

the possible potential of an employee. The main task of certification is to determine the actual level of skills and knowledge of an employee, followed by an analysis of the results obtained for the level of compliance with the position held in the company. In addition to all of the above, we can confidently say that it allows you to create a separate level of remuneration based on the results of certification. The most correct decision will be made after receiving the results of the personnel aptitude test, which will reduce misunderstandings between employees and management. In practice, this can be done through a personal conversation between the employee and the boss, where all the results that the employee has achieved during the period of work will be discussed. Thus, each employee will present a development plan for the company and the criteria that management wants to see fulfilled by this employee.

Certification also helps to obtain the necessary information that will help in the future to make the right decision about the fate of the employee: to dismiss him or not. A decision justified by the results of the appraisal will indicate the inefficient work of the employee.

The assessment of the personnel's work plays an important role in obtaining a good result in an enterprise. The lack of qualitative assessment methods may allow the firm to miss a capable employee and hire an employee who will work efficiently. Also, the results obtained during the assessment can be considered as one of the most important elements of an employee management, as they help to make the right decision, which will allow the organization to achieve its goals and hire qualified personnel to fulfill these goals.

REFERENCES:

1. Родионова, Е. А. Мотивация и стимулирование трудовой деятельности: учебник и практикум для академического бакалавриата / Е. А. Родионова, В. И. Доминяк, Г. Жушман, М. А. Экземпляров. – М. : Издательство Юрайт, 2019. – 279 с.
2. Анцупов, А. Я. Социально-психологическая оценка персонала. Учеб. пособие / А. Я. Анцупов, В. В. Ковалев. – М. : Юнити, 2018. – 192 с.
3. Иванова, С. Поиск и оценка линейного персонала. Повышение эффективности и снижение затрат / С. Иванова. – М. : Альпина Паблишер, 2018. – 147 с.
4. Мизинцева, М. Ф. Оценка персонала : учебник и практикум для академического бакалавриата / М. Ф. Мизинцева, А. Р. Сардарян. – Люберцы : Юрайт, 2016. – 378 с.

<http://edoc.bseu.by/>

Yuliya Moshnina, Evgeniya Khodenkova
Science tutor *L. Mironova*
BNTU (Minsk)

STRATEGIES IN HR MANAGEMENT

This paper considers the most acute problems in the field of personnel management and, on the basis of the analysis of each problem, proposes the strategies for their solution.

Any company has two goals: the growth of its company and development in the market. To achieve these goals, it needs to be able to retain employees and improve their performance. However, most domestic companies do not pay attention to HR management and its strategies. HR strategies define what actions an organization intends to take in relation to its human resource management policies and practices, how they can be combined with each other and integrated into a business strategy [1]. Thanks to a well-planned HR strategy, a firm can decide how to manage personnel in certain areas and avoid the problems described below.

Many firms do not have an internal system of training and development of personnel. Managers do not understand what skills and at what level the staff must possess in order to achieve the company's goals. The problem is relevant and the following strategy should be used to solve it: determine a number of tasks that should be solved in each of the posts; assess the current level of staff in these positions; to identify what knowledge and skills are lacking, to form a training plan for employees in order to bring their skills to the required level.

Organizations with more than 100 employees often face a talent pool problem. The personnel reserve is a group of promising employees, specially formed on basis of established criteria, who have the professional, business and moral-psychological qualities necessary for promotion, who have shown themselves positively in their positions, have undergone the necessary training and are intended to fill the next positions [2]. Without such a reserve, the firm can be trapped between not fulfilling its own plans and trying to keep employees. In order to prevent such situations, you should take care of the “insurance” in advance: select appropriate candidates; conduct a test, interview or business game to determine their potential; form a final list of suitable persons and approve the list of the personnel reserve.

In personnel management, there is such a thing as an HR brand, but unfortunately, few companies invest in it. An HR brand can be interpreted as an image of a company as a good place to work in the eyes of all stakeholders; as a set of economic, professional and psychological benefits that an employee receives by joining the company [3]. LinkedIn research has shown that presence of a strong HR brand in an organization increases its competitiveness in the labor market. To create an attractive image of the company for employees, you will need to perform the following steps: survey employees on the perception of the company; analyze the vacancies of competitors; draw up the concept of an HR brand and form the company's value propositions for job seekers; find a promotion channel where news related to the company's employees will be broadcast (awards, congratulations, corporate holidays, etc.).

There is a simple relationship between companies and staff: the first needs a quality job, and the second needs a decent salary. The development of the company depends on the efficiency, productivity and motivation of employees. Thus, being able to competently draw up HR strategies, a company can significantly improve its position in the market, avoid staff turnover and always have a “safety cushion” in the form of those who want to get a job here.

REFERENCES:

1. Армстронг, М. Главный учебник HR в мире / М. Армстронг – М. : Эксмо, 2019. – 416 с.
2. Заборовская, С. Г. Кадровый менеджмент на государственной гражданской и муниципальной службе. Учебное пособие для вузов / С. Г. Заборовская. – М. : Юрайт, 2021. – 209 с.
3. Веретенникова, И. Привлекательный работодатель / И. Веретенникова // Бизнес-журнал. – 2012. – №5. – С. 26.

Karyna Mrochak

Science tutor *G. Prybylskaja*
BNTU (Minsk)

MULTICULTURAL MARKETING IN MODERN BUSINESS

In today's competitive market the marketing plays an important role in any company because it allows you to set the optimum relationship between the organization and the environment in which it is embedded. Today, marketing is understood as an expression of market-oriented managerial thinking style, which is characterized by a creative, stable and often aggressive approach.

How many cultures are there in the world? How many subcultures? It's impossible to count. Each of them is characterized by the peculiarities of the mental, behavioral and other spectra, which make the representatives of these cultures think and, accordingly, react to things in different ways. Therefore, the purpose of this work is to present and substantiate arguments in favor of multicultural marketing using specific examples.

Every year, it is increasingly difficult for leading companies in their industry to attract the attention of consumers to their offerings. This encourages marketers to think: "What are we doing wrong?". As world practice shows, many companies were able to find their own individual answer to this question and develop a strategy suitable for them: switched to another market segment or age category, studied the economic capabilities of the target audience, conducted a more aggressive advertising campaign in certain markets, and much more. Each such improvement was a step towards the success of the business. And yet, many companies still miss out on a significant portion of their potential target audience. This is because such strategies do not include adapting the company's message to different multicultural target audiences whose market share is constantly increasing in today's international market.

There were 133 million multicultural Americans in the U.S. as of 2018, according to a Clarita report. This means that about 37.5% of the total potential target audience of the United States, due to other cultural and psychological attitudes, may not respond to marketing communication aimed at another 62.5%. That is why it is so important to first study the specifics of consumption, language and traditions of the potential target