at the enterprise.

Results of approbation of the basic provisions of the qualification Bachelor work was considered at the 2nd International scientific-practical conference “INTERNATIONAL ECONOMIC RELATIONS AND SUSTAINABLE DEVELOPMENT”.

Year of qualification work - 2021

Year of work protection - 2021

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TASKS FOR BACHELOR'S DEGREE QUALIFICATION PAPER

(specialty 292 " International Economic Relations ")
student 4 course, group IE-72a.en
Lobanova Anna

1. The theme of the paper is “Personnel management in a multinational corporation”
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2. The term of completed paper submission by the student is «20» May 2021
3. The purpose of the qualification paper is to study the management organization and performance of an international company in both theoretical and practical aspects.
4. The object of the research is corporation Apple.
5. The subject of the study is theoretical aspects and practical provisions of personnel management in the Apple corporation.
6. The qualification paper is carried out on materials of textbooks and books of domestic and foreign periodicals, Internet articles, reports of international organizations, scientific publications.
7. Approximate qualifying bachelor's paper plan, terms for submitting chapters to the research advisor and the content of tasks for the accomplished purpose are as follows:
Chapter 1 Theoretical aspects of personnel management in transnational corporations - 9 April 2021.
Chapter 1 deals with studying the formation of human capital and innovative management tools in TNCs
Chapter 2 Personnel management on the example of Apple - 26 April 2021
Chapter 2 deals analysis of the company as a whole and study of its management structure.

Chapter 3 Development and justification of recommendations and measures to solve problems at Apple Corp. - 13 May 2021

Chapter 3 deals with improving the management system in the company and management strategy during the crisis

8. Supervision on work:

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INTRODUCTION

In the formation of new management mechanisms focused on a market economy, enterprises need to work in a new way, taking into account the laws and requirements of the market, mastering a new type of economic behavior, adapting all aspects of production to the situation. In this regard, the contribution of each employee to the final results of the enterprise. One of the main tasks for enterprises of various forms of ownership is to find effective ways to manage labor, ensuring the activation of the human factor.

Most firms with foreign affiliates face the more difficult problem of taking into account international aspects of personnel policy than just domestic companies. For all the variety of approaches to human resource management in international corporations, most of them recognize the great importance of qualified personnel to ensure the growth of their enterprises abroad and achieve their goals.

The purpose of the qualification paper is to study the management organization and performance of an international company in both theoretical and practical aspects.

Research tasks:

- to analyze the theoretical aspects of people management in the corporation;
- to explore modern tools of personnel management;
- to analyze the activities of the selected corporation and the state of personnel management in it;
- to find ways to improve the management system in the selected company;
- to offer a model and management measures during the crisis at the analyzed enterprise.

The object of the study is the Apple Corp.

The subject of the study is theoretical aspects and practical provisions of personnel management in the Apple corporation.

The study of personnel management was carried out by such domestic and foreign scientists as O.V. Volkova, A.P. Yegorshin, A.M. Kolot, O.G. Melnyk, Yu.M. Schwalb, as well as P. Drucker, E.V. Maslov and T.V. Belorus.

In the process of research, depending on the goals and objectives, such methods of research of economic processes as analysis, synthesis, systematization and generalization, comparative method, logical method, observation, methods of induction and deduction were used.

The information basis of the work is textbooks and books of domestic and foreign scientists, periodicals, Internet articles, reports of international organizations, scientific publications.

1. THEORETICAL ASPECTS OF PERSONNEL MANAGEMENT IN TRANSNATIONAL CORPORATIONS

1.1. Human capital formation in multinational corporations

Human capital is one of the basic and main concepts of economics, which can describe and explain many processes of economic activity through their direct connection with the interests and needs of man. The theory of human capital today has sufficient scientific tools to determine the nature, types, methods of evaluation of this scientific category.

Human capital is the formation and development as a result of investment and accumulation of a certain stock of health, knowledge, skills, abilities, motivations, which is purposefully used in a particular area of economic activity, promotes productivity and thus affects the growth of income owner, enterprise profit and national income [2].

In the system of modern market economy, human capital should be considered as a form of human potential, which plays a system-forming role in determining the human resources of society - a set of labor, human and information capital. Human potential forms the basis for the formation of the country's labor potential.

We can say that human potential, and hence capital, plays a crucial role in the country's competitiveness, which is determined not only by the overall level of production and consumption, but also by its technological and innovative development.

Based on the formation of human potential, human resources are formed, the quality of which depends on the functioning of individual firms and enterprises, their competitiveness, and which itself depends on these enterprises, ie on the opportunities provided by them. Human resource development is extremely important for the national economy, as it directly affects the study of social infrastructure of society and ways of its transformation, which contribute to the training of new staff,

forecasting changes in demand for various professions in the labor market, which is an important direction modern economy.

Personnel policy (mechanism for developing goals and objectives aimed at maintaining, strengthening and developing human resources, creating a responsible, highly productive cohesive team capable of adequately responding to the ever-changing market demands) of prosperous Western companies, which is comprehensive, includes many areas. A special place in personnel policy is occupied by planning, the tasks of which include: determining the number and qualifications of the required employees, ways to attract them and the possibility of reducing redundancies; maintaining the knowledge of staff in accordance with the requirements of the organization and ensuring staff development; calculation of financial costs for planned personnel activities and; stimulating productivity and creating conditions for job satisfaction [2].

Personnel policy defines the goals related to the company's attitude to the external environment (labor market, relations with government agencies), as well as goals related to the company's attitude to its staff. Personnel policy is implemented by strategic and operational management systems. Tasks of personnel strategy include:

- raising the prestige of the enterprise;
- study of the atmosphere inside the enterprise;
- analysis of the prospects for the development of labor potential;
- generalization and prevention of the reasons for dismissal [3].

Personnel planning in international companies is to develop measures and forecast the parameters of personnel policy for a certain future in accordance with the purpose and objectives of working with staff and the development strategy of the company as a whole. The main purpose of personnel planning is to provide employees with jobs at the right time and in the right number in accordance with their abilities and production requirements.

The search for staff involves identifying from the total mass of labor supply the most suitable for the tasks assigned to applicants in accordance with the company's development strategy. Accordingly, there are external means of attracting staff, which

include: announcements through the media, offers of employment, employment organizations, related companies, educational institutions, employees of corporations; and internal means of recruiting staff, which include job vacancies in the in-house media, a reserve for nomination and an in-house combination of positions. After studying the application data submitted by the candidates and making a decision on the interview, the stage of personnel selection begins, which consists in studying and analyzing the application data submitted by the candidates, as a result of which a decision is made to hire a potential employee.

The selection of staff includes a number of successive stages, such as preparation of personal and autobiographical data, analysis of recommendations and track record, interview, review of professional suitability, medical control and hardware research, analysis of exam results and conclusion on professional suitability and hiring decisions. At each of the stages, a part of the applicants is eliminated due to their non-compliance with certain requirements. The use of all stages ensures a minimum of errors in the selection of staff and depends on the level of vacancies.

The final phase of the search and selection of personnel, in the process of which the final clarification of the future relationship between the company and the employee, is the hiring of personnel. At this stage, the rights and responsibilities of both the firm and the employee are defined; there is a signing of an employment (agreement) contract and the issuance of an order (instruction) for persons who have signed an employment agreement (contract).

In the context of globalization of the world economy, the general principles, forms and methods of personnel formation are not stable. The world's leading companies have accumulated considerable experience in the formation, redistribution and rational use of company personnel. Most HR functions in international and local companies are similar. However, there are certain features that distinguish the formation of staff of international or global companies, due to the specifics of their work at any regional scale, the involvement of expats, the formation of international teams, recruitment and motivational programs. The study of the experience of personnel formation of an international company will allow to extract the best

national models of personnel management and determine the possibility of their application in domestic enterprises.

Recruitment and adaptation of new employees is of great importance for the activities of multinational companies, because it is at this stage that their human resources are formed. At the same time, there is a problem of the optimal ratio of the number of new employees (primarily young professionals) and those who already work in the company. Therefore, the process of recruitment and selection is quite complex and time consuming. Working with young professionals, its forms and methods largely depend on the organizational structure of the company and the specifics of production.

For example, in many Japanese car companies, their sales and intelligence skills play a crucial role in enrolling university graduates. Coming to work, the young manager undergoes a short training course on general management issues. After attending a two-week course of introductory lectures and a week-long maintenance course, he undergoes a month-long internship at a design office, then works in the production department for a month. The young specialist has a staff of 5 employees and 2 secretaries.

Very much attention is paid to foreign TNCs in the process of adaptation of new employees, which foreign specialists define as a mutual adaptation of the employee and the organization, based on the gradual entry of the employee into a new professional, social and organizational-economic sphere of work. The following aspects of adaptation are distinguished [3]:

- 1) psychophysiological - adaptation to new physical and mental loads;
- 2) socio-psychological - adaptation to a relatively new society, norms of behavior and relationships;
- 3) professional - gradual improvement of working abilities;
- 4) organizational - mastering the role and organizational status of the workplace and departments in the overall organizational structure, as well as understanding the features of the organizational and economic mechanism of management of the firm.

The dynamic development of the economy in recent years has led to the introduction of new systems of personnel certification in TNCs using the following methods: questionnaires, interviews, testing, surveys, staff capacity assessments, seminars. The most important characteristics of the employee are considered to be his mental abilities, ability to work in a team, desire and ability to perform production tasks, as well as personal traits. In the process of certification, the abilities of the employee are evaluated, in particular professional, social, creative, and experience and knowledge are evaluated taking into account the general and special education, work experience.

Many multinational companies use the services of large consulting firms to assess the quality of their employees. The method of psychological analysis with the use of graphology, physiognomy and other non-traditional methods of assessing a person's personal characteristics is widely used in US companies [5]. In Japanese corporations, the following methods are used in the selection of candidates for vacant positions [3]:

- 1) study of biography;
- 2) personal file data;
- 3) expert assessments in the form of questionnaires;
- 4) performance of written tasks (in the form of project development);
- 4) oral exams (interviews, interviews, group discussions).

The obtained results of attestation of employees are necessary for the forecast of their further use, which is reflected in the planning of business careers of managers.

1.2. Innovative tools for TNC personnel management

Personnel management is a complex concept that covers a wide range of issues: from the development of the concept of personnel management and employee

motivation to organizational and practical approaches to the formation of the mechanism of its implementation in a particular organization [1].

Modern concepts of personnel management are based on the recognition of the growing role of the employee's personality, on the knowledge of his motivational attitudes, the ability to form and guide them in accordance with the tasks facing the organization.

In international companies, management activities have a certain specificity, although its essence, as in national companies, is to establish effective cooperation between employees. However, because the employees themselves are citizens of different countries, there are additional problems in personnel management, including language and cultural barriers, differences in values, behavior, beliefs, and so on. Similar new problems arise in the implementation of other management functions: planning, organization, leadership, control. The essence of HR-management in international companies is that it is a process of applying management concepts and tools in an intercultural environment and, thus, obtaining additional benefits and time savings. And the object of HR-management is the staff of international companies. Thanks to better management, compared to national companies, they not only increase their presence in international markets, but also actively influence the development of international business, the activities of national firms in world markets.

The personnel management system in international corporations is a set of subsystems of management elements and their relations, naturally connected into a single whole, which delimit the areas of personnel management at different levels.

The personnel management system in the structural units of international corporations includes a number of subsystems, each of which consists of elements that have independent significance and contribute to the solution of a common problem [12].

The complexity of the process of managing people in the field of foreign economic activity is that the manager must not only rationally use the professional potential of its employees, but also to promote its growth. Particular attention should

be paid to employees, on whom depends the development and implementation of enterprise policy in all areas of activity, strategic thinking and, finally, the effectiveness of enterprise management in general.

International corporations are large financial and industrial, scientific and technological, trade and service associations, which are characterized by a combination of production in the home country with a broad system of operation abroad. The corporation's headquarters manages the basic parameters of the subsidiary's operations, including personnel management issues based on the corporation's policy, which is developed by the parent company.

International corporations are intensively implementing new human resource management strategies, which include:

- implementation of new scientific and technical concepts based on changes in demand in the markets of finished products;
- transformation of the principles of personnel management at the level of relations between the parent and subsidiary companies of international corporations [16].

Determining factors for the success of leading TNCs are the level of personal and professional development of staff, their ability to learn and the need for self-improvement [17, p. 51]. Experts argue that traditional methods of staff training (courses, seminars, trainings, counseling) are quite effective, but can not ensure effective effectiveness of their behavioral skills, the development of which requires closer human contact, certain experiments and high-quality feedback, will give impetus to further development companies. However, modern conditions require continuous development, and this can be ensured only directly in the process of work, provided the use of innovative tools for staff development - coaching, mentoring (mentoring). We understand coaching as the process of developing the potential of employees, which contributes to increasing their productivity and successful operation of the company [17, p. 52].

Similar to coaching is mentoring technology - a form of training in which the mentor passes on to the ward his skills and experience - from a professional to a

young worker. Unlike coaching, this process is longer and requires more tools. Usually, a mentor is a qualified specialist who works in the company for a long time and can introduce a new employee to the course. Mentoring covers a comfortable process of adaptation in the team, promotes professional development of the employee, evaluating the activities of new employees during the probationary period [19].

Coaching differs from mentoring primarily in that the coach asks the right questions and helps the employee to find answers to them. The coach does not give ready-made recommendations on how and what to do, but on the contrary, his goal is to bring the client to solve the problem on his own. The main tools in the work of a coach are constructive dialogue. In domestic practice, mentoring technology is more often used. Coaching is a more effective, although more complex and expensive method of personnel management, and it is used in the practice of well-known European retailers (Schwarz Unternehmenstreuhand KG (Germany), Carrefour S.A. (France), REVE Group (Austria)) [21, p. 164].

It is important to highlight another progressive approach to personnel management - Investors in People (translation of the standard "Investors in People") - an innovative system of quality management, integration of human management strategy into the management strategy of the organization, the international standard of quality management in order to more effectively achieve the goals and objectives of the enterprise. The concept of the standard allows to build in practice an effective management system, to optimize the organizational structure of the enterprise, strategies for planning, training and development; use intangible factors of motivation and technology to assess the effectiveness of staff, increase the efficiency of internal communications, achieve harmonization in the interaction of managers and employees in order to ensure higher performance in the enterprise.

Factors that distinguish human resource management in international operations from the management of these resources in a particular country.

1. Disagreements in labor markets. Each country has its own characteristics of the structure of labor and costs, and multinational companies can benefit from having

access to labor in different countries. For example, General Motors' upholstery plant in Mexico employs low-skilled workers, while IBM's research unit hires skilled physicists in Switzerland. When companies turn to foreign resources or markets, the same product can be made differently due to differences in labor markets.

2. Problems of labor movement. When people move to another country, people face legal, economic, physical and cultural barriers. But multinational companies, on the other hand, benefit from the relocation of labor, especially when differences in labor markets lead to a shortage of needed professionals. In such cases, companies are often forced to develop their own methods of recruiting, training, paying and stimulating employees, their transfer from place to place.

3. Management style and practice. Management styles are treated differently in countries. Proof of this - almost different social norms of the relationship between employees and administration. Similar discrepancies can strain the relationship between the staff of the parent company and its subsidiary or reduce the efficiency of the manager abroad compared to his productivity in his country. At the same time, acquaintance with the national peculiarities of personnel management makes it possible to transfer positive experiences from one country to another.

4. National orientation. Although the company's list of goals may include high efficiency and global competitiveness, its staff (both employees and managers) may place greater emphasis on national rather than global interests. Some methods of working with personnel will help to overcome the narrow national orientation, but if nationalism dominates, then other ways of adjusting the conduct of operations will be needed.

5. Control. Factors such as territorial remoteness and specific features of foreign activities make it difficult to control it, so to ensure production management in foreign branches of the company it is sometimes necessary to adhere to clearly established principles of personnel policy. However, the distance and specificity of the country can complicate the company's application of the personnel policy that it prefers, and force it to use a variety of policies [11].

The use of innovative tools for personnel management of leading TNCs indicates the need to introduce, improve and disseminate coaching and mentoring among more domestic enterprises. A company that is able to master the international experience of coaching, can gain a number of competitive advantages in the Ukrainian market [20, p. 74].

An important area of improving the process of personnel management is the use of opportunities that create information and communication technologies. Currently, software products for personnel management have reached a new quality level and include not only the means of collecting and accounting data from personnel, but also the functions of modern HR-management: performance management, competencies, training and development, recruitment, benefits and compensation, loyalty , organizational changes, as well as career planning, archiving. The functionality of such software products allows to significantly increase the number of users, which is especially important for organizations with a complex, hierarchical management structure.

2. PERSONNEL MANAGEMENT ON THE EXAMPLE OF APPLE INC

2.1. General information about Apple Inc.

Apple Inc. (formerly Apple Computer, Inc.) is an American technology company with an office in Cupertino, California, that designs and develops consumer electronics, software and online services. It is the first American company with a capitalization of more than \$ 1 trillion. This happened during the trading of the company's shares on August 2, 2018.

Apple Inc. is the world's largest company in the field of information technology in terms of revenue, the world's largest technology company in terms of assets and the world's third largest manufacturer of mobile phones. Apple Inc. is a public company; its shares are traded on the NASDAQ and the London Stock Exchange.

Lifestyle is a spirit, ideology and lifestyle. No computer company has been able to create such a cohesive and cohesive subculture of users.

The famous Apple Inc. logo was invented in 1977 by designer Rob Yanoff, then art director of Regis MacKenna. Depicting a bitten apple, he decided to beat the term byte (a unit of information and at the same time the verb "bite").

Apple Inc. was founded in California on April 1, 1976 by Steve Jobs, Steve Wozniak and Ronald Wayne, who assembled in the mid-1970s their first personal computer based on the MOS Technology 6502 processor - Apple I.

Apple I was not the first computer to be programmed. The right of priority belonged to the Altair 8800 computer, which was created by an amateur and distributed through catalogs in 1974. However, Altair was not technically qualified as a "personal computer" because it did not allow data to be collected and retrieved using user programs.

In the late 1970s and early 1980s, the Apple II, released on April 16, 1977, was the world's most common personal computer at the time. It had color graphics and an open architecture, using magnetic tapes instead of magnetic tape cartridges. More than 5 million Apple II computers have been sold.

In the late 70's Apple already had a staff of computer designers. In May 1980, the company released the Apple III, trying to compete with IBM and Microsoft.

The first model - iPhone 2G, appeared on the market, became a real sales hit, despite the fact that it was inferior in many technical characteristics to its main competitors (Nokia N810, BlackBerry 8800). Despite the great success of the first model, Apple Inc. marketers and product managers spent millions of days studying forums dedicated to their offspring, millions of enthusiastic letters, which also contained comments and suggestions.

Having launched the second and then the third iPhone, which do not differ in shape, size or weight, they continue to win the hearts of both new consumers and adherents of the brand. Part of the success of the iPhone in the mobile phone market can be explained by attention to the wishes of its customers. This result is difficult to achieve without a strong brand with a bright identity, as well as effectively organized channels.

Prior to the launch of the iPhone, subscribers who were dissatisfied with their cellular operator or wished to change their previous contract came to the cellular salon. iPhone stood out among the smartphones on the market at that time. It was the first smartphone to be fully controlled by fingertips on the Touchscreen, ie without unnecessary "intermediaries" such as a keyboard or stylus. And if you take into account that the iPhone was recognized as the most comfortable smartphone for Internet access, then this type of touch managers is perceived by the owner as a direct and immediate control contained in the device information, or even the same information environment, "global universe".

Until January 9, 2007, the official name of the corporation for more than 30 years was "Apple Computer". The rejection of the word "Computer" in the name demonstrates the change of the main focus of the corporation from its traditional market of computer equipment to the market of consumer electronics.

From the Table 2.1. one can conclude that the main products of the corporation are personal computers, laptops, telephony, tablets, watches, headphones and small appliances for the home. The company also produces accessories for equipment and

deals with various software and programs. In 2020, rumors began about the upcoming release of the car by the corporation. So, in the future it is possible that Apple Inc. will begin to produce cars, and somewhat diversified.

Table 2.1. - Apple's Inc. product range for 2020 (developed on the basis of [28])

Model	Model
March 18	iPad Pro (11") (2nd gen)
	iPad Pro (12.9") (4th gen)
	Magic Keyboard for iPad
	MacBook Air (Early 2020)
April 24	iPhone SE (2nd gen)
May 4	MacBook Pro (13") (Mid 2020)
August 4	iMac with Retina 5K display (27") (Mid 2020)
September 18	Apple Watch Series 6
	Apple Watch Hermès Series 6
	Apple Watch Nike Series 6
	Apple Watch SE
October 23	iPad (2020)
	iPad Air (2020)
	iPhone 12
November 13	iPhone 12 Pro
	iPhone 12 Mini
November 16	iPhone 12 Pro Max
	HomePod Mini
November 17	Mac Mini (2020)
	MacBook Air (Late 2020)
	MacBook Pro (13") (Late 2020)
December 15	AirPods Max

Among laptops, Macs are the most popular. Since Apple Inc. switched its computers to the Intel platform, laptop sales have grown significantly.

Simplicity and clarity are the main criteria that are constantly emphasized when advertising Apple Inc. products. Throughout its history, Apple has repeatedly introduced products and capabilities that previously did not exist, or through them the whole industry has made a significant leap forward.

To optimize the tax burden, Apple Inc. creates multi-level corporate structures in countries with low tax rates and transfers funds between them. The company's tax optimization strategy is known as "Double Irish with a Dutch Sandwich". This scheme allows you to withdraw profits to Ireland, the Netherlands and the Caribbean. For example, much of Apple's Inc. business in Europe is conducted through the company's Irish division, which ultimately produces up to 30% of corporate profits. In total, about 70% of Apple's profits are earned outside the United States, despite the fact that the company's headquarters and major design and development centers are located in this country. In the United States, the corporation is actively using domestic tax offshore: its headquarters are located in California, but most of the taxes Apple Inc. pays in neighboring Nevada, where the tax rate on a number of transactions is zero.

Table 2.2. - Economic indicators of the corporation (developed on the basis of [27])

Year	Income, mln.USD	Net income, mln.USD	Total assets, mln. USD	Employees
2000	7,983	786	6,803	no data
2001	5,363	-25	6,021	no data
2002	5,742	65	6,298	no data
2003	6,207	69	6,815	no data
2004	8,279	274	8,050	no data
2005	13,931	1,328	11,516	14,800
2006	19,315	1,989	17,205	17,800
2007	24,578	3,495	25,347	21,600
2008	37,491	6,119	36,171	32,000
2009	42,905	8,235	47,501	34,300
2010	65,225	14,013	75,183	46,600
2011	108,249	25,922	116,371	60,400
2012	156,508	41,733	176,064	72,800
2013	170,910	37,037	207,000	80,300
2014	182,795	39,510	231,839	92,600
2015	233,715	53,394	290,345	110,000
2016	215,639	45,687	321,686	116,000
2017	229,234	48,351	375,319	123,000
2018	265,595	59,531	365,725	132,000
2019	260,174	55,256	338,516	137,000
2020	274,515	57,411	323,888	147,000

The main difference between Apple Inc. and other companies was, of course, Steve Jobs, or rather his participation as head of the company in the fate of any development and innovation. It is known that all decisions were made by him in a flash and were based on personal preferences.

Apple's Inc. development history clearly confirms that switching to well-defined goals, such as developing innovative products and technologies, will allow companies to regain lost market position.

The new competitive position must be based on the key competence and unique skills of the company, otherwise competitors can easily repeat your actions.

2.2. Apple Inc. management system analysis

Professional management at Apple Inc. was organized by its founders - Steve Jobs and Steve Wozniak. However, the last word in making any decisions was always for S. Jobs. Steve Jobs' creative personality has transformed Apple Computer into the way we imagine it today - an innovative company that is always ahead of the field of information technology.

When Jobs headed the company again, its structure was typical of an organization of this size and focus. It consisted of economically independent units (business units). For example, the Macintosh Group, the Information Devices Division, and the Server Products Division were headed by various general managers. As is often the case with decentralized business units, they often clashed, in particular over transfer pricing. Believing that traditional management stifles innovation, Jobs fired all general managers (in one day) in the first year after his return, abolished the division into business units and merged their separate functional departments into a single structure (see Box "Apple's Functional Structure").

For a company as large as Apple at the time, moving to a similar structure is commonplace. Surprisingly, Apple still retains it, having managed to increase revenue 40 times and becoming much more complex than in 1998. First vice

presidents are not responsible for products, but for functions. The current head of Apple, Tim Cook, like Jobs before him, occupies the only position in the organizational hierarchy, where the design, development, operations, marketing and sales of all major products of the company converge. In fact, apart from him, the company does not have traditional business leaders - people who would control the entire process from development to sales and were responsible for profits and losses.

The history of business and the theory of organizations show that as growth and complexity, commercial firms must move from a functional structure to a divisional one, so that responsibility and control are distributed evenly and there are no "traffic jams" (this happens when all decisions are made at the top). When business leaders are in full control of key functions, they can best respond to customer needs and achieve maximum results, and top managers have the opportunity to assess the quality of work. Historian Alfred Chandler, who worked at Harvard Business School, noted that American companies such as DuPont and General Motors began to move from a functional structure to a divisional one in the early twentieth century. By the middle of the century, most large corporations had followed this path. Apple's Inc. example shows that the traditional way is not mandatory at all, and the functional structure gives business advantages in the face of great technological changes and transformation of the industry.

Apple's Inc. commitment to the functional model does not mean that the company's structure has not changed at all since 1997. It was adjusted as the importance of AI and other technologies increased [26].

The functional structure assumes that each governing body specializes in performing individual functions at all levels of government.

Following the instructions of each functional body within its competence is mandatory for production units. Decisions on general issues are made collectively. The functional specialization of the management apparatus significantly increases its efficiency, as instead of universal managers, who must understand all the functions, there is a headquarters of highly qualified specialists.

The main advantages of the functional structure:

- high competence of specialists responsible for the implementation of specific functions;
- release of line managers from solving many special issues and expanding their capabilities for operational production management;
- use of experienced specialists in the work of consultations, reduction of the need for general specialists;
- reducing the risk of erroneous decisions;
- elimination of duplication in the performance of management functions.

The disadvantages of the functional structure include:

- difficulties in maintaining constant relationships between different functional services;
 - long decision-making procedure;
 - lack of mutual understanding and unity of action between functional services;
- reduction of responsibility of executors for work as a result of the fact that each executor receives instructions from several heads;
- excessive interest in the implementation of the goals and objectives of their units;
 - reduction of personal responsibility for the end result;
 - the complexity of monitoring the process as a whole and for individual projects;
 - relatively rigid organizational form, hardly reacts to changes.

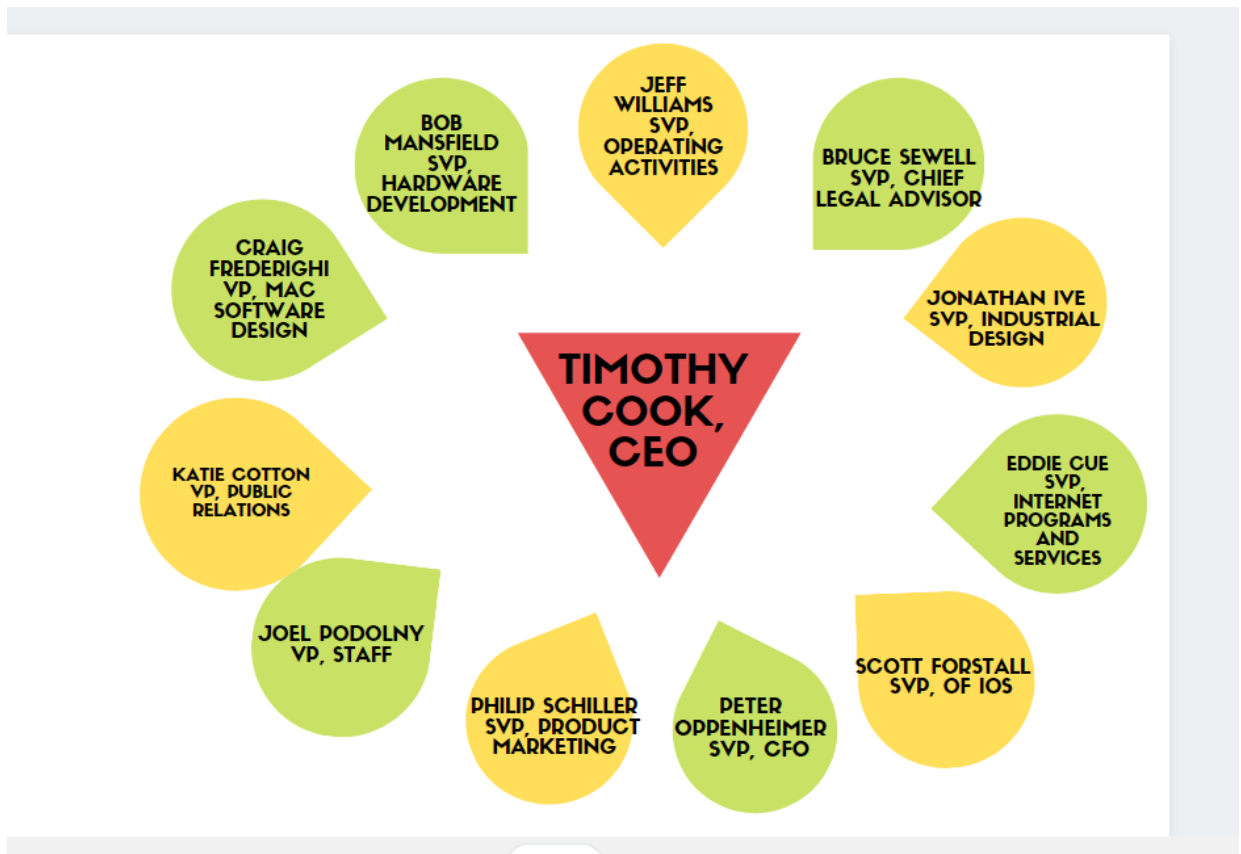
An unusual organization has an unusual structure. At the center is Tim Cook, CEO, and others accountable to him, and this is just one of the many differences between Apple Inc. and other corporations (Figure 2.1.).

The functionality allows teams to collaborate with each other, and Apple Inc. can create things like a single integrated access to data and applications across the entire line of Apple devices, or like using a chip designed for the Apple Watch in the new TouchBar. And all this because managers are responsible for "software development" and "hardware development", not for specific products.

However, the top management of huge multinational corporations does not try to manage them with a functional structure - because no matter how beautiful it sounds, in practice it is very difficult to implement such a scheme on such a scale.

Apple Inc. does not have a staff list or tariff grid.

The company has an electronic Apple Directory, which lists the name of each employee, group, manager, location, email address, number, photo.



List of abbreviations:

VP - Vice President

SVP - Senior Vice President

CEO - Executive Officer

CFO - Chief Financial Officer

Figure 2.1. - Organizational structure of Apple Corporation (developed by the author based on [25])

The company is run by executive managers, a small group of presidential advisers, and is assisted by a team of less than a hundred vice presidents. Leaders

have limited power, but they are not expected to have any extraordinary knowledge or skills. Apple Inc. employees typically see in constant motion: they run from building to building, hurrying to meetings that begin and end exactly on schedule. At Apple Inc., very small teams work on very large projects.

Apple's Inc. attitude to career growth is another example of how a company acts against the norms. The company encourages employees to sit in the places they already occupy, because that is where they work best.

Apple Inc. maintains secrecy at a time when the dominant trend in business is transparency.

The functionality of the Apple Inc. structure has pros and cons. The plus is that all employees work together and this leads to the fact that the devices created within the company's walls in theory work in unison. This is the key to the success of the Apple Inc. ecosystem.

The disadvantage is obvious, over time there are a number of devices and services that are difficult to control, for their success and sales in fact no one is responsible, as a result it leads to the abandonment of entire product lines. Apple Inc. is forced to simplify, cut and to some extent "dulls" its devices.

A special place in the corporation is occupied by the involvement of employees who professionally perform their duties and are able to achieve the goals of the organization, namely, to manufacture products or provide services of appropriate quality. For each employee of the company to have the desire to achieve the goals of the organization, he must be motivated to do so, and the effectiveness of motivation depends on personal characteristics and, above all, on its value orientations. Therefore, the trend of modern management is the reorientation of personnel management methods to methods that affect work behavior through in-depth motivation of employees

Staff motivation occupies one of the central places in the management system of any socio-economic object. Personnel motivation is one of the management functions along with other management functions, such as planning, organization, control, decision making [23, p.59].

"Motivation is a set of internal and external forces of movement that motivate a person to activity, set boundaries and forms of activity and give this activity a direction that focuses on achieving certain goals" [24, p. 144].

In order to increase the effectiveness of motivational measures, business leaders need to follow certain rules: develop and maintain self-esteem in employees, give them more opportunities to feel independent and control the situation, encourage them to achieve intermediate goals, show constant attention from management, maintain reasonable internal competition and enable employees to feel winners.

For example, "even the most successful companies in the world need to motivate their employees to get the best level of work. The international brand "Apple" is no exception. One of the types of staff motivation in this company is material motivation. The basic monetary motivation in a company - the "opportunity to create wealth" is the result of owning shares of the company. Most Apple Inc. employees receive promotional grants. By focusing on promotions, management makes it clear to employees that individual contribution is important only against the background of the overall success of the company. This approach focuses the employee more on achieving overall corporate success than on individual results. Individual remuneration is based on performance and consists of a grant of shares and a cash premium of up to 30% of the basic salary "[25].

However, bonuses and pay are not the primary role in motivating staff in the company. The main factors motivating, attracting and retaining talent are exciting work. What really appeals to the company's work is the discount on Apple Inc. products that are given to every employee of the company. These discounts support and strengthen the corporate focus on the product, thereby increasing the success of both the company and each employee [25].

Thus, motivation is primarily the desire of a person to a specific action in which he feels the need, but is not able to proceed to it and perform independently. At the same time, work motivation embodies the desire of the employee to meet their needs or is a set of internal and external driving forces that motivate a person to work and give this activity a focus that is focused on achieving certain goals.

3. DEVELOPMENT AND RATIONALE OF RECOMMENDATIONS AND CORRECTIVE ACTIONS IN THE MANAGEMENT SYSTEM AT APPLE INC

3.1. Improvement of the management system in Apple Inc.

Solving management problems requires focusing on the details, details that characterize both these problems and the tool for solving them. However, analyzing the reasons for business success or failure, usually look for their source in several "grand" solutions. At the same time, the impact of one wrong decision, which covers all the activities of the enterprise, can not be offset by many correct but local decisions. Having focused the attention of individual managers on a limited range of narrow problems, it is difficult to combine their work with a comprehensive plan, ensuring the focus and consistency of all management staff. However, the analysis of the activities of powerful enterprises confirms that each of them succeeded by restructuring in the target orientation and major structural transformations.

Management efficiency is the cooperation of people in a consistent movement towards a common goal, the value of which exceeds the cost of resources, energy or effort. The target aspect of efficiency is very difficult to separate from cost-effectiveness, as the formation of two aspects of management efficiency is equally determined in organizations by the following circumstances: the quality of goal setting; the adequacy of the adopted strategies to the set goals; the level of staff motivation; economy of used resources; processes of personnel interaction at different levels of the hierarchy; creativity and competencies of top managers, their ability to learn and manage knowledge, etc.

The main goal of effective management is to ensure the formation and functioning of such a state of the managed system (organization), which to the maximum extent possible meets the requirements of the external environment of the organization and the most efficient use of resources and capabilities of the internal environment.

The main areas in which the improvement of the enterprise management system is: improvement of the organizational structure of enterprise management; improving the organization of management and business through the improvement of the system of enterprise planning, accounting and control over the main indicators of the enterprise; optimization of economic management of production resources and stocks; improving the efficiency of management of innovation processes, and most importantly is improving the quality of products produced by the enterprise.

Ways to improve the management system of the enterprise should focus on:

- a comprehensive procedure for improving the management system of the enterprise and all its components in order to ensure the effectiveness of organizational, personnel and technical decisions, decision-making processes and improve information flows;
- introduction of management due to automation of the production process of the enterprise;
- improvement of organizational structures of enterprise management by using modern forms (program-target adaptive, etc.);
- improving the management information system in order to improve the quality of information, as well as the possibility of its rapid use;
- the use of computer technology and automation to improve the quality of production, technical and economic level;
- cooperation within the country with foreign partners for the best level of quality of development of modern management system at the enterprise.

So, in order to improve the management system at Apple Inc., you first need to approach this event in a balanced and comprehensive manner. The second step is to carry out greater automation if possible, if the company really needs it. Since Apple Inc. is a rather secretive company and does not disclose much information, it is very difficult to understand whether it is necessary to automate more production processes.

Next, it is necessary to improve the organizational structure, as it has certain disadvantages, which were mentioned in the second section. The fact that over time there are a number of devices and services that are difficult to control, for their

success and sales in fact no one is responsible, as a result, this leads to the abandonment of entire product lines. It is sometimes possible to bring together specific groups of employees and departments when developing new software or products to work together and work better and more efficiently to produce a flawless product.

Regarding the improvement of the management information system, even if it is currently acceptable, it may become obsolete in a few months. The management information system constantly needs modifications and improvements in order to work as efficiently as possible. Since Apple Inc. is a technology giant, the management information system must also be at the highest level. This also applies to the use of computers and automation tools.

Apple Inc. works with some partners inside and outside the country (manufacturing or assembling components in China). Since the latter process is well-established and it makes no sense to transfer it to other states. But to find new suppliers or partners within the country, cooperation with which will be more profitable makes sense.

We also advise the company to conduct structural diagnostics of personnel. Since the corporation already has experience in holding such an event and such diagnostics at Apple Inc. has allowed to increase production and increase sales.

Structural staff diagnostics allows you to assess the real organizational structure of management, identify its type, advantages and disadvantages, assess the performance of managers (communication limit, management load, under- or overload management, mixing functionality (acceptable and unacceptable), assess qualifications, organizational, communication, personal, tolerant and other characteristics of all managers, specialists, other employees (if necessary), assess the basic expectations of managers and specialists from working in the company, determine comprehensive professional and organizational indicators of departments, required levels of specialists and managers, identify managers and specialists, whose characteristics are below necessary, meet the necessary, above necessary, to identify managers and professionals potentially able to actively resist changes in the

company, to identify managers and professionals who are on the verge of psycho-emotional exhaustion, to identify "redundant" or "absent" managers at all levels.

And after such diagnostics according to results we can recommend:

- measures to eliminate the obvious shortcomings of the organizational structure of management;
- measures for relocation in the organizational structure of management, changes in functionality, etc. individual managers and specialists;
- measures to reduce the negative impact of family ties;
- measures to manage "risk groups";
- other actions and measures that can eliminate the identified negative trends.

Staff training is very important in the management system, on a regular basis. The success of the corporation directly depends on the staff, especially for beginners. They need special attention. Therefore, for beginners it is possible to offer to introduce such method of training as coaching.

Experts argue that traditional methods of staff training (courses, seminars, trainings, counseling) are quite effective, but can not ensure effective effectiveness of their behavioral skills, the development of which requires closer human contact, certain experiments and high-quality feedback, will give impetus to further development companies. However, modern conditions require continuous development, and this can be ensured only directly in the process of work, provided the use of innovative tools for staff development - coaching, mentoring.

Corporations can be offered to use coaching when training new employees. Coaching differs from mentoring primarily in that the coach asks the right questions and helps the employee to find answers to them. The coach does not give ready-made recommendations on how and what to do, but on the contrary, his goal is to bring the client to solve the problem on his own. The main tools in the work of a coach are constructive dialogue.

In order to reveal the main tasks of coaching, it is necessary to determine the main functions that it performs in the enterprise. Depending on the type of activity, qualifications of employees, the characteristics of the industry, the goals of the

enterprise, coaching can perform many functions. Scientists consider its various capabilities and characteristics in a particular functional context.

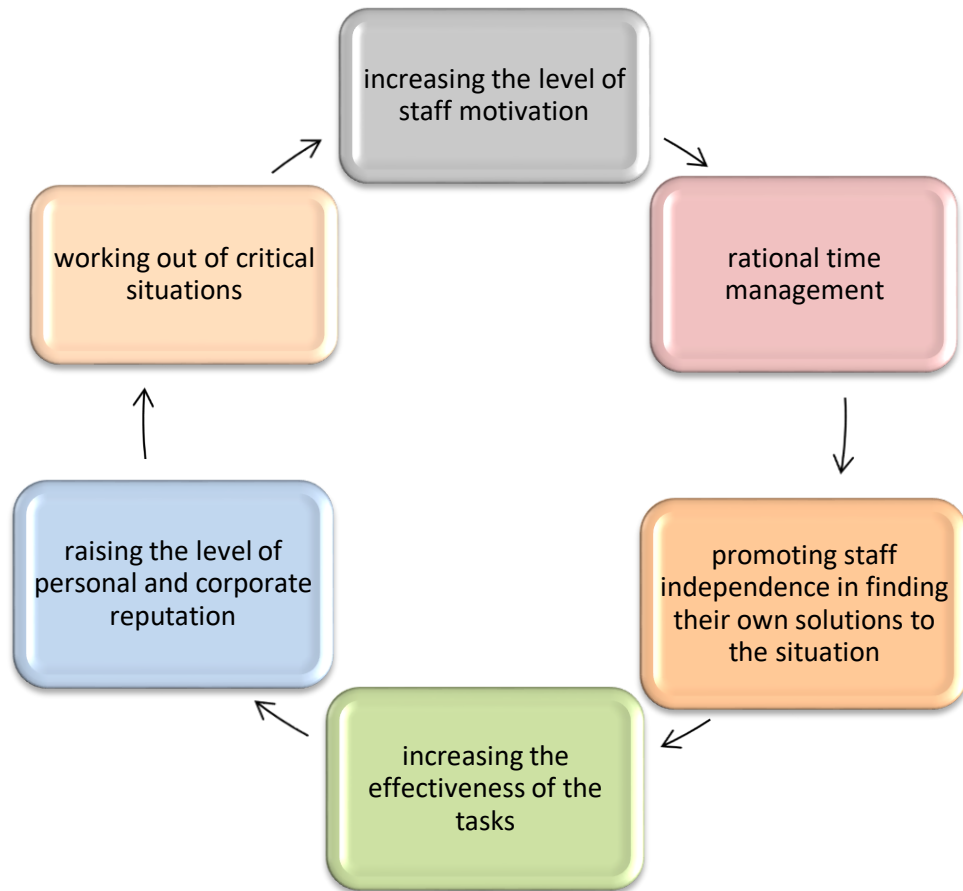


Fig. 3. 1. Benefits of coaching in Apple Inc.

Business coaching can be used in a variety of businesses. It ranges from individuals and administrative teams of large corporations (including local governments and community institutions to small and medium business owners and managers and other organizations.

Administrative coaching as the pinnacle of business coaching is a compatible, individual relationship between the manager and the coach, the purpose of which is to make changes in the behavior of the leader and improve the quality of managerial work and personal life.

Life coaching involves helping to achieve personal goals, which can be quite far from professional or organizational goals. Life coaching focuses on the effective solution of various life problems that arise as a person moves from one stage of life to

another. Here, as well as in administrative or business coaching, individual (personal) and group (in this case, for example, family) coaching is also possible.

Coaching as a modern style of human resource management involves the management of employee knowledge in order to ensure a synergistic effect of the capabilities of information transformation technology with innovative capabilities of employees.

That is why an extremely important element in the knowledge management system is the right combination of information transformation processes with creativity and innovation of employees.

3.2. Personnel management in a crisis situations at Apple Inc.

The global economic crisis in 2009 shook the economic foundations of all countries. Thousands of people were left without livelihoods, their economic interests were destroyed, and constitutional and other legally guaranteed rights were pressured. Gradual recovery has continued in recent years. However, the crisis of 2020, caused by the crown virus, shook economic stability again. It has posed new threats to the economic security of businesses, particularly in terms of personnel management. This leads to the development of new aspects of personnel management in a crisis at the analyzed company Apple Inc.

Personnel management is an area of management that is most sensitive to changes in public attitudes, the transformation of social values and worldviews. Fear of job loss, savings, respect for others cause the formation of a new worldview of employees in their workplace, their responsibilities and powers, the very nature of work. The perception of the management level is also distorted - each change is perceived with caution or it will not lead to layoffs or reduction of material security of employees. Necessary changes in the economic crisis of the organization are therefore opposed by individual employees or groups, uncertain in their future,

demotivated, deprived of grounds to remain loyal to the company, its management and owners.

The crisis calls for action quickly and decisively, but keeping in mind the company's strategic goals and the support of workers who are able and willing to implement them. The main requirements for a personnel management system during a crisis are flexibility and dynamism. The organization must quickly restructure the organizational structure and take certain measures, and, if necessary, lay off a certain number of employees or quickly recruit staff and immediately introduce it into the work process. The anti-crisis personnel management system should make it possible to carry out personnel measures related to hiring, dismissal, relocation of a large number of workers for a short time, referral to forced leave, in accordance with labor legislation, offering the most effective schemes and solutions.

In addition, during the crisis you need to pay attention not only to personnel management, but, of course, to the management of the enterprise as a whole and from this to build a model of personnel management during the crisis. Therefore, the strategy of enterprise management during the crisis, designed to provide the resources necessary for the effective operation of the corporation, must meet the following basic requirements:

- be long-term in nature, as changes in behavioral aspects require a long period of time;
- take into account the influence of many factors and be related to the development strategy of the enterprise as a whole.

Overcoming crisis situations depends on the methods of their analysis and the availability of specialists in the field of crisis management, who are able to properly motivate subordinates in this difficult time for the company. Management professionalism is not limited to the skills of normal, successful management. It should be manifested during high risk, extreme situations.

The manager should be able to anticipate the causes and sources of crises and have a pre-designed mechanism for modeling and resolving them in order to select effective options based on available resources and criteria.

Motivating subordinates during a crisis is also a very important aspect that is part of managing employees and the process of working under pressure that allows the manager to analyze, plan, organize, direct and control certain operations for effective work of subordinates on urgent problems facing the company.

The crisis threatens the organization not only with financial problems, but also with the loss of qualified personnel, without which it is impossible to overcome the crisis. Therefore, one of the tasks during the crisis is to retain key employees through the development of anti-crisis motivational model of personnel management. In addition, the peculiarities of the organization's work in crisis conditions necessitate a rethinking of the system of motivation of the organization's staff, which was used earlier, and the use of new methods of its creation. Crises in different companies are different, so an individual method of overcoming them is needed.

Since the level of motivation in general in Apple Inc. is at a high level, you do not need to change the model of motivation, but in times of crisis it needs to be changed, as companies may lack resources, but keep in mind that employees will not have enough money and so they will strive for greater material motivation. Therefore, managers during a crisis need to find out whether subordinates have enough motivation, and if employees are not motivated enough to start incentives.

To begin with, we advise the corporation's managers not to underestimate the methods of intangible motivation, as it is quite effective and has a longer-lasting effect, but at a lower cost. Therefore, we offer the following measures in the field of intangible motivation during the crisis:

1. Working conditions. It is necessary even in spite of the crisis to pay attention to working conditions from the social. package, formalization, and ending with the cleanliness and convenience of the office.
2. Sincere recognition of the importance of employees, their contribution to the viability of the organization.
3. Support employees in all matters, both work and personal, such as health.
4. Encouraging staff for achievement, and support in case of failure.

5. Corporate culture. Employees should be shown the spirit of corporate culture and, if possible, organize certain corporate events.

6. Motivation of the head, for further motivation of the staff. Incentives should be constant during a crisis.

Also, attention should be paid to material motivation. Changing the system of material motivation measures is an important anti-crisis tool for many companies. Although difficulties often arise. On the one hand, indicators that were important during the period of stability lose their relevance during the crisis, and this, in turn, entails the need to adjust the entire wage system. On the other hand, an effective salary system must meet such requirements to motivate subordinates to meet the goals set by the management of the organization.

Particular attention should be paid to personnel policy. Yes, crises are characterized by the fact that they usually do not recruit new staff, but sometimes such a need arises, as previous employees may be laid off.

Personnel policy during the crisis involves addressing the following issues:

1. Forming a team of adaptive managers who are able to develop and implement a program of survival and development of the organization Identification and preservation of the core human resources of the organization, ie managers, professionals and workers who have value for it.

2. Restructuring of human resources in connection with:

- with organizational transformations in the process of enterprise restructuring;
- with the implementation of innovation processes;
- with diversification of production;
- with complete reorganization.

The economic environment in which enterprises operate today is characterized by crisis phenomena. In such circumstances, management usually focuses on financial and legal mechanisms, in turn, personnel management issues in the system of priorities for the selection of anti-crisis mechanisms play a minor role. in order to reduce staff costs.

Many companies, carrying out total reductions, do not think that they are depriving themselves of the resource without which it is impossible to overcome the crisis, which in the future can ensure the growth and development of the company. This can be achieved by applying a set of principles, techniques and rules that are used to solve problems in the field of personnel management of the enterprise in a crisis. So let's highlight the main approaches to Apple's personnel management in a crisis, namely:

1. Carrying out a comprehensive diagnosis of the state of the enterprise and external factors that affect it in order to understand what really awaits the organization.

2. Effective personnel management in a crisis situation depends on the successful overcoming of information, psychological barriers and barriers to power that arise in most enterprises due to lack of practical experience in crisis management.

3. Due to the lack of practical experience in crisis management of most enterprises, it is advisable to involve crisis managers.

4. In times of crisis, it is very difficult to set high wages, so special attention is paid to intangible incentives. Application of staff leasing.

5. The use of outsourcing of personnel, which is one of the means of using atypical forms of employment, providing employment to employees of the organization, if in a certain period of time the company does not have enough work. This allows the company to reduce the cost of maintaining a large staff of a particular unit.

6. The use of a differentiated system of remuneration depending on the categories of employees. This means that it is necessary to identify a range of key employees who are important to the company and introduce additional funds for them to motivate, for example, additional payments for certain tasks in the anti-crisis program. The basis for changing wage programs should be a link to indicators that characterize the activities of employees in changed conditions.

7. Introduction of a social package. Usually, the cost of social guarantees is a small part of the company's budget and it is impractical to abandon them, given the importance of social guarantees for many employees.

It should be noted that in order to effectively manage personnel in a crisis, it is very important to retain personnel through the use of behavioral, psychological methods, approaches based on openness and reliability of information. becomes an important competitive advantage that makes the company resistant to the influence of any external factors. Therefore, in a crisis, it is important to retain important personnel for the company and motivate staff to work effectively at minimal cost.

CONCLUSION

The most important resource of any company is its people, their intelligence, creative skills and ability to create something new. Therefore, a prerequisite for the successful operation of any enterprise is the development and high level of personnel management.

In recent years, the role of personnel development management in the enterprise tends to increase. Given the current turbulent environmental conditions, to ensure the competitiveness of the enterprise it is necessary to determine the strategy of staff development.

An analysis of the theoretical foundations of personnel development management has shown that in global development, one of the key factors that leads a company to success is human resources. Every company can buy new equipment for the manufacture of products, but whether this company will become a leader in a competitive market depends on human resources, which constantly ensure the continuous operation of each enterprise and company.

The main goal of effective management is to ensure the formation and functioning of such a state of the managed system (organization), which to the maximum extent possible meets the requirements of the external environment of the organization and the most efficient use of resources and capabilities of the internal environment.

In order to increase the effectiveness of motivational measures, business leaders need to follow certain rules: develop and maintain self-esteem in employees, give them more opportunities to feel independent and control the situation, encourage them to achieve intermediate goals, show constant attention from management, maintain reasonable internal competition and enable employees to feel winners.

For example, “even the most successful companies in the world need to motivate their employees to get the best level of work. The international brand Apple is no exception. One of the types of staff motivation in this company is material

motivation. The basic monetary motivation in a company - the "opportunity to create wealth" is the result of owning shares of the company.

Some methods of improving the management system have been proposed for the corporation, including structural diagnostics and instruction, as well as behavioral and psychological methods. It also offers personnel management approaches based on the openness and reliability of Apple's information in times of crisis. Also during the crisis, the use of leasing and outsourcing of personnel, the use of a differentiated system of remuneration and the introduction of social guarantees are proposed.

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APPENDIX A

SUMMARY

Lobanova A.M. Personnel management in a multinational corporation. - Qualifying bachelor's thesis. Sumy State University, Sumy, 2021.

The bachelor's qualification paper is devoted to study of theoretical and practical aspects of personnel management in multinational corporations and the study of personnel management on the example of a specific foreign corporation. Ways to improve management for the analyzed company are proposed and personnel management during the crisis is analyzed.

Key words: management, personnel, subordinates, corporation, motivation, human capital

Анотація

Лобанова А.М. Управління персоналом в транснаціональній корпорації. – Кваліфікаційна бакалаврська робота. Сумський державний університет, Суми, 2021.

Кваліфікаційна бакалаврська робота присвячена дослідженню теоретичних та практичних аспектів управління персоналом у транснаціональних корпораціях та дослідженню управління персоналом на прикладі конкретної закордонної корпорації. Запропоновано шляхи вдосконалення менеджменту для аналізованої компанії та проаналізовано управління персоналом під час кризи.

Ключові слова: управління, персонал, підлеглі, корпорація, мотивація, людський капітал