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FORMATION OF A SYSTEM OF CREATIVE MANAGEMENT AT THE ENTERPRISE

Summary

Relevance. At the present stage of society's development, new socio-economic processes are coming to the fore, which are inextricably linked to a new understanding of the essence of a person, with the growing role of the individual. In a time of market oversaturation, creativity is the key to a company's competitiveness. Ensuring the

continuous development of the enterprise and its competitiveness in the context of capital intellectualization is impossible without the formation of personnel with the necessary knowledge and competencies.

The purpose of the study. The purpose of the article is to study the possibilities of applying the creative management system in organizations and enterprises in the field of culture and art in the context of complex socio-economic changes: digitalization, quarantine restrictions, development of information resources that require new approaches to management. **Methodology.** The study used methods based on general economic statements, in particular, general scientific methods of analysis - detailing individual factors; comparison - highlighting the common features of the impact of individual factors and the method of logical comparison, as well as specific modeling methods - creating models for analyzing the internal environment and expert assessments - summarizing the results of the impact of internal environment factors.

Results. One of the main components of the potential for enterprise development is the intellectual resources of management entities. Considering that management entities have different levels of professional training, work experience, collective and individual goals based on needs, preferences, ambitions, etc., the use of intellectual resources for the development of an organization is quite problematic.

The concept of creative management is a combination of three concepts: "creativity", "management" and "organization".

The term "creativity" (English: creativity, Latin. "creatio") means the creation of something new. There are two main criteria for assessing creativity: the result (quantity and quality); rejection of strategic stereotypes of thinking and action.

The study examined the possibilities of applying the creative management system at enterprises in the context of complex socio-economic changes: digitalization, quarantine restrictions, development of information resources that require new approaches to management, identified theoretical aspects of the formation of a creative management system at an enterprise; characterized creativity as a modern trend in enterprise management and formed the principles of creative management implementation, as well as proposed styles for use.

Practical significance. The results of this study can be used by enterprises to intensify the generation of ideas, improve the moral and psychological climate in the team and increase the realization of the human potential of employees. **Prospects for further research.** Further study requires research and definition of the tools of creative management and adaptation of methods and tools to the activities of enterprises in various fields of activity in order to obtain new data on the effectiveness of the application of certain criteria of enterprise activity. **Problem statement.** In the context of intellectualization of capital, the so-called innovative employees are of particular value to the enterprise, whose competencies include creativity, originality of ideas, creativity, and non-standard approaches to solving professional problems. In line with these trends, a specific branch of management has emerged - creative management, which is aimed at the formation, retention and development of creative employees.

Keywords: creative management, creativity, system, thinking.

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ФОРМУВАННЯ СИСТЕМИ КРЕАТИВНОГО МЕНЕДЖМЕНТУ НА ПІДПРИЄМСТВІ

Анотація

На сучасному етапі розвитку суспільства на передній план виходять нові соціально-економічні процеси, які нерозривно пов'язані з новим розумінням сутності людини, зі зростанням ролі особистості. У час перенасичення ринків креативність є запорукою конкурентоспроможності підприємства. Забезпечення невинного розвитку підприємства та його конкурентоспроможності в умовах інтелектуалізації капіталу неможливо без формування персоналу, який володіє необхідними знаннями і компетенціями.

Метою статті є вивчення можливостей застосування системи креативного менеджменту в організаціях та на підприємствах сфери культури та мистецтва в умовах складних суспільно-економічних змін: діджиталізації, карантинних обмежень, розвитку інформаційних ресурсів, які вимагають нових підходів в управлінні. Для дослідження було використано методи, що базуються на загальних економічних положеннях, зокрема загальнонаукові методи: аналізу – деталізації окремих факторів; порівняння – виділення загальних рис впливу окремих факторів; логічного порівняння, а також специфічні методи моделювання – створення моделей проведення аналізу внутрішнього середовища та експертних оцінок – узагальнення результатів впливу факторів внутрішнього середовища.

Однією з основних складових потенціалу розвитку підприємств є інтелектуальні ресурси суб'єктів управління. З огляду на те, що останні мають різний рівень професійної підготовки, трудового досвіду, колективні та індивідуальні цілі, які базуються на потребах, уподобаннях, амбіціях тощо, то використання інтелектуальних ресурсів для розвитку організації є досить проблематичним.

Поняття «креативний менеджмент» складається із комбінації трьох понять: «креативність», «менеджмент» та «організація».

Термін «креативність» (англ. «creativity» (творчість), латин. «creatio» (створення)) означає створення чогось нового. Є два основних критерії оцінки креативності:

- результат (кількість та якість);
- відмова від стратегічних стереотипів мислення та дій.

Під час проведеного дослідження вивчено можливості застосування системи креативного менеджменту на підприємствах в умовах складних суспільно-економічних

змін: діджиталізації, карантинних обмежень, розвитку інформаційних ресурсів, які вимагають нових підходів в управлінні; визначено теоретичні аспекти формування системи креативного менеджменту на підприємстві; наведено характеристику креативності як сучасний напрям у менеджменті підприємств та сформовано принципи реалізації креативного менеджменту. Запропоновано використовувати стилі мислення та підходи до реалізації креативних ідей, які спонукатимуть керівників та співробітників нестандартно підходити до вирішення поставлених завдань.

Результати дослідження можуть використовуватись підприємствами для активізації генерування ідей, покращення морально-психологічного клімату в колективі та підвищення реалізації людського потенціалу співробітників підприємства. Подальшого вивчення вимагає дослідження та визначення інструментарію креативного менеджменту й адаптація методів та інструментів в діяльність підприємств різних сфер діяльності з метою отримання нових даних щодо ефективності застосування визначених критеріїв діяльності підприємства.

Ключові слова: креативний менеджмент, креативність, система, мислення.

Кількість джерел: 8; *кількість таблиць:* 1; *кількість рисунків:* 1.

Problem statement. In the context of intellectualization of capital, the so-called innovative employees are of particular value to the enterprise, whose competencies include creativity, originality of ideas, creativity, and non-standard approaches to solving professional problems. In line with these trends, a specific branch of management has emerged - creative management, which is aimed at the formation, retention and development of creative employees.

Analysis of recent research and publications. Scientists have paid sufficient attention to understanding, studying and formulating the concepts of "creativity" in general and "creative management" as a key to the success of an organization. For example, William I. Coyne, Charles Davis, and Gareth Jones stand out from the rest because they realize the strategic importance of creativity for business development. Albert St. György's definition of creativity is based on the concept of reassessment, i.e. looking at the situation from the other side. Eysenck G., Weisberg R., Lerner I.J. [4] associated creativity with mental talent and the ability to think creatively. Vygotsky [1] considers creativity as a product of human imagination and previously learned experience. Scientists such as Guilford J., Taylor K., Gruber G., Ponomarev Y.A. [3] considered the concepts of intelligence and creativity separately.

Formulation of the article's objectives. The purpose of the article is to determine the possibilities of applying the system of creative management at enterprises in the context of complex socio-economic changes that require new approaches to management. To achieve this goal, it is necessary to fulfill the following tasks

- to reveal the theoretical aspects of the formation of a creative management system at an enterprise;
- to explore the areas of application of tools for developing the creativity skill of the enterprise manager
- to characterize creativity as a modern trend in the management of cultural and artistic enterprises.

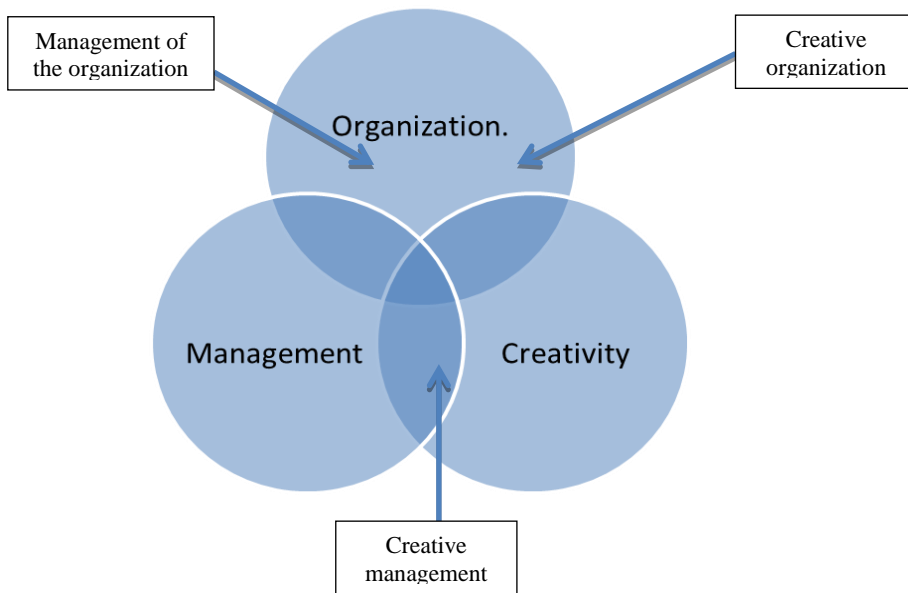
Summary of the main material. In the context of rapid technological development, market globalization and competition, there is a need to respond quickly to changes in the economic environment, make non-standard decisions, and generate original ideas. Due to the growing demands on managers, in particular on their skills in developing and implementing non-standard, innovative ideas and solutions, approaches to management in general are changing, so there is a need for new methods in the field of human resource management that would help improve the efficiency of organizations.

In order to ensure sustainable, stable and effective organizational development, it is important to introduce innovations, namely, to develop new products or services, expand markets and the base of potential customers, reduce costs and, ultimately, increase profitability - and this is impossible without a creative approach to management.

Scientists begin to study the concept of creative management by combining the three concepts of "creativity", "management" and "organization" (draw. 1) [3-6; 7].

The term "creativity" (English "creativity", Latin. "creatio") means the creation of something new. There are two main criteria for assessing creativity:

- the result (quantity and quality);
- rejection of strategic stereotypes of thinking and action.



Draw. 1. Interaction of the concepts of "creativity", "management", "organization"

These criteria also measure the efficiency of a manager's work. Efficiency always correlates with the result and the costs of its realization. The result of a manager's work is successful problem solving, foresight and understanding of how to develop, where to go and how to move after achieving a certain effect.

The main costs are time (the most important resource), material and social and psychological efforts. Managers who want to save on one type of cost always lose in terms of the effectiveness of the result achieved. Sometimes a creative approach to a business requires more time, so managers mostly go the opposite way to save time, and in the end, they achieve results faster but not the best. Consequently, time is spent on correcting mistakes and time costs are doubled, and the effectiveness of the result is not obvious. This happens when a manager:

- draws conclusions based on insufficient facts, or having only one fact;
- draws hasty, incorrect analogies based on his/her limited experience or transfers his/her experience to completely unrelated functions;

- substitutes concepts, when the initial form of the problem has one meaning, and after operating with it, it is endowed with another meaning, resulting in paradoxical conclusions, contradictory results;
- focuses attention on details, losing sight of the essentials;
- believes that he or she knows how to solve the problem most effectively (due to self-confidence or fear of appearing incompetent in front of the team).

Therefore, it is so important to maintain the cause-and-effect relationship between the purpose of forming a task, its development, regulation, choice of the way to achieve it and possible participation of personnel in this process.

In the scientific literature, there are different approaches to defining the essence and content of creative management (Table 1) [4, p. 7-8].

Table 1

The concept of "creative management"

<i>Approaches to the interpretation of the concept</i>	<i>Definition of the concept</i>
Systematic	Creative management is a subsystem of innovation management, which involves ensuring the ability of management entities to propose and develop new ideas that take the form of scientific or technological information.
Functional	Creative management is a specific management function aimed at ensuring the ability of management entities to propose and develop new ideas that take the form of scientific or technological information, as well as the direct accumulation of new ideas
Situational	Creative management is a set of favorable conditions and circumstances created by the company's managers for the creative development of the workforce and individual employees in order to accumulate creative ideas for solving production and economic problems, overcoming their consequences, etc.
Behavioral	Creative management is a set of purposeful actions and deeds of the company's managers aimed at accumulating creative ideas for solving production and economic problems, overcoming their consequences, and promoting the permanent creative development of the workforce and individual employees.
Administrative	Creative management is a set of permissive, incentive and other managerial relations between managers and subordinates to set goals for finding creative ideas related to solving production and economic problems, overcoming their consequences, and their implementation

Some authors believe that creative management acquires the greatest applied value when it is disclosed from the standpoint of a systematic approach. That is, they emphasize that creative management is one of the areas of innovation management and is mainly associated with new types of products [3, p. 28-31].

The areas of creative management [4, p. 78-83] are formed and based on the following theses:

1. The problem of creative management, from the organizational point of view, is to create temporary creative teams to form a bank of new ideas, and innovation management concerns the implementation of the most appropriate proposals and their commercialization.

2. Creative management is based on creativity - a branch of knowledge about productive collective solution of creative tasks, and innovative management is based on innovation - a branch that studies the formation of innovations and their dissemination, as well as ways to develop innovative solutions.

3. Innovative management operates with an intellectual product as a whole and indivisible, while creative management considers it, element by element, as a complex entity.

4. Innovative management and creative management consider the same object, but innovative management - from the external side, as static, final, and creative management - from the internal side, as a process of creation in dynamics [8].

Also, in the system of creative management, the subjects of the managed management subsystem are only employees who propose and analyze new ideas, and in the system of innovation management, this group of subjects includes all employees involved in the development and implementation of ideas [2, 4 p. 46].

Summarizing all of the above, we can formulate the following definition of creative management as a separate type of management activity aimed at activating the creative activity of employees in generating, searching, developing, combining creative ideas, evaluating and selecting them in order to implement the innovative development of the enterprise and obtaining high economic, social,

and environmental results. Organizational skills may be insufficient to ensure the conditions and ability of staff to come up with and develop new ideas, so the competency-based approach is the most effective in creative management, as both professional competencies and individual personality traits of the manager and subordinate are important for introducing creativity in an organization. Since creative management studies the patterns of creative management activities, it is the creative process and its management that is the subject of this discipline.

The creative management system works most effectively when creativity is positioned by the head of the company as an important management principle. Creativity as a managerial quality is actualized when the environment allows it. That is why, in the practice of applying creative management, considerable attention is paid to the socio-psychological climate, motivational processes and relevant factors influencing employee motivation, as well as the organization of creative working groups at the enterprise to perform tasks.

In the practical activities of an enterprise, the creative process can be characterized as a sequence of occurrence and implementation of the relevant phases of activity [4-6]:

- recession - accompanied by a decrease in interest in work, the level of motivation, which leads to the productive generation of spontaneous ideas, appropriate or inappropriate;

- depression - characterized by the lack of organizational support, fear of criticism of the ideas expressed, dissatisfaction with working conditions, which leads to an unwillingness to think creatively and offer extraordinary solutions (if ideas are expressed, they are standard and template);

- revival - manifested through focused interest and readiness to generate fundamentally new and non-standard ideas; peak - characterized by the simplicity and speed of generating original, non-standard ideas, stability and depth of interest in the relevant work.

In the modern business environment, when the quality of intellectual work is of great importance, the tendency to creativity is associated with the predominant style of thinking of the manager and employees.

In the practical activities of an enterprise in the context of modern crisis processes, intuitive thinking is of great importance. This style of thinking is very important for managers, actors and politicians. The intuitive style of creative thinking emphasizes achievements, hard work, and the ability to quickly find the right answers, focuses on results, and uses logic and previous experience.

Modern managers and business leaders often emphasize the need to develop and "apply" innovative thinking in their practical activities. The innovative style of thinking is characterized by precision, a tendency to experiment, and a detailed analysis of the results of the work done, and it is also thanks to innovative approaches that the difficulties that arose during the pandemic and martial law are now being overcome, because there is no experience in dealing with such challenges.

In its turn, based on the requirements for managers of various levels, we would like to draw attention to imaginative thinking. This type of thinking is characteristic of insightful personalities and is typical of artists, musicians, writers and leaders; in the work of managers, it allows them to identify and shape potential strategic perspectives, and it is thanks to this approach that managers can be prepared for the risks that arise in the activities of enterprises, despite traditions. It is the imaginative style of thinking that creates an unbiased atmosphere during discussions and decision-making and allows managers to use "humorous" images when expressing ideas to improve the microclimate in the team and relieve tension in the current working environment, which is associated with an increase in the level of stress in society.

At the same time, we remind you that representatives of senior management levels often do not perceive templates and stereotypes well, so imagery in this case should take on forms appropriate to the situation, as applying such an approach inappropriately may lead to a negative perception of management decisions.

And, of course, strategic thinking as an important component of management activities. It is strategic thinking that plays a crucial role in the work of the management and leadership of enterprises, as it makes it possible to formulate the initial idea, working hypotheses,

goals, objectives and tasks, select appropriate management tools and an approach to the implementation of management decisions, select the necessary and most effective management tools and methods, search, selection, analysis of information for the purpose of further development of the enterprise.

At the same time, along with the approaches described above, we would like to draw the attention of managers to the importance and expediency of applying an inspirational style of thinking and an appropriate approach to management in the current environment. Previously, this style was considered to be most typical for teachers, opinion leaders and writers. Today, all of these roles in an enterprise are often assigned to a manager.

The inspirational style is positive, focused on overcoming social negativity, and is characterized by a willingness to make self-sacrifices to achieve goals. This style is associated with changes that help others. In our opinion, under the current martial law and the further reconstruction of our country, this style of thinking will become crucial and decisive in the management of enterprises.

Interesting new opportunities for managers are created by lateral thinking, which is the term used to describe non-standard creative thinking that allows you to put forward specific new proposals, unconventional views on things and events. Lateral thinking can be developed if you determine the next steps with an optimistic approach and are willing to change behavioral patterns and stereotypes of thinking acquired throughout your life.

Lateral thinking is realized through the following techniques [1; 3; 7]:

- "by" (consideration of the object from the other side of the usual judgments);
- "upside down" (considering the problem from the opposite direction);
- use of random clues (taking a random word as a starting point and linking it to the problem).

Thus, the definition, development and further consideration of general types of thinking and styles of creative thinking by enterprise management, as well as the use of techniques for activating lateral

thinking are preconditions for effective management of motivation for the creative development of employees of enterprises.

In order to encourage the search for deeper statements, better substantiation, elimination of errors, and search for new ideas, it is important to apply the following thinking techniques that contribute to the achievement of the goals [4]:

Misunderstanding - a technique based on a lack of understanding of what is being argued. It is aimed at finding arguments, ideas, statements; it encourages the group to give many arguments, proofs, due to which the idea is deeply worked out.

Doubt - introducing uncertainty in the idea expressed; allows you to stop the group's work at a certain stage for a deeper study of the problem.

Problematization - requires explanation of why the group considers a certain statement to be correct; allows developing skills of searching for and building evidence for their own statements, ideas, and actions.

Criticism - focuses the group's attention on the shortcomings of a particular choice of the group, allows to develop skills of objective attitude to disadvantages, ability to defend one's point of view.

Negation (NO-strategy) - denial of all statements and proposals of group members - develops argumentation skills, expands the spatial boundaries of work.

Reducing to absurdity - a statement is identified, it is assumed that it is correct, conclusions are drawn, the final one is absurd, and a logical law is fixed, according to which only a true conclusion can be obtained from a true statement, and vice versa. This allows you to build logical relationships, trace possible consequences, look for weaknesses in your own statements and correct them.

No less important is the formation and development of collective and integral creative intelligence, when a team has a system of organic combination of individual abilities of participants, synergistic effect of activities, the effect of complementarity and mutual reinforcement. Collective intelligence is formed through the representation of different types of creative personalities that form the group, whose names indicate their functions: problem solver, encyclopedist, idea generator,

enthusiast, skeptic, forecaster, informant, aesthete, psychologist, independent, translator, developer, implementer. The group does not necessarily have to include all of the above participants, the main thing is that most of the above functions are performed. We also draw attention to the fact that sometimes the tasks set may involve the involvement of participants in a creative group who are able to cooperate with different people, even those who are incompatible for some reason, for the sake of a certain goal.

We would also like to draw the attention of managers to the fact that today, in creative teams, the informal side can often become more important than the formal, because this is how employees get to know each other and develop relationships, which has a positive impact on the creative process. Also, in this situation, the use of the principles of systematic and rhythmic creative activity works well in practice, which allows identifying new problems, attracting new people, and stimulating the creative process. Accordingly, the work of such groups, provided long-term cooperation in the process of solving problems, allows employees to develop the ability to evaluate, reproduce and use the approach of other team members, the ability to master the type of thinking of their colleagues - to calculate the flow of their thoughts, to anticipate possible questions, hypotheses, solutions and arguments. This is a developing ability.

It is the use of the above-mentioned thinking styles and approaches to the formation of creative working groups that will allow managers and management to significantly increase the intellectual and creative potential of employees, and the development of integrated creative intelligence will lead the team to the most effective result.

Understanding the essence and meaning of the concept and tools of creative management, we can determine that the determining factors that characterize the creative management system are

- involvement of personnel in the creation and development of creative ideas;
- the possibility of independent choice of forms of search for ideas;
- absence of any pressure on subordinates.

Based on the analysis of scientific publications and practical research on the implementation of creative management, the following basic principles of the creative management system in the practice of modern enterprises can be identified:

1. Stimulating and supporting the implementation of creative and innovative ideas of employees is one of the competitive advantages of the enterprise. Initiative and creativity - these are the components that enterprise managers should focus on when creating motivational programs and events.

2. In the process of supporting the generation of creative ideas, it is important to pay attention to the smoothness of this process, even if the expediency of these ideas and proposals is currently low or there is no possibility of implementing it, because it may be appropriate in time. Regular implementation of creative ideas of the staff (regardless of whether they relate to the organization of staff leisure, workplace, or strategic development), as this has a significant effect on preserving and developing creative potential and turning it into an enterprise advantage.

Establishing an effective communication system at the enterprise, which implies transparency of communication, the ability to generate ideas and not lose interest in expressing an initiative, so it is important to establish communication without criticism and ridicule, expressing support and collegiality, which contributes to the creative process.

Taking into account the company's business lines, motivation for creativity and development of a creative approach to the tasks, involves the formation of a system of rewards for such work, moral and/or material, an important emphasis in this process is not to ignore those who make efforts, not to leave unnoticed the efforts of initiative employees, because creative management allows you to maximize the potential of the individual and the team as a whole.

Conclusions from this study and prospects for further research in this area. In order to ensure sustainable, resilient and effective organizational development, it is important to introduce innovations, namely: developing new products or services, expanding markets and the base of potential customers, reducing costs and,

ultimately, increasing profitability - and this is impossible without a creative approach to management.

The system of creative management at an enterprise is aimed at solving a number of practical problems. There are two aspects of understanding "creative management" - creative and initiative. The creative one is manifested in the assessment of the creative potential of the organization as a whole. The innovative aspect is manifested in the identification of methods and techniques necessary for better solution of creative tasks; formation of groups of experts to evaluate proposals for innovation policy and crisis prevention.

Thus, a creative approach to management is the key to success in the current conditions of market development and competition. In turn, an important condition for the effective functioning of the team is the proper organization of the system of relations between its members and the relations between the manager and subordinates, an effective system of motivation, and mutual support.

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