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КАЗАХСТАНА НА ОСНОВЕ ПОТЕНЦИАЛЬНЫХ ВОЗМОЖНОСТЕЙ»**

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Ә53 **Әлеуетті мүмкіндіктер негізінде Қазақстанның ұлттық экономикасының бәсекеге қабілеттілігін арттыру және әртараптандыруын жеделдету: Жас ғалымдардың халық. ғыл. конф. еңбектер жинағы.** – Астана: Л.Н. Гумилев атындағы Еуразия ұлттық университеті, 2017.
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Халықаралық ғылыми конференциясының еңбек жинағында әлеуетті мүмкіндіктер негізінде Қазақстанның ұлттық экономикасының бәсекеге қабілеттілігін жоғарылату және әртараптандыру жеделдетудің және ел экономикасының бәсекеге қабілеттілігін жоғарылату мәселелері қарастырылған.

В сборнике материалов международной научной конференции рассмотрены актуальные вопросы диверсификации национальной экономики Казахстана на основе потенциальных возможностей.

The collection of materials in the international scientific conference considers important issues of Kazakhstan's national economy diversification based on potential opportunities and development of recommendations for improving the competitiveness of the country's economy.

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Делая выводы, можно отметить, что важным стимулирующим фактором модернизации научно- инновационного и промышленно технологического развития в Республике Казахстан может стать общее снижение чрезмерного налогового бремени. В первую очередь, эти меры необходимы для развития инновационной деятельности бизнеса. В развитых же странах налоговые льготы являются не просто стимулом к привлечению частных инвестиций в науку, но и частью научной политики.

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METHODOLOGY OF FORMATION OF AN EFFECTIVE HUMAN RESOURCE MANAGEMENT SYSTEM IN AN ORGANIZATION

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The concept of human resource management is distinguished in management as one that lies in a system of theoretical and methodological views of comprehension and definition of the essence, content, goals, objectives, criteria, principles and methods of human resource management, as well as practical organizational approaches to formation of a mechanism of its implementation in particular conditions of function of organizations. The concept of human resource management consists of the following components: design of human resource management methodology and design of human resource management technique [1, p.90].

Management methodology assumes an insight into the nature of staff as a management target, process of individual behavior formation that corresponds to a number of goals and objectives of an organization, methods and principles of human resource management. For construction thereof, patterns, principles and methods designed in science and approved in practice, are used.

The main goal of human resource management in an organization is provision of an effective performance of employees within an organization and formation of staff as highly responsible individuals with social psychology, highly qualified, with a developed sense of business partnership, corporate and organizational culture [2, p.127]. Organizational culture is a system of common and vested norms, principles and values [3, p.61]. Human resource management as a specific practice is implemented with various methods (techniques) of effect on employees. Various classifications thereof are available in literature. Thus, subject to the nature of effect on people, the following are distinguished: methods of motivation related to satisfaction of needs of an employee; methods of persuasion, i.e. a direct aimed effect on the inner world, value system of a person; methods of information that assume sharing data with an employee that would let them form their organizational behavior on their own; methods of (administrative) coercion based on menace or application of sanctions. Methods of human resource management lie in techniques, tools and tricks of effect on employees for coordination of their routine in an organization. Methods of human resource management are diverse. They may be classified by various frameworks: methods of motivation, persuasion and coercion. The following are the methods of human resource management [4].

1. Administrative method is an organizational and executive effect, disciplinary and monetary responsibility, staff decisions, service orders, circulars, directives, instructions, and follow-up control.

2. Legal methods are legal norms regulating staff routine. They may be mandatory, prescriptive of what can and cannot be done; recommendational indicative of what to do in accordance with the norms of law in a specific situation; rewarding, approving of staff routine, as well as norms of administrative and criminal liability.

3. Economic methods are motivation of staff routine and increase of their monetary interest: labour remuneration increment subject to the quality and complexity of the routine, bonus payment, granting allowances, profit sharing, etc.

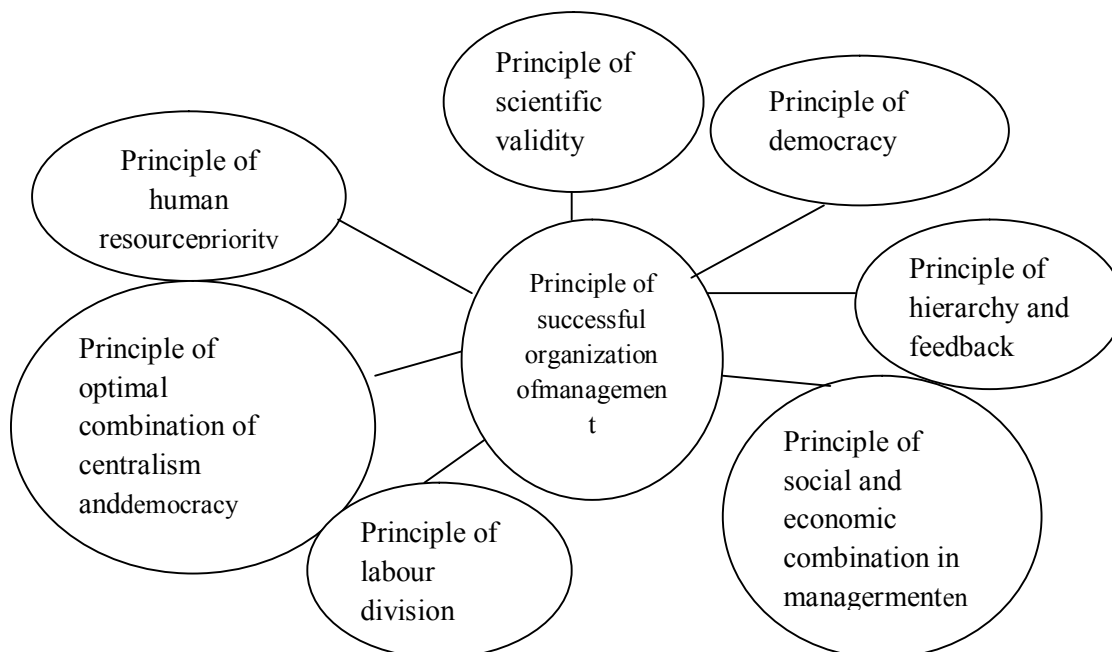
4. Socio-psychological methods are effect on the consciousness and behavior of staff.

5. Mental and ethical methods are techniques of moral regulation of staff behavior [5].

In gross, these methods of management, especially economic, take a leading place in human resource management, acting as a framework of managerial effect. All methods of human resource management are interrelated and used in complex.

Human resource management rests not on staff management methods only, also on common principles of organization of the management environment. They are the fundamental ideas and rules of behavior of managers for implementation of managerial functions, the most important requirements to be met so that management effectiveness is assured [6, c.51]. There are seven basic principles of organization of management environment: principle of scientific validity, principle of human resource priority, principle of democracy, principle of labour division, principle of optimal combination of centralism and democracy, principle of social and economic combination in management environment, principle of hierarchy and feedback (picture 1).

Dynamic method envisages data in the time series and exclusion of occasional deviations therefrom. When the matter concerns study of human resource management system, especially of various numerical indices, this method is used really often. The content of economic analysis involves research and comparison of production costs or service expenses with the results obtained upon sales of products or services. Method of successive substitution, instead, lies in study of effect of every single factor on formation and development of human resource management system, provided effect of other factors is excluded [1, p.112].



Picture 1 – Basic principles of organization of management environment

Note - Composed by the Author based on the source data [6]

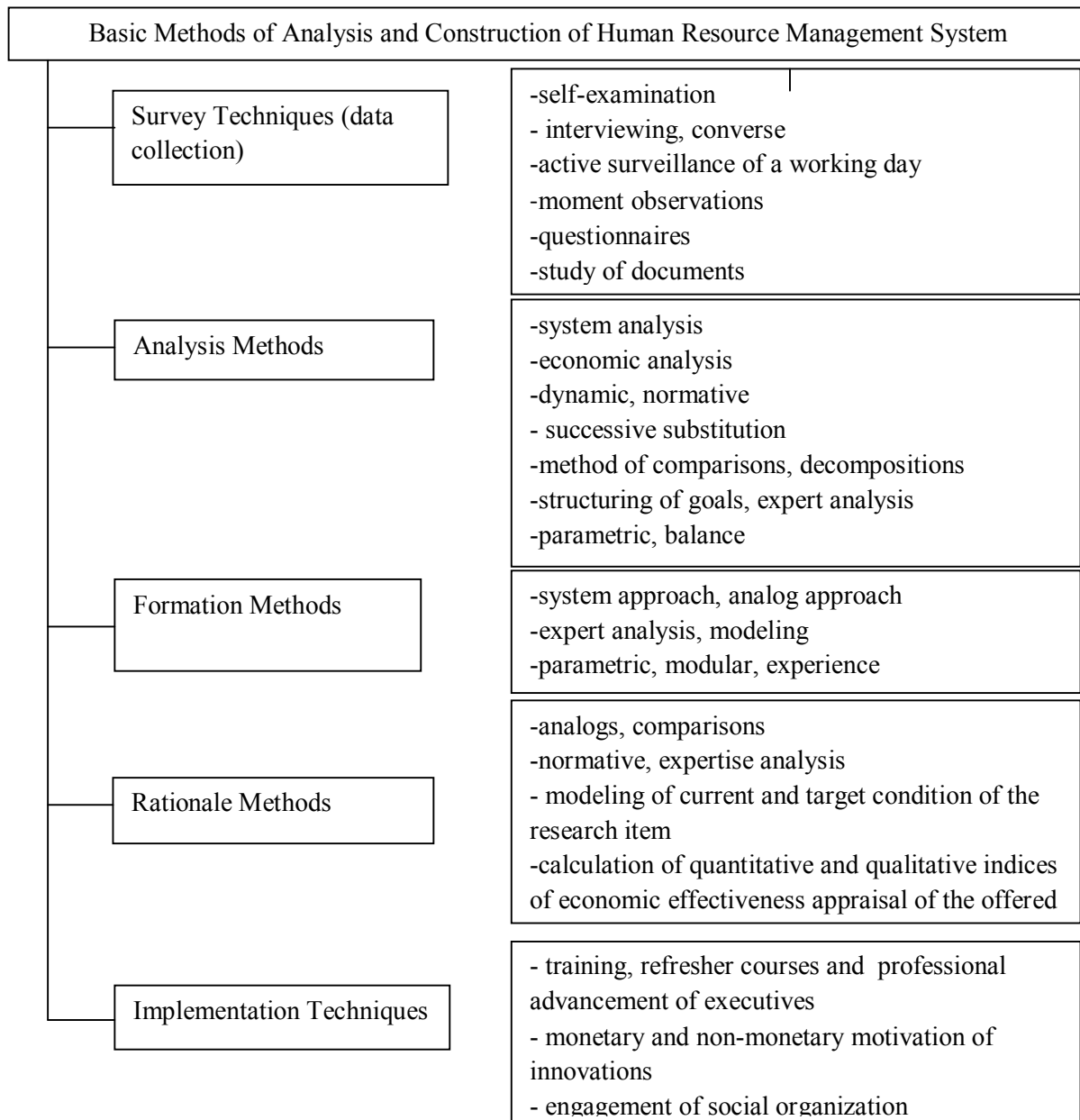
1 reflects that the first is the principle of scientific validity. According to it, all managerial actions shall be performed on the basis of application of scientific methods and approaches. The principle assumes a targeted effect on the environment as a whole or on its separate components, based on cognition and application of impartial validities. The next is the principle of human resource priority. Expenses for people are not the costs but the assets to be used properly. A person should feel needed, safe and favorably adapt to the management environment. It is important to maintain adequacy of their self-esteem. The third is the principle of democracy. This principle assumes that the fundamental failure of administrative and instructional nature of a management environment lies in the attempt of the management body to impose a rigid system of behavior. The following is the principle of optimal combination of centralism and democracy. It reflects an inseparable link between democracy and centralism, which finds expression in a dialectic combination of administrative in the management environment. The next principle of labour division means that all routine inside the management environment is differentiated; each structure has its own duties. Further is the principle of social and economic combination in management environment, [6, p.53]. Implementation of this principle is complicated due to various criteria factored in social and economic behavior. The content of the following principle lies in creation of a multistep (scalar) structure of management, in which the primary units are managed by their bodies subordinate to the management bodies of the higher level. This principle is called the principle of hierarchy and feedback [6,p.52]. All units of the management environment are controlled on the basis of feedback. An effective system of human resource managements helps to develop key competencies of the company through growth and development of effectiveness and competencies of the company staff. Let us analyze the methodology of formation of an effective human resource management system in a n organization including instruments of study of the current human resource management system in an organization and construction thereof, designed by science and practice of management, - methods of construction of the human resource management system.

Let us examine in more details the methods represented in the Dynamic method envisages data in the time series and exclusion of occasional deviations therefrom. When the matter concerns study of human resource management system, especially of various numerical indices, this method is used really often. The content of economic analysis involves research and comparison of production costs or service expenses with the results obtained upon sales of products or services. Method of successive substitution, instead, lies in study of effect of every single factor on formation and development of human resource management system, provided effect of other factors is excluded [1, p.112].

2 and grouped into five boxes. The most common is the system analysis. Since it serves as a methodic technique of the system approach to solution of the problems of human resource management system improvement personal.

This approach permits to interlink and reveal components of the human resource management system: goals, functions, organizational structure, staff, technical tools of management, information, people management methods, management techniques, management solutions [1, p.110]. Also, the system method targets revelation of various kinds of links with the ambient among these components and integrating them into one pattern. In its turn, upon application of the method of decomposition, phenomena complex in their content can be divided into simpler ones. According to this method, the simpler the elements are, the deeper and the more detailed is the study of the essence of that phenomenon. Dynamic method envisages data in the time series and exclusion of occasional deviations there from. When the matter concerns study of human resource management system, especially of various numerical indices, this method is used really often. The content of economic analysis involves research and comparison of production costs or service expenses with the results obtained upon sales of products or services. Method of successive substitution, instead, lies in study of effect of every single factor on formation and development of

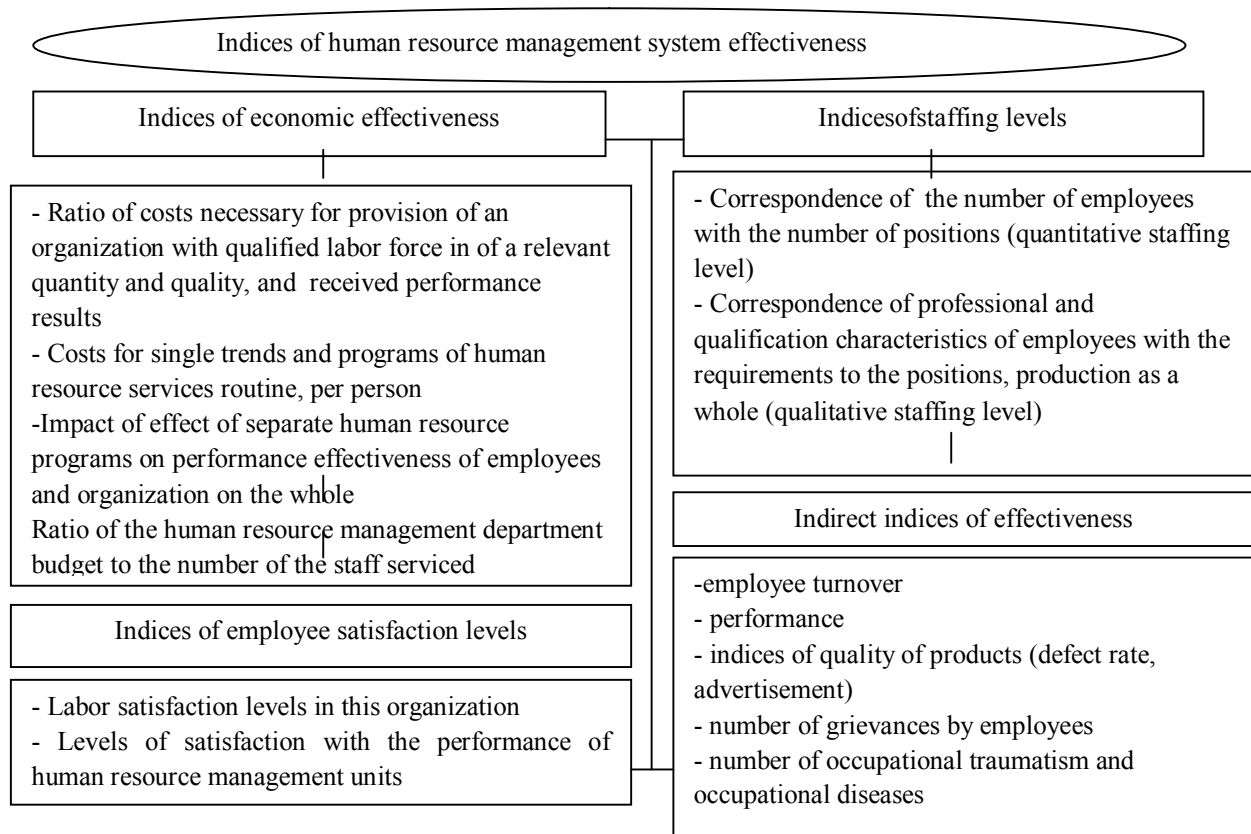
human resource management system, provided effect of other factors is excluded [1,p.112]. Upon application of the method of comparison we are provided with the possibility to compare the current human resource management system with the analog system of a leading organization, but this requires expulsion of factors of incomparability. Method of structuring goals lies in quantitative and qualitative rationale of the human resource management system goals, so that they would meet organizational goals. Expert analysis method of human resource management improvement envisages engagement of highly qualified experts, as well as of the management executives of the organization, into the process of improvement of the human resource management system [1, p.111].



Picture 2 – Methods of Human resource Management System Construction
 Note - Composed by the Author based on the source data [1]

Today the function-cost analysis method is widely used for purposes of improvement of the human resource management system. This method helps to select an option of construction of a human resource management system or to implement a human resource management function,

which would require the lowest cost and be the most effective form from the point of view of the obtained results. Also, this method envisages detection of unnecessary and repeated functions of management, which do not perform, and determination of the degree of centralization and decentralization [1,p.113]. Also, methods of construction of human resource management system include the method of creative debates. The essence of the method lies in the management executive group and expert team debates and examination of issues of the development target of the human resource management of the organization [1,p.114]. Application of the system of methods in a complex assist achieving the highest effect in the qualitative construction of human resource management system [1, p.116]. In order to research effectiveness of human resource management system, it is necessary to study the system of indices in a complex (picture 3).



Picture 3- Indices of human resource management system effectiveness
Note - Composed by the Author based on the source data [11]

The picture 3 shows that the following may be referred to the basic indices of human resource management units routine: indices of economic effectiveness itself, indices of staffing levels, indices of employee satisfaction levels, indirect indices of effectiveness. In the network of labor routine, its performance is not expressed in quantity, content and quality of products or services only, услуг, also in guarantee of quality of the conditions of life support (safety, reliability, working conditions).

The basic structural human resource management unit in an organization is human resource department, which is entrusted with functions of employee recruitment and dismissal, as well as arrangement of training, professional advancement and refresher courses for employees. For performance of the last functions, training and development units are often organized [1, p.88].

Performance appraisal results are the indices of human resource management system effectiveness, such as quality of work performed, executive discipline, employee satisfaction, turnover.

Thus, it is necessary to use complex approach to construction of an effective human resource management system. Human resource management shall be regarded in a tight link with such functions as: staff selection, training and development, performance appraisal and attestation of staff routine, motivation and encouragement of human resource labor. Research of a large number of motivational theories and scientific definitions of the term 'motivation' has revealed that various definitions of motivation complement one another, since each of them is linked to solution of the objectives of encouraging people to an effective performance in various situations. It is also necessary to point out that a special respect in employee motivation is paid to employee performance appraisal. Upon communication of the employee performance appraisal results, the company has a possibility to properly reward employees with salaries, promotions, letters of appreciation, and in other forms of reward. Besides, a systematic positive confirmation of a behavior is associated with a high productiveness in future.

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ОСНОВНЫЕ НАПРАВЛЕНИЯ ПОДДЕРЖКИ РАЗВИТИЯ ИННОВАЦИОННОГО ПРЕДПРИНИМАТЕЛЬСТВА В РЕСПУБЛИКЕ КАЗАХСТАН

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Инновационное предпринимательство как особый вид экономической деятельности является основной движущей силой инновационного процесса.

Инновационное предпринимательство – многогранный вид экономической деятельности. Любая инновационная деятельность является предпринимательской и основана на:

поиске новых идей (от нового продукта до новой структуры) и их оценке;
поиске необходимых ресурсов;
создании и управлении предприятием;
получении денежного дохода и личном удовлетворении достигнутым результатом.

К субъектам инновационного предпринимательства относятся предприятия и организации, осуществляющие инновационную деятельность. В условиях рыночной экономики развитие инновационного предпринимательства зависит от спроса со стороны потребителей на инновации, наличия развитого научно-технического потенциала