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КВАЛІФІКАЦІЙНА РОБОТА
(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ЗДОБУВАЧА ВИЩОЇ ОСВІТИ ОСВІТНЬОГО СТУПЕНЯ “МАГІСТР”

Тема: Удосконалення системи управління персоналом з урахуванням досвіду зарубіжних країн (на прикладі концерну Hilding Anders)

Виконав: Поляков Павло

Керівник: професор Кириленко Оксана Миколаївна

Консультанти з розділів: _____

Нормоконтролер з ЄСКД (ЄСПД): _____ Кириленко Оксана

_____ Станіслав СЕРЬОГІН

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**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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FACULTY OF TRANSPORT, MANAGEMENT AND LOGISTICS
Management of Foreign Economic Activity of Enterprises Department**

ALLOW TO THE DEFENSE
Head of the Department

Oksana KYRYLENKO
“ _____ ” _____ 2023

**QUALIFICATION PAPER
(EXPLANATORY NOTE)**

HIGHER EDUCATION SEEKER OF THE EDUCATIONAL DEGREE "MASTER"

Topic: Improvement of the personnel management system based on the experience of foreign countries (on the example of the Hilding Anders concern)

Performed by: Pavel Polyakov

Scientific adviser: professor Kyrylenko O.N.

Consultants for the

parts: _____.

_____.

Norm-controller of USCD (USPD): _____ / Oksana Kyrylenko/

_____ /Stanislav SERYOGIN/

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Educational level Bachelor

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Educational Professional Program: "Management of Foreign Economic Activity"

APPROVED

Head of the Department

Oksana KYRYLENKO

“ ” 2023

TASK

to perform qualification paper by the higher education seeker

Pavel Polyakov

(surname, name, patronymic)

1. Topic of qualification paper: **Improvement of the personnel management system based on the experience of foreign countries (on the example of the Hilding Anders concern)**

approved by the Rector order of 10/10/2023, № 2079/cm

2. Deadline of the paper: **from "02" October 2023 to "31" December 2023**

3. Initial data for the paper: ***Financial and management reporting JSC Hilding Anders concern, scientific papers, Internet resources.***

4. Content of the explanatory note (list of issues to be developed):
It is required: ***to consider the factors influencing the system of personnel management of the enterprise; to characterize the processes of personnel management at the enterprise; to assess the financial and economic condition of Hilding Anders concern; to substantiate the ways of Justify ways to improve personnel management; develop a plan of measures and assess the economic efficiency of the proposed measures.***

The list of mandatory graphic material:

Theoretical Chapter: tables –2 , fig. –4,

Analytical and research Chapter: tables –10, fig. –10,

Project and advisory Chapter: tables –3, fig. –, formulas-10

SCHEDULE

№	Stages of qualification paper	Deadline of stages	Comment
1.	Collection and analysis of necessary information about JSC Hilding Anders according to the topic of the qualification paper	02.10.2023 - 08.10.2023	Done
2.	Study and analysis of the main directions of improving the personnel management system of JSC Hilding Anders	08.10.2023- 11.10.2023	Done
3.	Development of reference books used in analysing the development of the HR management system of trade enterprises, taking into account the experience of foreign countries	till 13.10.2023	Done
4.	Preparation and presentation of the theoretical part	till 21.10.2023	Done
5.	Preparation and execution of analytical and research part of the qualification paper	till 28.10.2023	Done
6.	Development of economic feasible proposals for improving the personnel management system of JSC Hilding Anders	till 05.11.2023	Done
7.	Design of recommendatory part of the qualification paper	till 15.11.2023	Done
8.	The final design of the qualification paper (contents, introduction, conclusions, appendices, etc.)	till 18.11.2023	Done
9.	Report and presentation preparation	till 23.11.2023	Done
10.	The signing of the necessary documents in the established order, preparing to defend the qualification paper and preliminary qualification paper defense on graduating department meeting	till 05.12.2023	Done

Higher education seeker _____ (*Pavel Polaykov*)

Scientific adviser of the qualification paper _____ (*O. Kyrylenko*)

ABSTRACT

Personnel management is recognized as one of the most important spheres of enterprise life, capable of increasing its efficiency many times over, and the very concept of "personnel management at the enterprise" is considered in a rather wide range: from economic-statistical to philosophical-psychological.

The personnel management system ensures continuous improvement of methods of work with personnel and the use of achievements of domestic and foreign science, the best production experience.

Research methods - collection, generalization and systematization of information were used in Chapter 1 where the theoretical foundations of personnel management of the organization were identified, analysis and synthesis were the main methods in Chapter 2. Comparative method allowed to identify the shortcomings of the existing system of personnel management in a Chapter icular organization and on this basis to develop a proposal to improve the personnel management system. In the Chapter 3 recommendations on the application of foreign experience in the improvement of personnel management system in JSC Hilding Anders, as well as calculations of economic efficiency of the proposed measures.

The work contains an introduction (justification of the relevance of the chosen topic, setting the goals and objectives of the study), the main Chapter of 112 pages, conclusion, as well as a list of sources used.

Keywords: personnel management, external environment, foreign economic activity, development, improvement, recruiting.

activities, development, improvement, recruiting and others

АНОТАЦІЯ

В результаті проведеного дослідження були надані пропозиції щодо розвитку системи рекрутингу на основі КРІ, що допоможе залучити в організацію більш компетентний персонал, знизити плинність кадрів і значно підвищити ефективність роботи співробітників відділу обслуговування авіакомпанії "UZBEKISTAN AIRWAYS". Були вивчені теоретичні основи підбору персоналу; досліджені методи підбору персоналу, джерела і способи підбору персоналу в льотному комплексі і відділі бортпровідників; вивчені технології, використовувані зарубіжними організаціями і різними рекрутинговими агентствами, їх переваги і недоліки, труднощі їх впровадження і розроблена система підбору персоналу на основі КРІ.

У вступі визначено актуальність обраної теми кваліфікаційної роботи, об'єкт, предмет, мету та завдання майбутнього дослідження.

У першому розділі розглянуто теоретико-методологічні основи управління персоналом: поняття, підходи та завдання управління авіаційним персоналом; особливості управління персоналом в зарубіжних авіакомпаніях.

У другому розділі проаналізовано діяльність авіакомпанії АТ "UZBEKISTAN AIRWAYS", надано загальну характеристику підприємства та проведено аналіз фінансово-господарської діяльності; проведено дослідження особливостей системи управління персоналом, а також аналіз чисельності та проблем управління службою бортпровідників Департаменту обслуговування.

У третьому розділі розроблено заходи щодо вдосконалення системи управління персоналом, а також наведено економічну ефективність впровадження ІС та системи підбору персоналу на основі КРІ.

У висновках зазначено основні результати проведеного дослідження та сформульовано конкретні пропозиції щодо реалізації завдань кваліфікаційної роботи.

Ключові слова: управління персоналом, зовнішнє середовище, зовнішньоекономічна діяльність, розвиток, удосконалення, розвиток, удосконалення, інформаційна система.

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INTRODUCTION

Personnel management is recognized as one of the most important spheres of enterprise life, capable of increasing its efficiency many times over, and the very concept of "personnel management at the enterprise" is considered in a rather wide range: from economic-statistical to philosophical-psychological.

The personnel management system ensures continuous improvement of methods of work with personnel and the use of achievements of domestic and foreign science, the best production experience.

The essence of personnel management, including employees, employers and other owners of the enterprise is the establishment of organizational-economic, socio-psychological and legal relations of the subject and object of management. These relations are based on the principles, methods and forms of influence on the interests, behavior and activities of employees in order to maximize their use.

In the conditions of market economy in our country the issues of practical application of modern forms of personnel management, which allow to increase the socio-economic efficiency of any production, are of special importance.

The success of an enterprise (organization, firm) is ensured by the employees employed by it. That is why the modern concept of enterprise management assumes the allocation of the one related to the management of the human resources component of production - the personnel of the enterprise - from a large number of functional spheres of management activity.

The relevance of the topic of pre-diploma work "Personnel management at the enterprise" is explained by the conditions of fierce competition in the market of Uzbekistan. It is known that the most important component of competitiveness directly depends on and is provided by the firm's personnel and personnel management system.

The purpose of research in pre-diploma work is to study and analyze the personnel management system and develop recommendations for its improvement at a Chaptericular enterprise.

In order to achieve the objective of the study, it seems appropriate to address the following objectives:

- 1) to disclose theoretical aspects concerning personnel behavior management;
- 2) analyze the current system of personnel management in the enterprise under study;
- 3) to develop recommendations to improve the personnel management system in the studied enterprise.

The object of the study is Personnel Management at the enterprise.

Subject of the study - organization of personnel management of HILDING ANDERS, a.s.

Directions and methods of improvement of personnel management of HILDING ANDERS JSC

Research methods - collection, generalization and systematization of information were used in Chapter 1 where the theoretical foundations of personnel management of the organization were identified, analysis and synthesis were the main methods in Chapter 2. Comparative method allowed to identify the shortcomings of the existing system of personnel management in a Chaptericular organization and on this basis to develop a proposal to improve the personnel management system. In the third Chapter recommendations on the application of foreign experience in the improvement of personnel management system in JSC Hilding Anders, as well as calculations of economic efficiency of the proposed measures.

The work contains an introduction (justification of the relevance of the chosen topic, setting the goals and objectives of the study), the main Chapter, conclusion, as well as a list of sources used.

The first chapter of the diploma work reveals the essence, content and concept of the personnel management system, reflects the regulatory legal and methodological norms that regulate it.

The second chapter presents the analysis of the current system of personnel management in the studied enterprise.

In the third Chapter, calculations of economic efficiency of the proposed measures were carried out, which shows the achievement of the objectives.

CHAPTER 1. Theoretical aspects of organizing the process of personnel management at enterprises

1.1 Theoretical foundations of the organization of the personnel management process

One of the activities of the organization is the creation of a quality system of personnel performance management. Unlike other resources of the enterprise, human resources require attention and special treatment. Hired employees both at the time of entering a job and during its performance can refuse the conditions offered to them, demand changes in working conditions and modification of work unacceptable from their point of view, acquisition of other professions and specialties, as well as can leave the enterprise at their own will. As a result, certain approaches are required to personnel both for their attraction and retention for a long time [3, p. 93].

In modern conditions the management of human resources of the organization is a necessary and integral Chapter of the management system. However, in the practice of organizations, there are not enough measures to improve the management of human resources, namely, personnel services that work directly with each employee. At many enterprises, personnel management services, as a rule, have a low professional level, weak organizational status, insufficient competence [3, p. 93].

As such, they perform a range of tasks to manage staff and ensure that their working conditions are normal. These tasks are summarized in Figure 1.1.

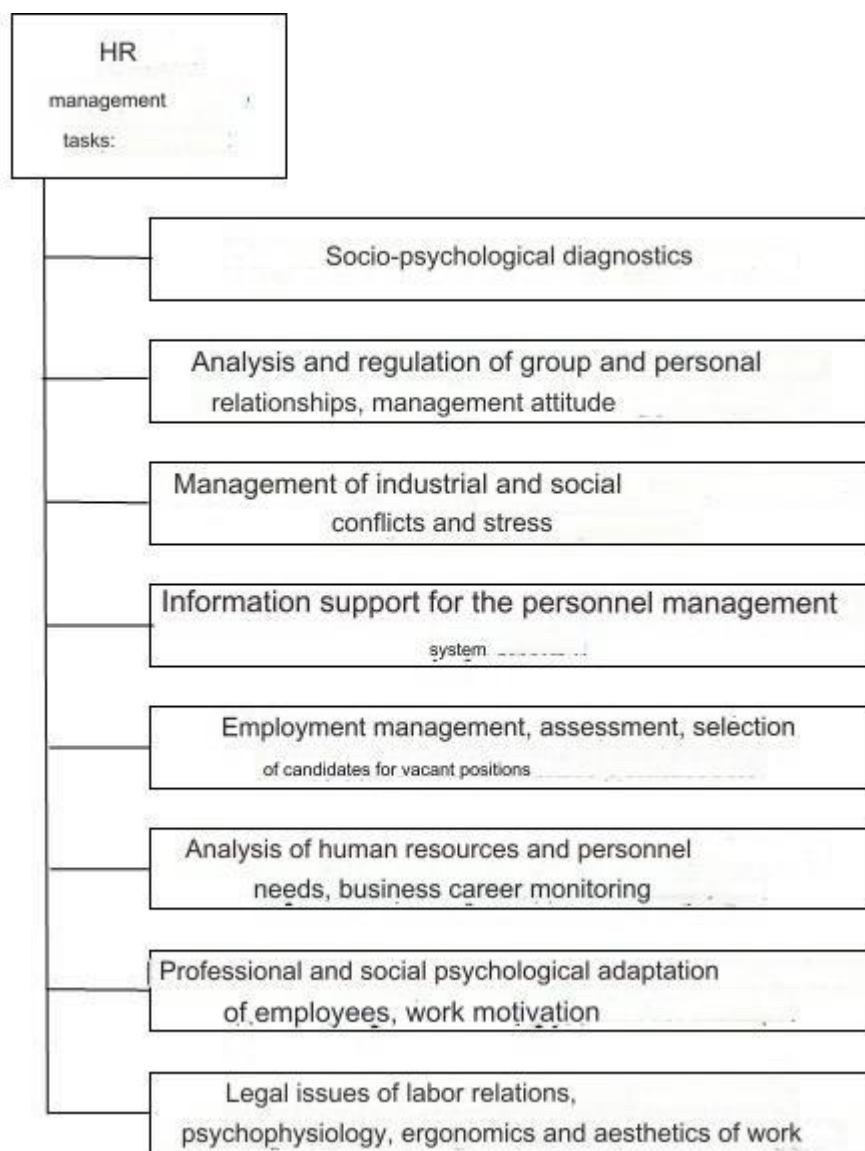


Fig.1.1-Tasks on personnel management of the organization[13,p.113].

Lack of proper qualification does not allow HR departments to be professional methodological, informational, and coordinating centers of HR work. They are structurally disconnected with the departments of labor organization and wages, occupational health and safety departments, legal departments and other subdivisions that perform the functions of human resources management of the organization. To solve social problems in organizations, social research and service services are created [19, p.27].

The study of the main theoretical aspects of personnel efficiency management, development of methods for assessing the professional qualities of employees allows the organization to independently carry out planning, analysis and control of the movement of personnel, the effectiveness of its activities. In this case, efficiency is defined as a relative indicator that characterizes the ratio of achieved and expected final results of activity and acts as an effect of its achievement. It is quite difficult to apply the efficiency formula in practice for real calculations, as the numerator and denominator of the fraction in most cases are not quantifiable and cannot be calculated in common units. Most often, the results of economic activity are diverse, and it is impossible to summarize their results, even using universal monetary measures [19, p.27].

In the modern world there are many approaches to the definition of the concept of "personnel management". These approaches can be divided into four categories:

- process approach, which considers personnel management as a process;
- activity approach, where personnel management is viewed as an activity;
- A systems approach, whereby personnel management is presented as a system;
- socio-psychological, which emphasizes the socio-psychological aspects of personnel management.

The process of personnel management includes a number of important functions necessary for the effective operation of the enterprise.

Personnel management is aimed at improving the ability of the enterprise to adapt to the constantly changing external environment [19, p.32].

Identification of staffing needs, recruitment, development, utilization, retention and downsizing are included in the process functions. Supervision, marketing, information services and personnel management organization are classified as.

The core functions, however, contribute to the support of the procedural functions.

The process functions of personnel management are seen as a continuous process that begins with the determination of personnel needs and ends with the optimization of personnel and, if necessary, their reduction.

When determining staffing needs, it is important to take into account quantitative (how many personnel are needed), qualitative (their abilities), local (place of use) and temporal (when and how long to use them) aspects. There is uncertainty in personnel planning, which is explained by the fact that the strategic planning horizon of most organizations has sharply narrowed, making it difficult to build forecasts of its company-wide development. There are also other problems that make it difficult to build an objective and accurate need for personnel [16, p.34].

Thus, for some groups of personnel it has become difficult to determine such parameters as the time of dismissal or retirement, rational use of working time, etc. It is also difficult to assess the loyalty of employees in relation to the manager, which is explained by the increasing tendency for personnel not to link their professional career with one organization and more often use other employment opportunities.

An important function of personnel management is its recruitment, so it is important for enterprises to constantly conduct research and monitoring of the labor market in order to assess the possibilities of their staffing. It is important to track the specifics of the demographic situation in society in order to better utilize older personnel and identify bottlenecks in relation to the younger generation [16, p.34].

It is important for an organization to maintain its image in the external and internal markets of the workforce, as it is the image that is an important factor in ensuring the attractiveness of the company and determines the possibility of recruiting new human resources.

Achieving maximum compliance of the employee's capabilities with the requirements of the organization is solved by the function of personnel development. For this purpose, necessary conditions are created for employees. In this way, the role of assessing the potential of personnel for further development is increased in terms of information:

- horizontal personnel development is aimed at development in other functional areas;
- Vertical staff development is aimed at upward movement with increased responsibility;
- intercultural staff development is aimed at working in a different cultural space.

The staff utilization function is the specific assignment of employees to specific tasks.

Another important trend in personnel utilization is the increasing flexibility of the labor process. Along with traditional forms (sliding schedules), more complex concepts of flexible labor organization are developing (establishment of annual workloads, autonomous groups with a free schedule, longer vacations, etc.). The above-mentioned new forms of labor contribute to a fuller development of human potential [16, p.34].

The process function of personnel management also includes personnel retention. The fulfillment of this function is aimed at stimulating through the use of appropriate tools to increase the productivity of personnel and their impact.

At the same time with material encouragement and stimulation of labor, more balanced concepts of labor encouragement, such as organization of employees' working time, providing opportunities for their personal development, increasing participation in the communication process, promoting inclusion in various work groups, etc., are now becoming paramount [9, p.124].

Let's consider the peculiarities of staff reduction. The dynamics of the external environment and frequent restructuring contribute to the careful differentiation of downsizing tools. At present, mass layoffs are an extreme measure that should be avoided if possible. The most popular are the directions of indirect elimination of staff surplus, which consists in refusal to extend temporary labor agreements, intra-company relocation of employees, refusal to use personnel leasing. More flexible forms of labor organization allow to regulate the level of employment [16, p.19].

The characteristic feature of the profile functions of personnel management of the organization is a direct influence on the above procedural functions.

The function of controlling is to support planning, management, control and information support of all activities in the field of personnel management. This system is also used to improve the organization of working hours, to check incentive systems, to reorient personnel development activities, as well as in the field of internal company communications.

Increased capacity to collect data increases the risk of data impairment. It is therefore important to better identify the links between qualitative indicators and human resources objectives.

Time are intra-company surveys that allow to assess the degree of personnel satisfaction [16, p.25].

Let us consider the function of personnel marketing, the purpose of which is to create favorable conditions for the attractiveness of the enterprise in the internal and external labor markets. The use of this function allows increasing the employer's ability to obtain and retain qualified and motivated labor force.

The function of personnel management organization is aimed at regulating the cooperation of people, which ensures effective division of labor and its coordination.

Considering the process of personnel management as an integral system, it is possible to identify the main elements that are aimed at the implementation of the following functions: organizational function: planning sources of staffing; awareness of potential candidates about recruitment and recruitment terms; the amount of funds allocated for training; socio-economic function: a set of conditions and factors that determine the use and retention of personnel; reproductive function, which ensures the creation of training and material base and caring for the staff; reproductive function, which ensures the creation of a training and material base for the staff; reproductive function, which ensures the creation of training and material base for the staff.

The human resource management system (HRMS) acts as a primary component of the organization's development. Acting as the most important subsystem of the organization, it determines the success of its development.

The personnel management system pursues the following objectives: increasing the competitiveness of the organization in the market; increasing the efficiency of labor, namely, obtaining maximum profit; increasing the social effectiveness of the collective's activity [24,p.34].

In Figure 1.2 depicts schematic system management of the enterprise personnel management system.

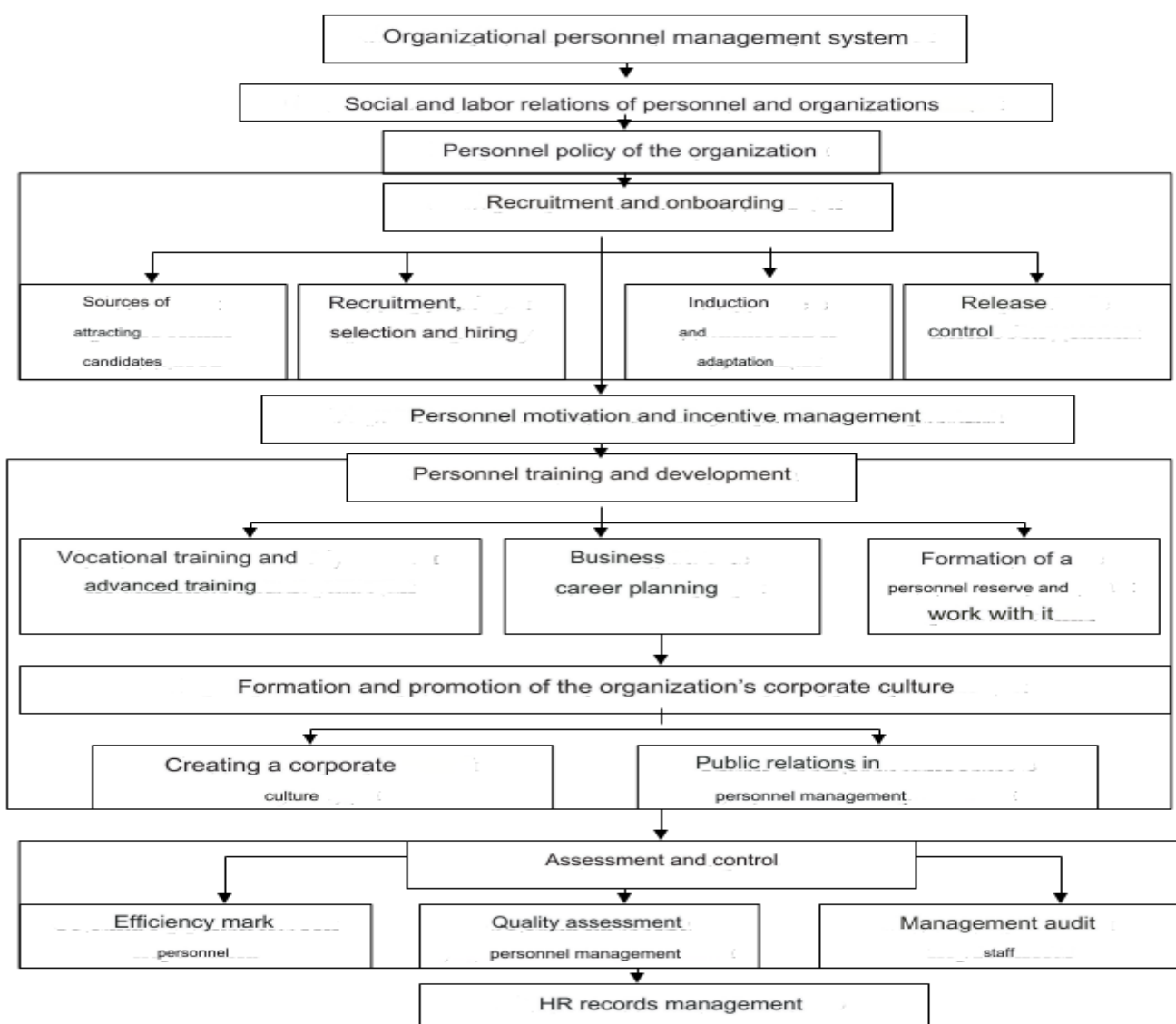


Fig.1.2-Personnel management system

As the analysis of theoretical studies on the problems of personnel management shows, in the modern world the concept of personnel management system contains the following: personnel planning; determination of the existing need to hire employees and staff; recruitment of employees; personnel selection; subsequent hiring of those or other suitable personnel; labor and social adaptation of newly hired personnel; qualified training of personnel; career and its growth; personnel evaluation; employee motivation system; labor rationing [24, p.178].

It should be noted, and this is emphasized in her research by N.V. Maslova, that these are only the basic personnel technologies representing the range that includes any personnel management system [6, p.116].

All elements of this system can be grouped into three large groups:

- technologies for forming and presenting staff,
- technologies for staff development;
- technologies aimed at efficient use of available labor resources.

The main subsystems of the PMS should include the following areas:

- organization of the personnel management system at the enterprise;
- recruitment of personnel for the organization;
- adaptation of the organization's staff;
- motivation of the organization's staff;
- training and development of the organization's staff;
- certification of the organization's personnel;
- management of the organization's staff turnover;
- organizational culture of the organization's staff;
- retention of young professionals in the organization;
- human resources records;
- socio-psychological climate of the organization;
- the role of the leader of the organization;
- personnel policy of the organization [30,p.105].

At the same time, personnel management acts as a system of organizations, as a process, and as a structure. If we consider personnel management as a system, it

can be characterized as a system of interrelated organizational, economic and social measures to create conditions for the full functioning, development and effective use of human resources potential of the enterprise. Thus, the personnel management is based on the personnel management system itself.

The personnel management system consists of a number of subsystems.

Line management subsystem manages the organization as a whole and individual functional and production units. The functions of this subsystem are assigned to the company's management.

Among the functions of the subsystem of personnel planning and marketing we can mention such as the development of personnel policy and strategy of personnel management, research of the labor market, assessment of personnel potential, implementation of personnel planning, planning and forecasting of personnel needs, organization of advertising activities, supporting the relationship with external sources that provide the organization with personnel [30, p.115].

The recruitment and personnel management subsystem is responsible for organizing recruitment, interviewing, assessment, selection and hiring of personnel, recording of hiring, transfers, rewards and dismissals of personnel, professional orientation and organization.

rational use of personnel, employment management, documentation support of the personnel management system.

The subsystem of labor relations management performs the functions of studying and regulating group and personal relations, studying management relations, managing organizational conflicts and stresses arising at the enterprise, performing socio-psychological diagnostics, monitoring compliance with ethical norms of relations, and is responsible for interaction with trade unions.

The subsystem of ensuring normal working conditions implements compliance with the requirements of technical aesthetics, compliance with the requirements of psychophysiology and ergonomics of labor, occupational safety and environmental protection.

The subsystem of personnel development management performs the functions of retraining and advanced training of personnel, adaptation in the team of newly hired employees, evaluation of candidates for a vacant position, current periodic evaluation of personnel, implementation of business career and professional promotion, organization of work with the personnel reserve [30, p.119].

The subsystem of personnel motivation and incentive management performs the functions of labor stimulation and motivation, rationing, development of labor remuneration systems and forms of personnel participation in profits and capital, formation of the system of moral incentives for personnel.

Such a subsystem as social development management performs the functions of public catering, housing and consumer services management, development of culture and physical education, ensuring health protection and recreation, organization of social insurance.

The subsystem of development of organizational structure of management evaluates the existing organizational structure of management, designs a new organizational structure of management, develops a staffing table, allows to form a new organizational structure of management, develops and implements recommendations for the development of style and methods of leadership.

Among the functions of the subsystem of legal support of the personnel management system we should mention such functions as solving legal issues of labor relations, coordination of administrative and other documents on personnel management, solving legal issues of economic activity, and consulting on legal issues.

A comprehensive study of the existing relations in the enterprise's personnel management system is based on the system approach, which considers the managed and controlling subsystem as a single system [7, p.48].

The constituent elements of the personnel management system are united by a common economic goal, which is to maximize profit. The system

approach in personnel management acts as a methodological basis for the design, creation and functioning of organizational and management systems at enterprises.

To date, the main resource of any enterprise is its personnel, as the effectiveness of the organization directly depends on the proper management of personnel.

Personnel management is a field of knowledge and practical activity aimed at timely provision of the organization with personnel and its optimal use [32, p.287].

The process of personnel management cannot be effectively organized without information and communication. It should be noted that each individual employee of the enterprise or organization is a carrier of information, and communication is the means by which people are united to achieve their goals. A manager needs objective information to make decisions on personnel.

Information as a factor of personnel management in the system of the organization is an important element of its functioning. Communication as a means of information transfer has the following principles:

- The principle of clarity- a message is not considered complete until it is clear, and this requires attention and needs to be checked;
- Principle of integrity - the purpose of management messages, understanding between workers in the production process to achieve the set goals;
- Principle of strategy- based on familiarization of situations, develop strategies to increase communication channels.

Competence is an extremely important condition for increasing the efficiency of personnel. The term competence is the central concept of the whole concept of personnel management. The term competence was first used in the research of American scientist V. McElville, where it was shown that the essence of the organization, its core is a disposable set of competencies of all employees.

Personnel competence management is a process of comparing the needs of the enterprise with the individual resources and selecting forms of influence to bring them into compliance in practice. In this case, the resources mean the personnel of the enterprise with achieved competence levels, desires, motivations, aspirations.

Competence management can be carried out both at the enterprise level and at the level of an individual employee. At the enterprise level, competence management is related to the following functions:

- Assessment of available personnel resources, as well as capabilities, knowledge, skills of personnel;
- Assessment of the needs of the enterprise in personnel in accordance with the goals, objectives of the organization, strategies established by the enterprise for the coming years;
- Assessment based on systems analysis resource-needs comparison.

This can be schematically represented in the following figure 1.3.

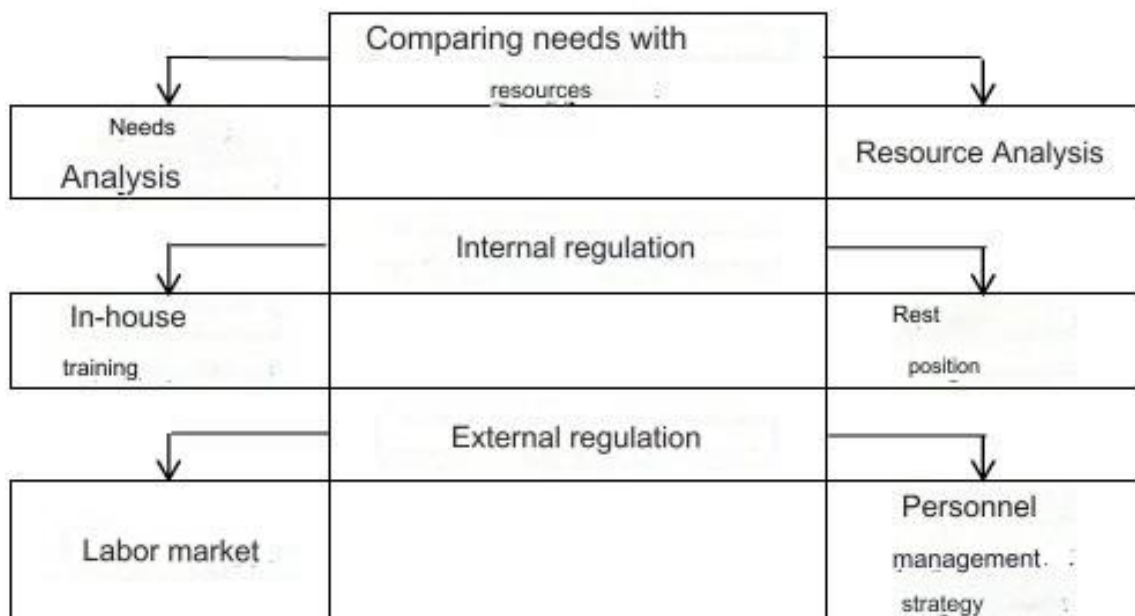


Fig.1.3-Competence interrelation with other components[10,p.155].

Competence management at the enterprise and individual level is a closely interrelated process, as one is complementary to the other. It ultimately determines the capabilities in accordance with the needs of the position. Assessment of an individual's performance allows an individual to activate the knowledge, skills and information he/she has previously acquired. Another important condition for increasing the effectiveness of personnel management is motivation of labor activity. Administrators have always implemented the conditions of motivation of their employees, whether they realize it or not.

An effective personnel management system is the key to the successful existence and financial stability of any retail chain, firm, enterprise.

1.2. Personnel management process: essence, main aspects, functions and methods

The personnel of an organization is one of the types of resources of an enterprise.

This type differs from others (financial, material, raw materials) in that the worker has the right to refuse the conditions under which he or she is going to be used, to negotiate the level of wages, to retrain for other professions, to participate in strikes, to quit at will, to decide which professions are socially unacceptable. In general, personnel cannot be regarded as a homogeneous substance; each worker has individual motives and values.

Sufficient provision of enterprises with the necessary labor resources, their rational use, high level of labor productivity are of great importance for increasing the volume of production and improving the efficiency of production. In particular, the volume and timeliness of all works, efficiency of equipment, machinery and mechanisms use depend on the provision of the enterprise with labor resources and efficiency of their use.

Personnel or personnel is the main staff of the organization's employees performing various production and economic functions. It is characterized, first of all, by its number. It is also determined by the nature, scale, complexity, labor

intensity of production processes, the degree of their mechanization, automation, computerization [14, p.60] .

These factors set the standard number of employees, which in practice is almost never possible to provide, so the human resources potential is more objectively characterized by the headcount, i.e. those employees who are officially working in the organization at the moment. In conditions of staff shortage, the headcount may significantly differ from the standard headcount. The headcount includes all categories of employees: permanent, seasonal, temporary, and those employed for at least five days. Since not all employees, for one reason or another, are at their workplace every day, the true size of the personnel at any given moment is characterized by the headcount.

The workforce is not static: it is in constant flux due to the hiring of some and the firing of others.

Sufficient provision of enterprises with the necessary labor resources, their rational use, high level of labor productivity are of great importance for increasing the volume of production and improving the efficiency of production. In particular, the volume and timeliness of all works, efficiency of equipment, machinery and mechanisms use depend on the provision of the enterprise with labor resources and efficiency of their use.

Personnel movement can be characterized by a number of indicators such as turnover rate, permanence rate, turnover rate and so on.

The composition of personnel of any organization is heterogeneous, as people differ by natural and acquired characteristics - gender, age, education, length of service, profession, specialty, qualification, position held. On their basis, groups of employees are distinguished, which form the personnel structure. It is also called social structure. It can be statistical and analytical [16, p.22] .

The statistical structure of personnel reflects their distribution and movement in terms of categories and groups of positions. For example, it is possible to distinguish the personnel of the main types of activity (persons working in the main and auxiliary divisions, management apparatus, engaged in the creation of products,

services or servicing these processes), and non-core types of activity (employees of repair, housing and communal services, social sphere divisions). All of them in their subdivisions occupy the positions of managers, specialists, engineers and technicians, clerks, and workers.

The analytical structure is determined on the basis of special studies and calculations and is subdivided into a general and a private structure. With regard to the general structure, the personnel is considered by such attributes as length of service, education, profession; the private structure reflects the ratio of individual categories of workers; for example, "engaged in the simplest labor with and without the simplest devices", "performing manual work, not with machines", "performing manual work on maintenance of machines and mechanisms" and so on.

Thus, no matter what great ideas, the latest technologies, the most favorable external conditions do not exist, it is impossible to achieve high activity without well-trained personnel. It is people who do the work, give ideas and allow the enterprise to exist. Without people there can be no organization, without qualified personnel no organization can achieve its goals.

The mechanism of personnel management of the organization in the market environment covers a wide range of problems of personnel management of the organization - from the history of the development of human labor to the assessment of the effectiveness of its activities:

1. The history of the development of labor and business enterprise in Russia characterizes theories of personnel management, social policy and sociology of labor, labor resources, social and labor relations and employment of personnel, and the state system of labor management.

2. Methodology of personnel management of the organization denotes the philosophy and concept of personnel management of the organization, regularity, principles, methods of personnel management and construction of personnel management system in market conditions.

3. The system of personnel management of the organization includes the basics of organizational design and construction of the personnel management

system of the organization, methods of formation of goals, functions, organizational structure of the personnel management system. In addition, there are also issues of personnel, information, technical, regulatory and methodological, legal and documentary support.

4. The strategic management of an organization and its personnel justifies the need to develop a personnel policy for the organization.

5. Planning of work with personnel of the organization reveals the essence, goals and objectives of personnel planning, the structure and content of the operational plan of work with personnel, as well as the analysis of labor indicators, planning of labor productivity, rationing and accounting for the number of personnel.

6. Personnel marketing determines the need for personnel as well as its coverage.

7. The technological cycle of work with the personnel of the organization contains the stages of management, starting from employment and ending with dismissal: recruitment, assessment, selection and hiring, selection and placement of personnel, business assessment of personnel at all stages of its activity; socialization, vocational guidance and labor adaptation, organization of personnel work; release of personnel both in connection with dismissal for one or another reason, and in connection with retirement. The technological cycle of work with the personnel of the organization also includes the use of modern automated information technologies of personnel management.

8. The technology of management of personnel development of the organization considers the issues of management of social development, organization of training and certification of personnel, management of business career, professional promotion and personnel reserve, management of innovations in personnel work.

9. Behavioral management of the personnel of the organization includes modern theories of personal behavior in the organization, methods of motivation and stimulation of labor activity of the personnel, forms of payment for their work, as

well as issues of conflict management, stress, ethics of business relations, formation of organizational culture, issues of safety management, working conditions, discipline and health protection of the personnel.

10. Assessment of management efficiency contains analysis and description of work and workplace, assessment of personnel performance, functioning of subdivisions of the personnel management system and the organization as a whole. Characterizes the methods of assessing the cost of personnel of the organization and assessing the social and economic effectiveness of projects to improve personnel management of the organization [16, p.47] .

Organization personnel management relies not only on the laws and regularities studied by various management-related sciences (management theory, economic cybernetics, etc.), but also on the regularities inherent only to this process.

The basis for the requirements to the system and technology of personnel management of the organization are the basic regularities:

- compliance of the personnel management system with the goals, peculiarities, status and development trends of the production system;
- Systemic formation of personnel management;
- optimal combination of centralization and decentralization of personnel management;
- proportional combination of the totality of subsystems and elements of the personnel management system;
- proportionality of production and management;
- the necessary diversity of the personnel management system;
- changes in the composition and content of HR management functions;
- minimizing the number of personnel management steps;
- The interaction of patterns of personnel management.

Regularities directly interact, influencing each other with their properties, forming an integrated, resulting force. Let us characterize in more detail the relationship and interaction of regularities of personnel management. Thus, the

regularity of minimizing the number of stages of personnel management interacts with the regularity of optimal combination of centralization and decentralization of personnel management and the regularity of changing the composition and content of personnel management functions. Reduction in the number of stages of personnel management leads to a change in the ratio of centralization and decentralization of functions at the remaining stages of personnel management, the composition and content of personnel management functions at these stages changes. In turn, changes in the functions of personnel management and the ratio of centralization and decentralization entail changes in the number of stages of the personnel management system [27, p.94] .

Personnel Management Principles (PMP) - rules, basic provisions and norms to be followed by managers and specialists in the process of personnel management. By cognizing principles, people discover regularities, PUPs reflect the requirements of objectively acting economic laws and regularities, so they are objective themselves. There are many such principles, but under all conditions personnel management is carried out on the basis of the following principles traditionally established in domestic organizations:

- scientificity, democratic centralism, plannedness, first person, unity of command;
- selection, recruitment and placement of personnel; combination of unity of command and collegiality, centralization and decentralization;
- line, functional and target management, control of decision fulfillment, etc.

A number of American and Japanese corporations widely use the following principles of personnel management: lifetime employment, control of task performance based on trust; combining such control with corporate culture, decision-making based on consensus, i.e. mandatory approval of decisions by the majority of employees.

Principles of building a personnel management system (PPSMS) - rules, basic provisions and norms to be followed by managers and specialists of personnel

management deChapterments when forming the personnel management system of an organization. They are the result of generalization by people of objectively acting economic laws and regularities, their inherent common features, the beginning of their action. Principles are objective, just as economic laws are objective.

These principles should be distinguished from the methods of building a personnel management system. The former are constant and binding, while the set of methods can change depending on changing conditions while maintaining the principles. The principle allows to form a system of methods and each method separately. But the method does not have such an impact on the principle, as the latter is objective.

There are two groups of HRMSPs: principles that characterize the requirements to the formation of the HR management system of the organization, and principles that determine the directions of development of the HR management system of the organization. All the principles of building the personnel management system are realized in interaction. Their combination depends on the specific conditions of functioning of the personnel management system in the organization [27, p.101] .

Methods of personnel management (MPM) - ways of influencing teams and individual employees in order to coordinate their activities in the process of functioning of the organization. Science and practice have developed three groups of MUPs: administrative, economic and socio-psychological [27, p.108] .

Administrative methods are based on authority, discipline and penalties and are known in history as "stick methods". Economic methods are based on the correct use of economic laws and are known in history as "carrot methods". Social-psychological methods come from motivation and moral influence on people and are known as "methods of persuasion". Administrative methods are focused on such motives of behavior as the perceived need for work discipline, sense of duty, a person's desire to work in a Chaptericular organization, and the culture of work activity.

Economic methods are elements of the economic mechanism by means of which progressive development of the organization is ensured. The most important economic method of personnel management is technical and economic planning, which combines and synthesizes all economic methods of management. With the help of planning the program of activity of the organization is determined. After approval, the plans are received by line managers to guide the work on their implementation. Each unit receives prospective and current plans for a certain range of indicators.

The role of economic methods of management is intensified in the conditions of the market system of economic management and the complex interaction of the system of prices, profits and losses, demand and supply. They become the most important condition for the creation of an integral, efficient and flexible system of economic management of the organization, which acts in the market as an equal Chapterner of other organizations in the public cooperation of labor. The economic development plan is the main form of ensuring the balance between the market demand for goods, necessary resources and production of products and services. The state order is transformed into a portfolio of orders of the organization taking into account supply and demand, in which the state order is no longer dominant.

In order to achieve the set goals, it is necessary to clearly define the criteria of efficiency and final results of production in the form of a set of indicators established in the economic development plan. Thus, the role of economic methods is to mobilize the workforce to achieve the final results.

Social and psychological methods of management are based on the use of social mechanism of management (system of relationships in the team, social needs, etc.). The specificity of these methods consists in a significant share of the use of informal factors, interests of an individual, group, collective in the process of personnel management. Social and psychological methods are based on the use of regularities of sociology and psychology. The object of their influence is groups of people and individuals.

These methods can be categorized into two main groups in terms of scale and impact:

Sociological methods that focus on groups of people and their interactions in the labor process.

Psychological methods that target the personality of a Chaptericular individual.

Sociological methods play an important role in personnel management, they allow to establish the purpose and place of employees in the team, to identify leaders and provide their support, to link people's motivation with the final results of production, to ensure effective communication and conflict resolution in the team. Setting social goals and criteria, developing social norms (living standards, labor remuneration, housing needs, working conditions, etc.) and targets, achieving final social results is ensured by social planning [7].

The following sociological research methods (scientific tools) provide the necessary data for selection, assessment, placement, training of personnel and justification of personnel decisions:

1. Questionnaire survey allows to collect necessary information by mass polling of people with the help of special questionnaires.
2. Interviewing involves preparing a script (program) before the conversation, and then - in the course of a dialogue with the interlocutor - obtaining the necessary information. The interview - an ideal variant of a conversation with a leader, political or state figure - requires a highly qualified interviewer and a considerable amount of time.
3. The sociometric method is indispensable in analyzing business and friendly interrelationships in the team, when on the basis of employee questionnaires a matrix of preferred contacts between people is built, which also shows informal leaders in the team.
4. The observation method allows to identify qualities of employees that are sometimes revealed only in informal settings or extreme life situations (an accident, a fight, a natural disaster).

5. Interviewing is a common method in business negotiations, hiring, and educational activities where small personnel tasks are solved in an informal conversation.

Psychological methods play an important role in work with personnel, as they are aimed at the specific personality of a worker or employee and, as a rule, are strictly personalized and individual. Their main feature is an appeal to the inner world of a person, his personality, intellect, images and behavior, in order to direct the inner potential of a person to the solution of specific tasks of the organization [7].

Personnel management methods are also classified according to their belonging to management functions:

- rationing;
- organizations;
- scheduling;
- coordination, regulation;
- motivation;
- incentives;
- control;
- Analysis;
- accounting.

A more detailed classification of personnel management methods on the basis of their belonging to a specific function of personnel management makes it possible to build them into a technological chain of the entire cycle of work with personnel. According to this feature, the methods are distinguished:

- recruitment, selection and admission of personnel;
 - business evaluation of personnel;
 - socialization, career guidance and labor adaptation of personnel;
- motivation of personnel's labor activity;
- organization of the personnel training system;

- conflict and stress management, personnel security management, personnel work organization, management of business career and professional promotion of personnel;
- personnel releases [7, p.420].

1.3. Concepts and methods of assessing the effectiveness of the HR management system in an international company

At the present stage, the list of personnel management technologies is diverse and can be grouped into several frequently used types [12, p. 2].

Technologies applicable to almost all organizational structures are very popular, since they have a legislative justification and relate to the results of activity [28, p.45].

The specifics of individual branches determine the specific methods used for the activities of highly specialized structures. If the organization has such services, then in the presence we have the development of technology of methods of personnel management in the branch. Most often it will demonstrate an approximate model [10, p. 85].

New technologies of personnel management belonging to this group are created by special order of consulting agencies in an international company. In recent years, innovative technologies have appeared, which allow the organization structures to effectively solve the most urgent tasks. But such management technologies require on their Chapter highly qualified employees [16, p.52].

Realization of the set management goals depends on many factors, including the means, and thus the choice of the type of technology. Table 1.1 summarizes 4 groups of basic technologies.

Table 1.1.**Major groups**

Group name	Characterization
Administrative	"Based on norms, rules and standards that are legally enshrined. The main objective of this approach is to unify the treatment of all employees in the organization and to ensure objectivity when assessing their activities". [17, c. 69].
Economic	"This technology of human resource management in an international company is related to the use of economic benefits as a management lever" [17, c. 69].
Organizational	"The group of technologies related to the use of enterprise resources is called organizational technologies. In the process of applying this group, such innovative technologies in personnel management as flexible schedules, seminar systems, modern means can be used. communication" [17, p. 69]. [17, c. 69].
socio-psychological	"These technologies are the most advantageous to use because the means underlying them are human relations. The regulation of the social sphere in accordance with the goals of the organization contributes to the formation of the necessary teamwork enterprises" [17, p. 69]. [17, c. 69].

There are two best known models of human resource management:

- Japanese;
- American.

A comparison of these models is summarized below in Table 1.2.

Table 1.2.**Comparison of American and Japanese management models****[14, c. 44]**

Japanese model	American model
1	2
Management decision is made collectively by unanimous consent	Individual character of acceptance decisions
Collective responsibility	Individual Responsibility.
Non-standard, flexible structure administrations	Clearly formalized structure administrations
Collective control	Individual supervisor control
Delayed employee performance appraisal and career development	Rapid assessment of labor results Rapid assessment of labor results, accelerated promotion

Continuation of Table 1.2

1	2
The main quality of a manager is the ability to coordinate actions and control	The most important quality of a leader-professionalism
Informal control organization	Strictly formalized procedure controls
Group management orientation	Management focus on the individual personality
Evaluating management on achieving team harmony and on collective outcome	Evaluation of management by individual result
Personal and informal relationships with subordinates.	Formal relationships with subordinates.
Promotion by seniority and length of service	Business careers are driven by personal results
Training of universal leaders like	Training of highly specialized managers
Payments for performance pay groups, length of service, etc.	Individual labor remuneration achievements
Long-term employment of the head of the company firm	Hiring for a short period of time

By comparing the models, it can be concluded that the Japanese model does not consider one person (employee) but focuses on the group, unlike the American model.

The Uzbek model does not correspond to the level of foreign models, in this connection there is slow adaptation of employees to innovations, low level of competitiveness.

But not in all cases it is worth adopting foreign experience, you should take into account the level of qualification of employees, individual characteristics of the enterprise, the prospects of the enterprise.

For a more complete comparison, Figure 1.4 presents the Uzbek model of governance.

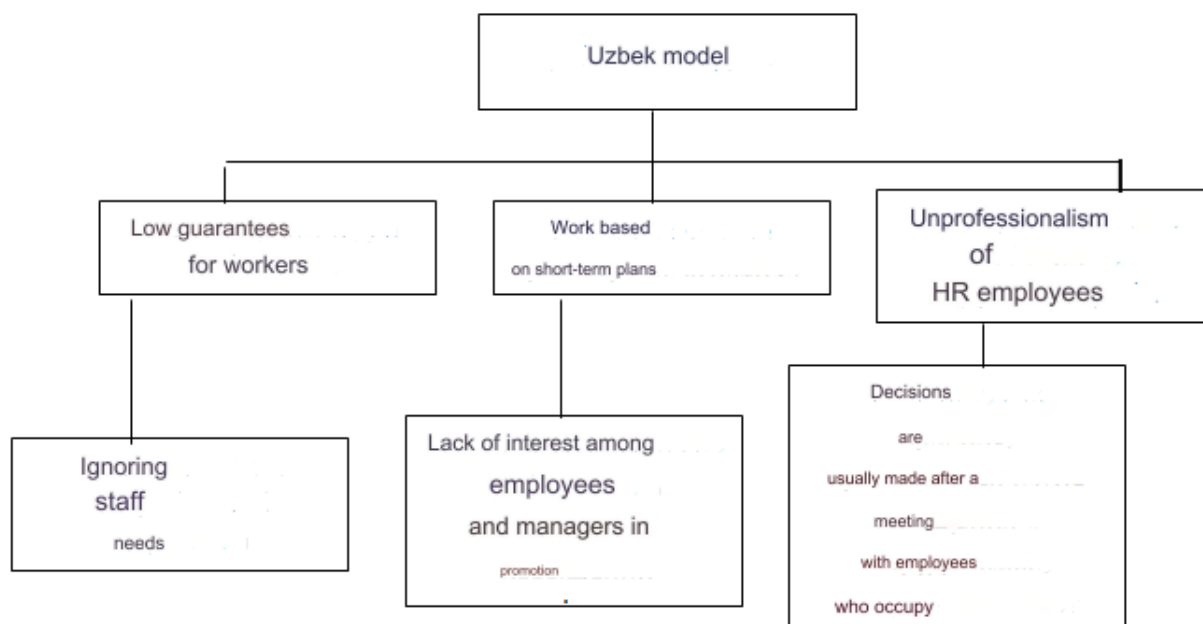


Fig.1.4 - Uzbek model of governance

The international economic system mainly emphasizes the use of a multilevel approach to study the impact of the HR management system in international companies. Such research work is carried out by the company's in-house staff, but mostly highly professional employees of special firms and agencies are involved.

In a number of current methods analyzing the effectiveness of employee management in an international corporation, there is a method of personnel evaluation. Testing for these purposes is the most simple and widely used method. But testing is not effective in all cases, this method cannot determine the level of professionalism of an employee in the field of sales, advertising [30, p.85].

More or less real picture about the attitude of employees to the company, about the created psychological climate within the team can be given by surveys among the staff.

With their help, it is possible to extinguish emerging confrontation between employees in a timely manner, to find weaknesses in the company's activities. The organizers have various types of surveys at their disposal: anonymous, written, personal interviews. Questions can be addressed to company employees, clients,

counterChapters. The point of view of employees or clients of the company increases the degree of objectivity of the real state of affairs in the work of the company, helps to build fruitful relationships in the market and with customers [11, p. 66].

When organizing business games, it is recommended to seek help from specialized firms to achieve greater efficiency.

This way of working with the team will help to get information about the personal qualities of each employee, his potential abilities, often hidden from the managers, to understand interpersonal relations in the team and their causes. A business game is much more effective than a simple survey or testing, because it is here that an employee reveals more [8, p. 4].

The results of attestation largely depend on properly formulated and correct goals and objectives for which the professionalism of employees is assessed, and the qualifications of the examiners themselves are also important. Lack of experience in attestation work can distort the real state of affairs. To avoid this, third-Chaptery consultants can be engaged to evaluate employees.

Often, in many organizations, the management determines the amount of salary in relation to the results of the performance appraisal. In such cases, employees do not consider performance appraisals to be an objective tool, their motivation for quality work may decrease, and employees may leave the company.

It is not recommended to criticize the staff on their evaluation. The main Chapter of the found faults relates to the management, it is either their miscalculations or obvious erroneous actions: failed to organize the work properly, hired incompetent employees, did not ensure the improvement of professionalism through training, etc. [33, p.77].

For many employees of the company passing the certification is associated with a stressful state. They may feel uncertainty and fear that the final grades received during certification will be the cause of negative attention from colleagues [32, p. 65].

Another method of personnel management is to provide supervision.

The control function has both a positive side, ensuring the growth of efficiency, and a negative side - it can provoke destructive trends, reduce the efficiency and development of the company. It is this dual nature of control that makes most managers resort to control for efficiency, rather than effective control [7, p. 32].

The implementation of the necessary control actions identifies the problems that have arisen and prevents their negative consequences.

One of the first tasks of a manager of any rank is to clearly define the fulfillment of labor discipline from the fulfillment of official duties. In no case should these concepts be conflated. It seems that in principle they are the same thing. It can be said that an employee who is late for work is also sloppy in his duties. Most often it does not correspond to such a statement, because the employee has a different motive in the process of his activity and accordingly a different approach. Many creative people are prone to absent-mindedness and tendency not to observe labor discipline, but with great pleasure perform their work, even beyond their duties. Sometimes it happens because of the fear of being left without work that is interesting for him.

It is necessary to distinguish the control of activities (actions) from the control of the result. It is enough to consider the example of a creative person's work: while he is thinking about the task, he can do something that does not fall under his responsibilities, but at the end of working time he achieves the required result. And it turns out that by controlling his actions (process) it is necessary to punish him for not fulfilling his duties, although the result is achieved [5, p.28].

But there are a lot of different types of work, the process of performance of which must be controlled: production activities, document management, operations with material values and much more [11, p.49].

Different types of activities require different types of control procedures.

Preliminary monitoring should be conducted in situations:

- employees are assigned a task that is new to them. Let's say it is the development of a completely new area of the company's activity and entering

another market. Since the firm is facing a new task, the management should make sure of the following: the task is clear to the employees and to what extent, the availability of resources, the readiness of employees to fulfill the task, and what problems the firm may face in this new area of activity;

- result control. This type of control is rational to apply in those cases when employees performed such tasks repeatedly or, it was a task for a small period of action and its result practically does not affect the overall outcome of the firm's activity [16, p.21].

The first type of control considered requires from the management quite a lot of trust from employees and employees should have high professionalism and initiative, so that when some problems appear, these problems are solved together with the management, and not kept silent, as time and material resources may be wasted. Results-based control is rarely used for many tasks.

The second type of control considered is applicable to everyday, minor tasks (transferring documents, sending mail, etc.). The task is completed, the result is achieved, and the management is informed. Execution of such assignments (tasks) is unproblematic.

Let's consider two more types of control - stage-by-stage and periodic. They are used almost always, because with their help it is possible to control the process of problem solving by employees, to see the emerging problem in advance [26, p. 52].

Stage-by-stage control is organized as follows: the task is divided into a number of stages. Let's give an example: for the creation of the site there are such stages - development and coordination of the interface, programming, testing. Management can control the results of all stages one by one and then finally [26, p. 52].

Let's consider a different situation. Let's assume that the task is to develop a complex website, and this is the first time employees will be doing such work in such a volume. In this case, it is effective to use periodic monitoring, the management will constantly be aware of the process of task completion, receiving

reports through the periods of time established by him (at the end of the working day or otherwise). With such an organization of control, the management is able to quickly react to emerging difficulties and problems.

There is also such a type of control as selective control. It is used only rarely, usually during an unscheduled audit or in case of serious problems for the firm. Conducting selective control is ineffective because of attempts by management to control employees in order to "catch", which causes negative reactions from the staff. This type of control is best and most effective for employees who are not trusted by the management or employees due to their psychological characteristics require constant maintenance of activity [24, p. 38].

Excessive pressure of control measures significantly reduces motivational tendencies for active activity of employees. To a greater extent, this applies to creative, enterprising individuals. Constant interference in their activity, its coordination, preparation of reports hinders the creative process, slows it down. Control actions should be clearly dosed and applied only reasonably, based on the specificity of performers and tasks [24, p.39].

There are methods of the past, at the same time, the introduction of new information technologies makes it easier to research any size company. By researching personnel management systems, experience is gained, on the basis of which the efficiency of implementation of various techniques and international experience is increased [31, p. 85].

System analysis has been used by big businesses for many years. It is with the help of it that it is possible to prevent the presence of failures in the management system at each level and sub-level of the company. Currently, this system is also applied to small firms entering the international market [24, p. 19].

Based on the research material presented in the first chapter of this study, we can conclude that international companies have a structure of personnel management, which combines techniques, methods, tools, and technologies for building work with personnel.

The organizational system of personnel management and the specifics of its development in international companies are characterized by a number of parameters of the organizational system, such as the goals of the system, the specifics of the subject and object, the activities and structure of the organization [29, p. 69].

The objects in the HR management system of international companies are: each employee of the company; group leaders (managers); the whole team.

The following constituent elements can be distinguished in the HR management system in international companies:

- Directions, tools and techniques in the selection and evaluation of employees;
- technology to ensure that new employees are accustomed to and included in the workplace;
- ways and means to ensure professional development of personnel;
- development of motivational goals, rational approaches to organization of work [29, p.70].

So, having defined what is the HR management system for multinational and transnational companies, let us analyze these systems in such companies.

CHAPTER 2. ANALYSIS OF BUSINESS ACTIVITIES AND PERSONNEL MANAGEMENT SYSTEM OF "Hilding Anders" JSC

2.1. General characterization of business activities of JSC "Hilding Anders"

Hilding Anders was founded in 1939 by Hilding Andesson. It is located in Sweden: Malmö. The main activity of the concern is the production of mattresses and sleep products.

The Hilding Anders portfolio of core brands includes Hilding (Sweden), Andre Renault (France), Bicoflex (Switzerland), Jensen (Norway), Sleep Professor (USA), Bico (Switzerland), Sleep Professor (USA).^[11] Sleep Professor (USA), Bico (Switzerland). Hilding Anders is a member of the UN Global Compact, which regulates the standards of the company's work and product quality assessment.^[12] All the company's products are tested in its own quality laboratories using the equipment of Swedish and German companies (Zwick, TECHO). They are tested for endurance, vertical impact, static and cyclic loading. The products are also subjected to fatigue and static tests.

The number of employees of the concern is about 10,000.

In 2019, in Uzbekistan, AZBUKA DOMA acquired a franchise of Hilding Anders for the sale of sleep goods using trademarks and brands of the franchisor and opened a trading company under the name of Hilding Anders JSC (hereinafter referred to as Hilding Anders JSC (Uzbekistan)).

Hilding Anders JSC (Uzbekistan) is registered at the address: 100047, Tashkent city, Yashnabad district, 210, Sultan Mashkhadiy str. The company's office is located at the same address.

For the initial activity the company "AZBUKA DOMA" has allocated the staff for the trading activity of JSC Hilding Anders (Uzbekistan) in number of 12 persons, including: general director, accountant, chief manager, on-line sales department, security department, warehouse workers, procurement specialist, HR-manager).

Hilding Anders JSC (Uzbekistan) started its activity with online sales through social networks and internet platforms (face book, instagram, telegram, etc.) of interior beds, mattresses, blankets, covers and other sleep accessories of European brands Hilding (Sweden), Andre Renault (France), Bicoflex (Switzerland), Jensen (Norway) (Fig. 2.1).

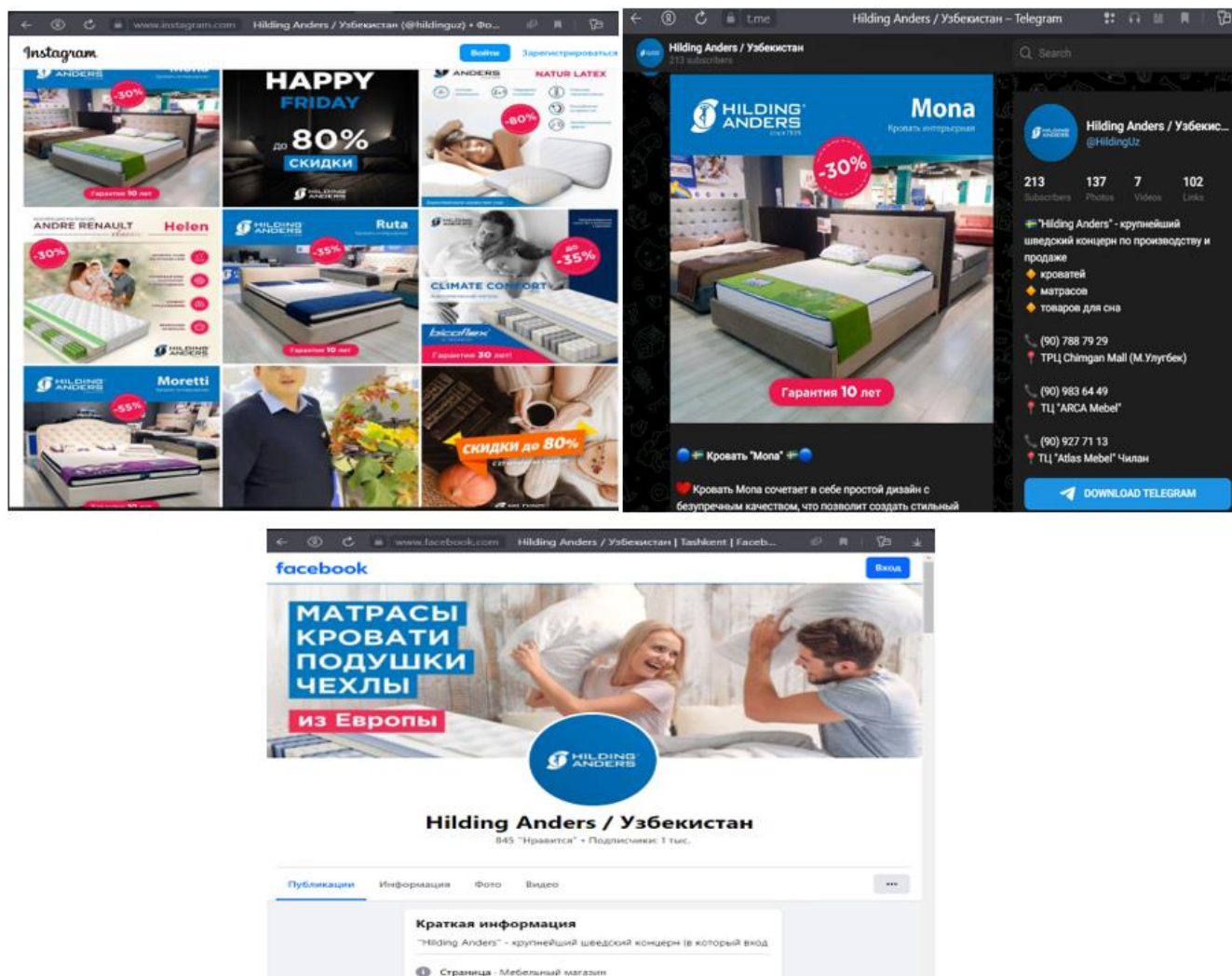


Fig. 2.1 Advertising and On-line sales of JSC Hilding Anders (Uzbekistan)

The range of goods sold by Hilding Anders JSC (Uzbekistan) on the territory of RUz is presented in Table 2.1. The product catalog of Hilding Anders (Uzbekistan) is presented in Appendix A.

Table 2.1.**Range of goods sold by Hilding Anders JSC (Uzbekistan)**

Name of product category	Number of items	Price per unit, UZS		Average price per unit (including discounts), UZS
		from	be fore	
Sum beds	134	7 933 000	42 592 000	10 197 000
Mattress bag	42	5 549 000	39 893 000	11 626 405,50
Blanket bag	19	790 000	4 798 000	1 420 947
Pillow	34	272 308	2 135 000	1 036 000
Bedding	9	696 000	4 000 000	800 000
Case	15	500 000	3 068 104	1 235 800
The bag drawer	28	3 750 000	5 281 000	3 338 036

Despite the fact that the products of Hilding Anders (Uzbekistan) belong to the category of high price segment, they are in demand among the population who can afford to provide a comfortable sleep.

In 2021, following the lifting of restrictions related to the COVID-19 pandemic, Hilding Anders JSC (Uzbekistan) expanded its staff to 21 employees and started online sales to the regions of Uzbekistan.

In February 2022, Hilding Anders JSC (Uzbekistan) opened a network of salons (Figure 2.2) with a total staff of 41 people located:

Tashkent, Mirzo-Ulugbek district, 3A Temur Malik St., Atlas Shopping Center "Chimgan";

Tel: (+998) 90-788-7929;

Tashkent, Yashnabad district, 75, Makhtumkuli str., Arca Mebel shopping center, 1st floor.

Phone: (+998) 90-983-6449.



В Ташкенте откроются салоны товаров для сна Hilding Anders

19 и 20 февраля в Ташкенте пройдет открытие салонов товаров для здорового сна Hilding Anders. В честь этого будут действовать скидки до 45%.

18 февраля 2022, 11:00 [Общество](#) [Реклама](#)

Fig. 2.2 Advertisement for the opening of Hilding Anders showrooms in Tashkent [90]

The total area of the premises is 760 m², of which the area of the two sales halls ("Showroom") is 300 m², 400 m² - area for warehousing and respectively 60 m² - office.

To carry out its activities Hilding Anders JSC (Uzbekistan) applies a linear-functional management structure, which is shown in Fig. 2.3

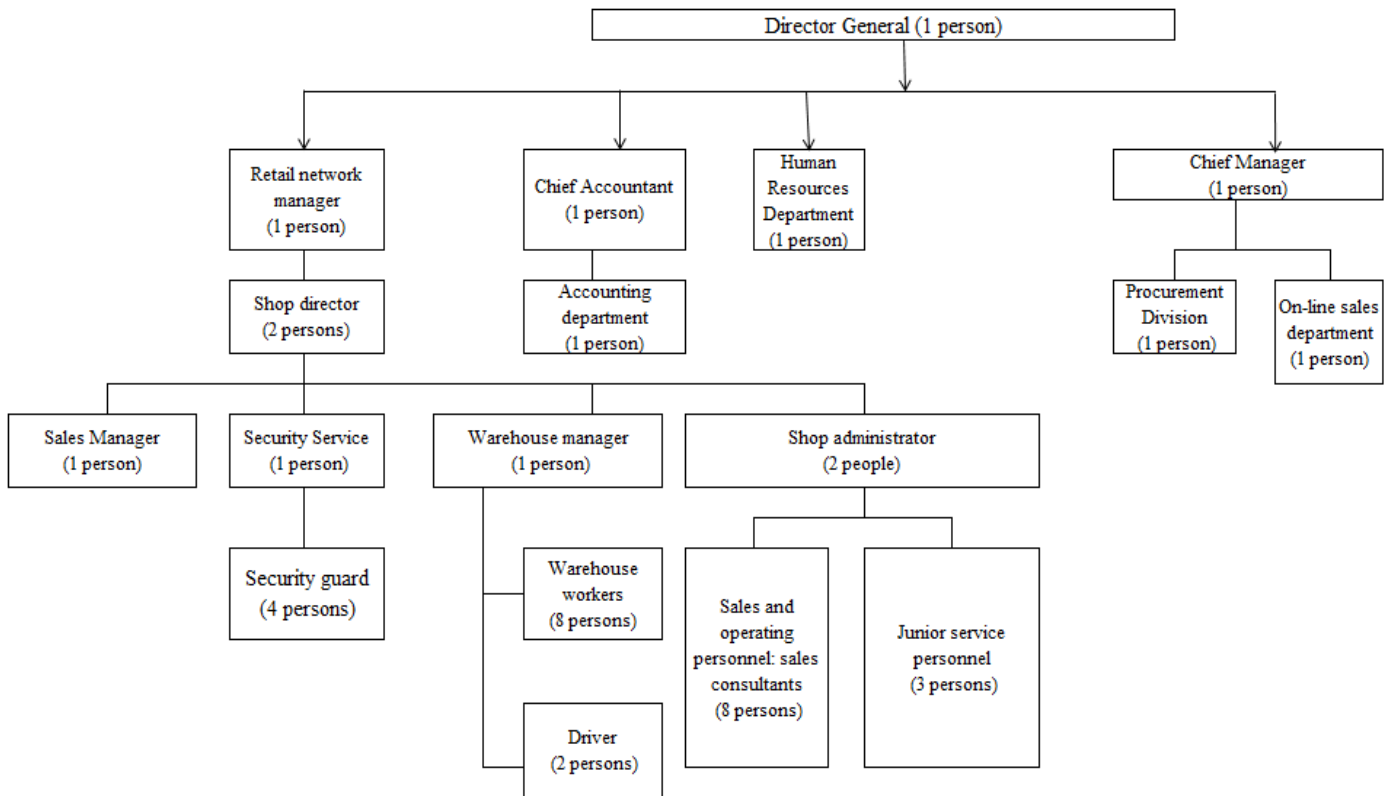


Fig. 2.3 Organizational structure of JSC Hilding Anders (Uzbekistan)

Linear-functional organizational structure of JSC Hilding Anders (Uzbekistan) assumes a clearly expressed division of labor and specialization. The advantages of this type of structure are as follows:

- unity and clarity of orders;
- coherence of actions and a clear system of interrelations between the director and subordinates;
- efficiency in making managerial decisions;
- clear responsibility.

The main disadvantages of the organizational structure of JSC Hilding Anders (Uzbekistan) are:

- high requirements for a director. The director should have versatile knowledge and experience in all management functions and areas of activity;
- a huge flow of information is centered in the principal's office;
- coordination is difficult.

At the head of JSC Hilding Anders (Uzbekistan) is the General Director, who carries out the general management of the company, organizes and controls its work.

The manager of a retail chain has the following subordinates: store directors, sales managers, salesroom administrators, merchandisers, security chiefs, warehouse managers.

The manager of the trade network exercises control over all types of activities of the enterprise, as well as carries out operational management of financial and economic activities of the enterprise. He organizes the work and effective interaction of all structural divisions, directs their activities to achieve high rates of development and further improvement. The manager of the trading network all issues within the limits of the rights granted to him and assigns the performance of individual functions to another official - the chief manager.

Chief Accountant organizes accounting of economic and financial activity and control over economical use of material, labor and financial resources, safety of the enterprise property. Forms accounting policy in accordance with the legislation of RUz on accounting, based on the structure and peculiarities of the enterprise's activity, the need to ensure its financial stability. Provides methodological assistance to the employees of the enterprise's subdivisions on the issues of accounting, control, reporting and economic analysis. Supervises the employees of the accounting department.

The warehouse manager manages the warehouse's work in receiving, storing and releasing goods. He is in charge of the placement of goods in order to make the most efficient use of storage space. Supervises that the search for necessary materials, inventory, etc. is quick and easy. And is also responsible for the safety of stored inventory, compliance with storage regimes, the rules of registration and delivery of incoming and outgoing documents. Controls the record keeping of warehouse operations.

Participates in the development and implementation of measures to increase the efficiency of the warehouse, the introduction of modern means of computer

technology, communications and communications in the organization of the warehouse. Supervises warehouse employees.

In addition, the warehouse manager along with the expeditor ensure the collection, storage and timely return of loading props to suppliers. Develop measures to reduce the cost of transportation and storage of inventory items Participate in inventory of inventory items.

Administrators of sales halls (showroom) organize the work of sales consultants, allocate to the sections of the respective sales hall, monitor the intensity of customer flows. Wholesale managers organize the work of sales with customers. Managers report to the general manager.

Sales assistants and cashiers are directly involved in customer service.

Loaders are engaged in loading, unloading and moving goods.

The security department is responsible for the safety of goods from 11 p.m. to 7 a.m. The rest of the time, sales and operations personnel are responsible for security.

Cleaners make sure that the premises and the area around the shopping center are clean.

To analyze the composition of quantitative and qualitative personnel, let's consider the initial data presented in Table 2.2.

Table 2.2.

Personnel structure of Hilding Anders JSC (Uzbekistan) by category

Category	2021		2022		Deviation		Growth rate, %
	Number, people	Share, %	Number, people	Share, %	Number, people	Share, %	
A	1	2	3	4	5	6	7
Administrative and management personnel	11	52,38	12	29,27	1	-23,11	109,09
Director General	1	4,76	1	2,44	0	-2,32	100
Retail chain manager	1	4,76	1	2,44	0	-2,32	100
Chief Accountant	1	4,76	1	2,44	0	-2,32	100
Accountant	1	4,76	1	2,44	0	-2,32	100

Continuation of Table 2.2

A	1	2	3	4	5	6	7
Administrative and management personnel	11	52,38	12	29,27	1	-23,11	109,09
General Manager	1	4,76	1	2,44	0	-2,32	100
Store manager			2				
Head of on-line sales department	1	4,76	1	2,44	0	-2,32	100
Security Service	1	4,76	1	2,44	0	-2,32	100
Warehouse manager	1	4,76	2	4,88	1	0,12	200
Head of Procurement Department	1	4,76	1	2,44	0	-2,32	100
purchasing specialist	1	4,76	1	2,44	0	-2,32	100
HR manager	1	4,76	1	2,44	0	-2,32	100
Sales and operating personnel, total	3	14,29	12	29,27	9	14,98	400,00
Sales Manager	1	4,76	2	4,88	1	0,12	200
Store administrator		0,00	2	4,88	2	4,88	
Sales consultant	2	9,52	8	19,51	6	9,99	400
Support staff	7	33,33	17	41,46	10	8,13	242,86
warehouse worker	1	4,76	4	9,76	3	4,99	400
guard	2	9,52	4	9,76	2	0,23	200
driver	1	4,76	2	4,88	1	0,12	200
loader	2	9,52	4	9,76	2	0,23	200
janitor	1	4,76	3	7,32	2	2,56	300
Bottom line:	21	100,00	41	100,00	20		195,24

According to the data of Table 2.2, let us draw diagrams of the personnel structure of JSC Hilding Anders (Uzbekistan) in 2021 and 2022.

Fig. 2.4 shows the diagram of the personnel structure of JSC Hilding Anders (Uzbekistan) for 2021.

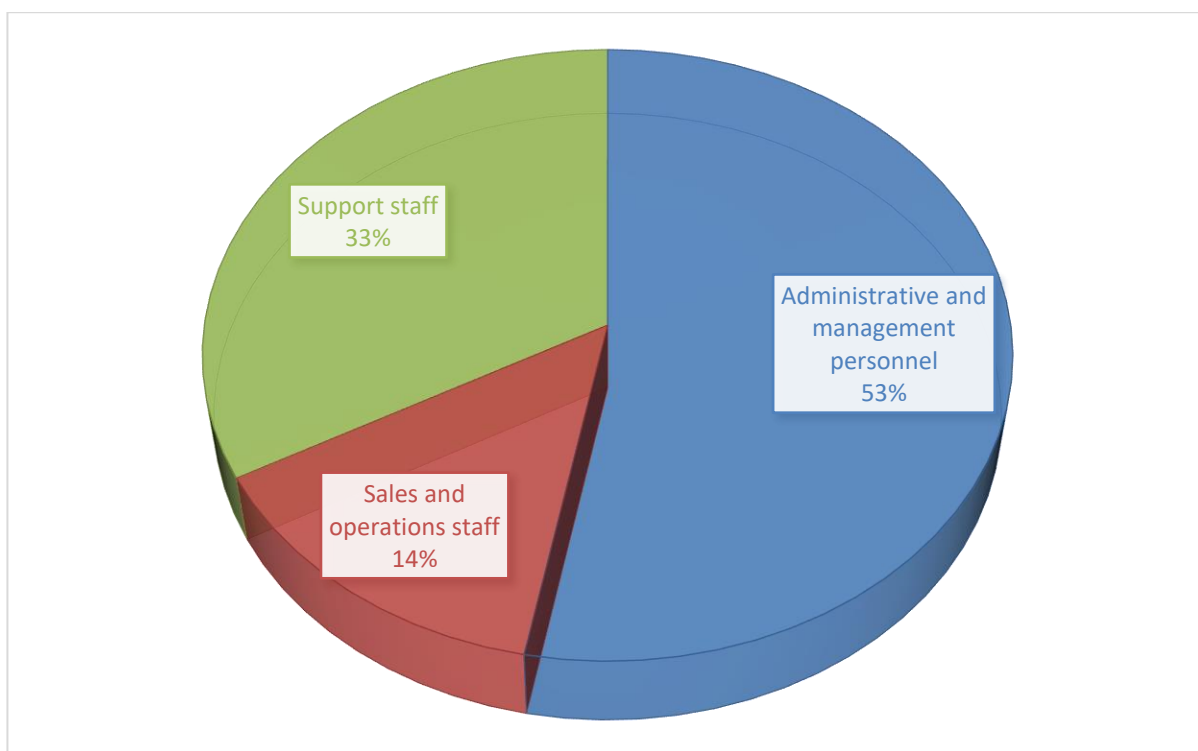


Fig. 2.4 Personnel structure by category for 2021, %

The largest share in the personnel structure in 2021 is occupied by administrative and management personnel 52.38%. The share of production personnel increased slightly by 0.2%, the share of specialists increased by 8.3%. And the share of managers decreased by 6.7%. Decrease and increase in the number of personnel can affect labor productivity and profit of the enterprise.

Fig. 2.5 shows the diagram of the personnel structure of JSC Hilding Anders (Uzbekistan) for 2022.

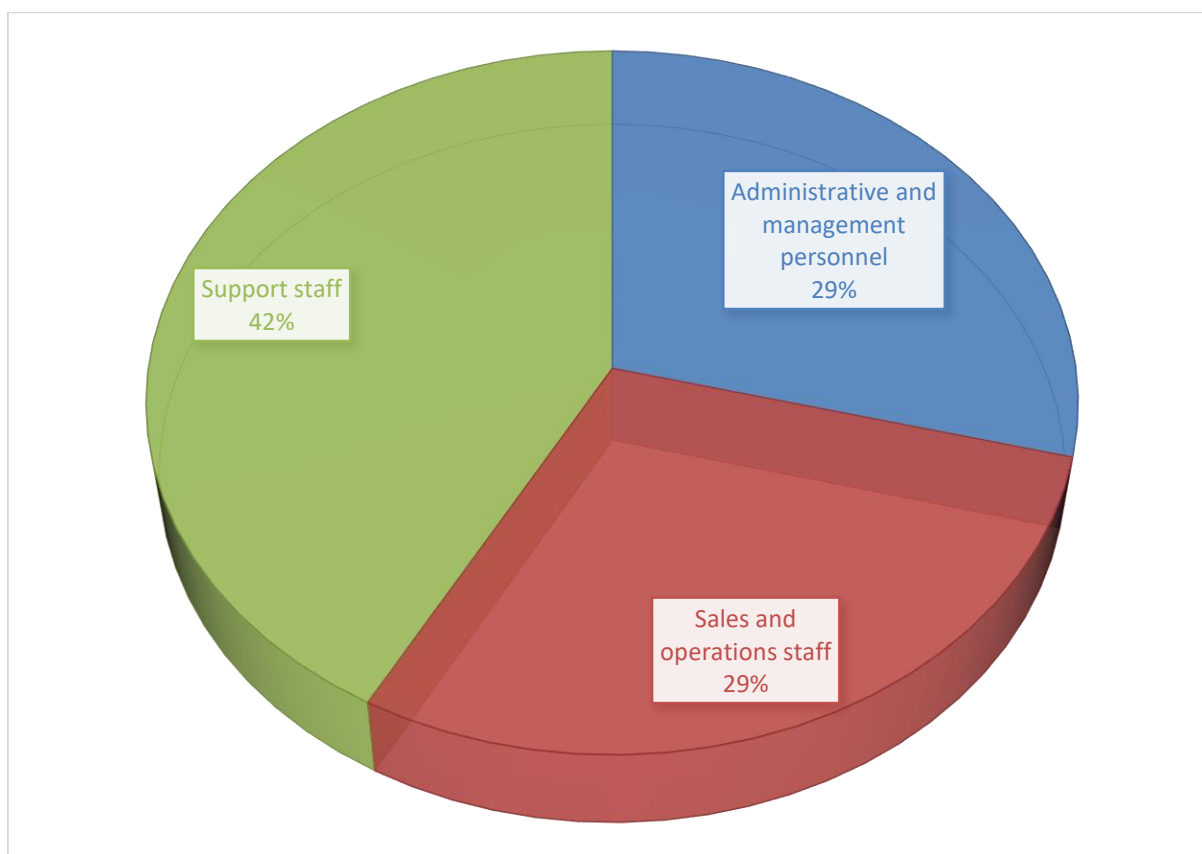


Fig. 2.5 Personnel structure by category for 2022, %

The largest share in the personnel structure in 2022 is occupied by auxiliary personnel, its share amounted to 41.46%. The share of sales and operational personnel increased significantly by 14.98%, and the share of administrative and management personnel decreased by 23.11%.

2.2 Analysis of business activities and personnel management system of Hilding Anders JSC

The analysis of financial and production-economic activity of the enterprise Hilding Anders JSC (Uzbekistan) is presented in Table 2.3.

Analysis of turnover is one of the main points of study and evaluation of the activities of the trade enterprise, respectively serves as one of the economic prerequisites for forecasting turnover and the work of the enterprise as a whole.

Table 2.3.

Results of financial and production-economic activity of Hilding Anders JSC (Uzbekistan) for 2020-2022.

No. n/a	Indicators	Unit.	2020г.	2021	2022	Deviation (+,-)		Growth rate,%	
						2021/2020	2022/2021	2021/2020	2022/2021
	A	1	2	3	4	5	6	7	8
1	Total revenue (p. 1.1+p. 1.2), including:	Mln UZS	1889,387	3758,004	8320,049	1868,617	4562,045	198,90	221,40
1.1	On-line sale	Mln UZS	1889,387	3758,004	4325,259	1868,617	567,255	198,90	115,09
1.2	Retail sales	Mln UZS	0,00	0,00	3994,790	0,00	3994,79	X	X
2	Cost of services sold	Mln UZS	875,196	1614,144	2905,002	738,948	1290,858	184,43	179,97
3	Gross profit (p.1-p.2)	Mln UZS	1014,191	2143,860	5415,047	1129,669	3271,187	211,39	252,58
4	Expenses of the period, total	Mln UZS	582,668	991,676	2418,770	409,008	1427,094	170,20	243,91
5	Profit from operating activities (p.3-p.4)	Mln UZS	431,523	1152,184	2996,277	720,661	1844,093	267,00	260,05
6	Income from financing activities (p.7+p.8), including:	Mln UZS	498,528	332,419	254,851	-166,109	-77,568	66,68	76,67
7	Foreign exchange gains and losses	Mln UZS	362,792	243,168	153,481	-119,624	-89,687	67,03	63,12
8	Other income from financing activities	Mln UZS	135,736	89,251	101,370	-46,485	12,119	65,75	113,58
9	Expenses on financing activities including:	Mln UZS	212,316	637,587	1308,584	425,271	670,997	300,30	205,24
10	Foreign currency exchange losses	Mln UZS	212,316	637,587	1308,584	425,271	670,997	300,30	205,24

Continuation of Table 2.3

	A	1	2	3	4	5	6	7	8
11	Profit before taxation (p.5+p.6-p.9)	Mln UZS	717,735	847,017	1942,544	129,281	1095,528	118,01	229,34
12	Income tax, 20%	Mln UZS	143,547	169,403	388,509	25,856	219,106	X	X
13	Net income (p.11-p.12)	Mln UZS	574,188	677,613	1554,035	103,425	876,422	118,01	229,34
14	Return on sales by net profit (p.13:p.1 x100), %	%	30,39	18,03	18,68	-12,359	0,647	X	X
15	Total number of employees, total	people.	12,00	21,00	41,00	9	20	175,00	195,24
16	Labor productivity per average employee (p.1/p.15)	mln. UZS/person	157,45	178,95	202,93	21,504	23,975	113,66	113,40
17	Payroll	mln. UZS	368,73	748,06	1741,93	379,33	993,87	202,87	232,86

Studying the data given in Table 2.3 we can make the following conclusions about the work for the reporting period.

According to the performance indicators of the company Hilding Anders JSC (Uzbekistan) for 2020-2022, it can be seen that the turnover (on-line and retail) in 2022 amounted to 8320.049 mln UZS (Fig. 2.6), which compared to last year is more by 4562.045 mln UZS, i.e. the increase is 121.4%. This is due to the opening of two furniture showrooms in large shopping centers of Tashkent city in February 2022. In 2021, there is also a positive dynamics of turnover. Compared to 2020, the sales volume increased by 98.8%, i.e. in monetary terms by 1868.62 mln UZS due to the removal of restrictions imposed due to the COVID-19 pandemic. The diagram of turnover growth of Hilding Anders JSC (Uzbekistan) for 2020-2022 is presented in Fig. 2.6.

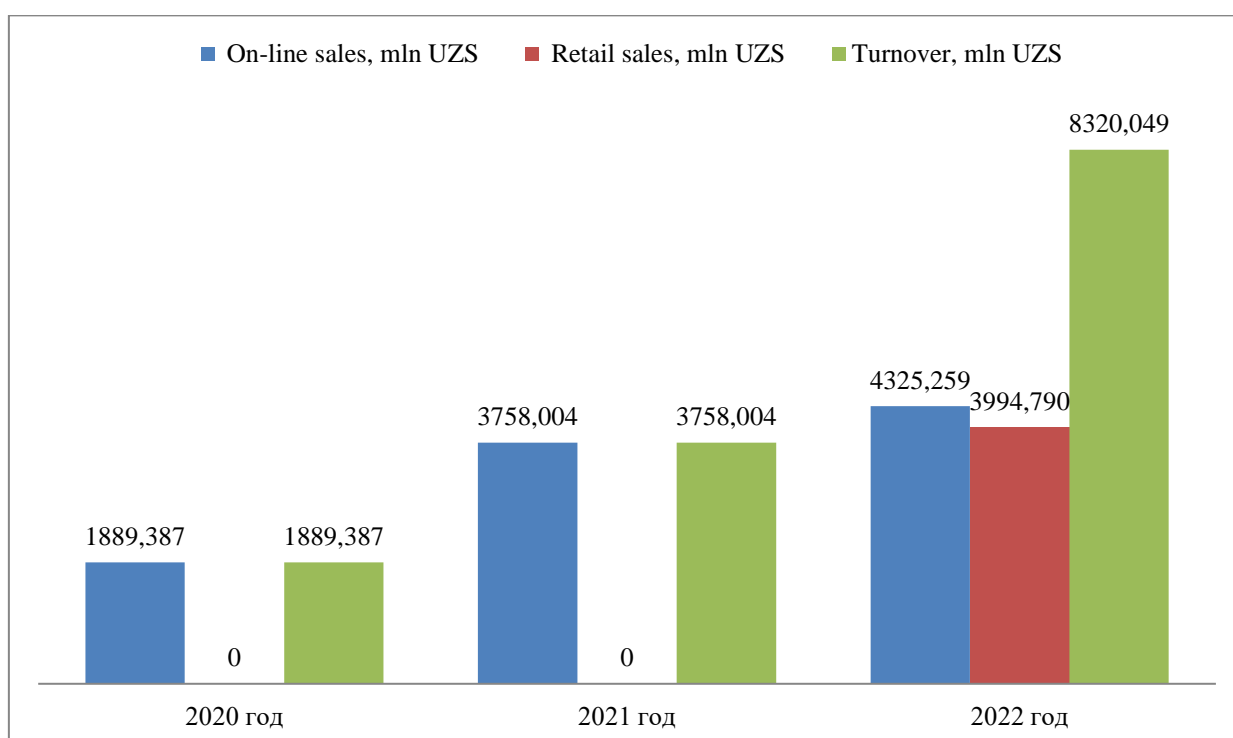


Fig. 2.6 Chart of turnover growth of Hilding Anders JSC (Uzbekistan) for 2020-2022.

The growth of turnover is undoubtedly a positive result in the activities of a trading company, but it should be considered in conjunction with other indicators of economic and financial activity, i.e. on the basis of the analysis of economic activity.

Sales growth was influenced by the following factors:

- Growth in prices of commodity inputs;
- growth in customer demand;
- literate commodity policy of the enterprise;
- effective advertising campaign.

Analysis of the results of financial activity of the enterprise, conducted in Table 2.3 showed that the growth of revenue from the sale of goods, due to the opening of salons in the largest shopping centers of Tashkent city, led to an increase in gross profit by 3271.187 mln. UZS, ie the growth rate of gross profit amounted to 252.58%.

Gross profit growth in 2021 in relation to 2020 was also much higher, this is due to the fact that the trading company Hilding Anders (Uzbekistan) was opened at the end of 2019 and accordingly no sales were made, and in 2020 there was a drop in sales in all sectors around the world due to global restrictions associated with the pandemic COVID-19.

Despite the crisis circumstances of 2020, the company was able to resist and even come out in a positive result. Net profit in 2020 amounted to 574.188 mln. UZS. The company achieved such a result due to the anti-crisis measures taken, including the organization of on-line sales through Internet resources, additional income due to the provision of services to the population during the period of strict quarantine, provision of services to medical institutions, etc.

Gross profit in 2021 increased by 1129.669 mln. UZS, i.e. the growth rate was 211.39% compared to 2020. This indicator shows that the company has recovered from the negative effects of the pandemic. This fact is confirmed by the fact that net profit of JSC Hilding Anders (Uzbekistan) in 2021 increased by UZS 103.425 million in relation to 2020 and amounted to UZS 677.613 million, i.e. the growth rate amounted to 118.01%.

Gross profit in 2022 increased by 3,271.187 mln. UZS, i.e. by 152.58% compared to 2021. As mentioned above, this is due to the opening of two furniture showrooms in Tashkent.

However, the indicator of the level of expenses on sale of goods increased. This is due to a rather high cost of rent of retail premises, increase in the price of electricity, gasoline, etc.

In addition, the cost of products and services is the value of costs associated with delivery, customs procedures, and realization of goods. In 2022, the analyzed indicator amounted to UZS 2905.002 million, which is higher than in 2021 by UZS 1290.858 million in absolute terms and in relative terms by 79.97%.

The growth of production costs has a negative impact on the company's activities, but given the annual increase in prices, the increase in this indicator is very difficult to avoid.

A qualitative indicator of personnel utilization is labor productivity - the amount of revenue per employee.

The average number of employees characterizes the labor factor involved in the enterprise in a particular period. The number of employees in 2021 increased by 9 persons in relation to 2020, i.e. by 75% and by 20 persons in 2022 in relation to 2021, the growth rate amounted to more than 195%. Labor productivity in 2022 amounted to 202.928 mln. UZS, which is 23.975 mln UZS more than the previous year (Figure 2.7).

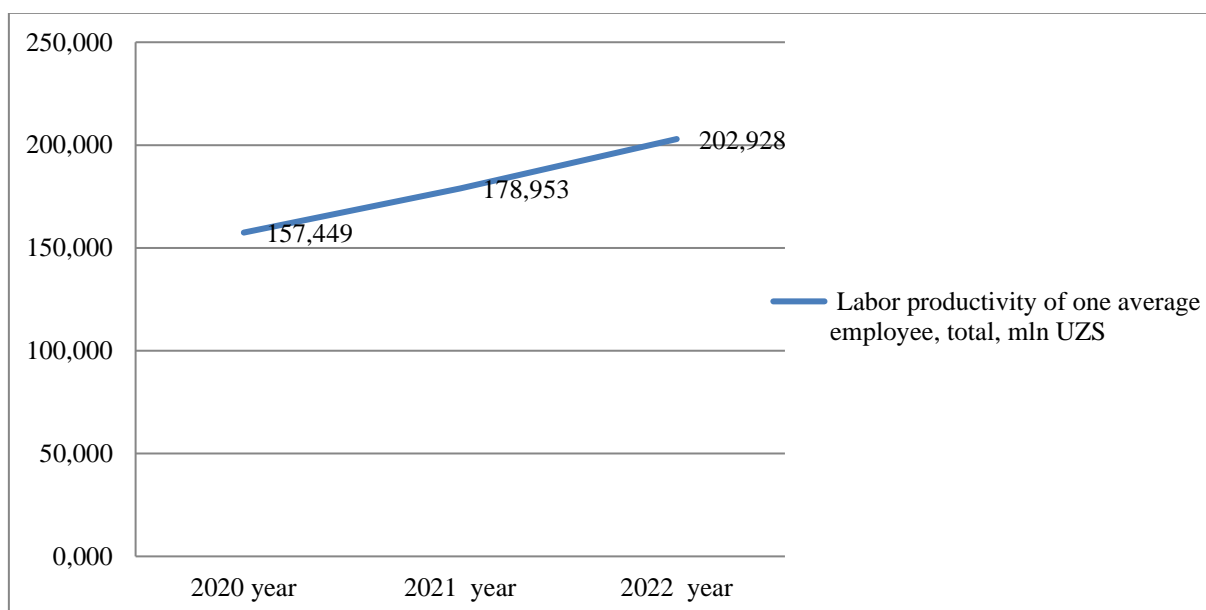


Fig. 2.7 Graph of labor productivity growth of Hilding Anders JSC (Uzbekistan) for 2020-2022.

Despite the fact that the company's staff has almost doubled, labor productivity indicators have positive dynamics. This is the main sign of effective utilization of the company's staff composition.

Formation of the wage fund allows to regulate the ratio between the growth of labor productivity and its remuneration with outstripping growth rates in comparable prices of the first indicator. The dynamics of growth of the wage fund is shown in Fig. 2.8.

Wages have a significant impact on the growth of labor productivity. During the analyzed period the wage fund increased from UZS 368.73 million to UZS 1,741.93 million.

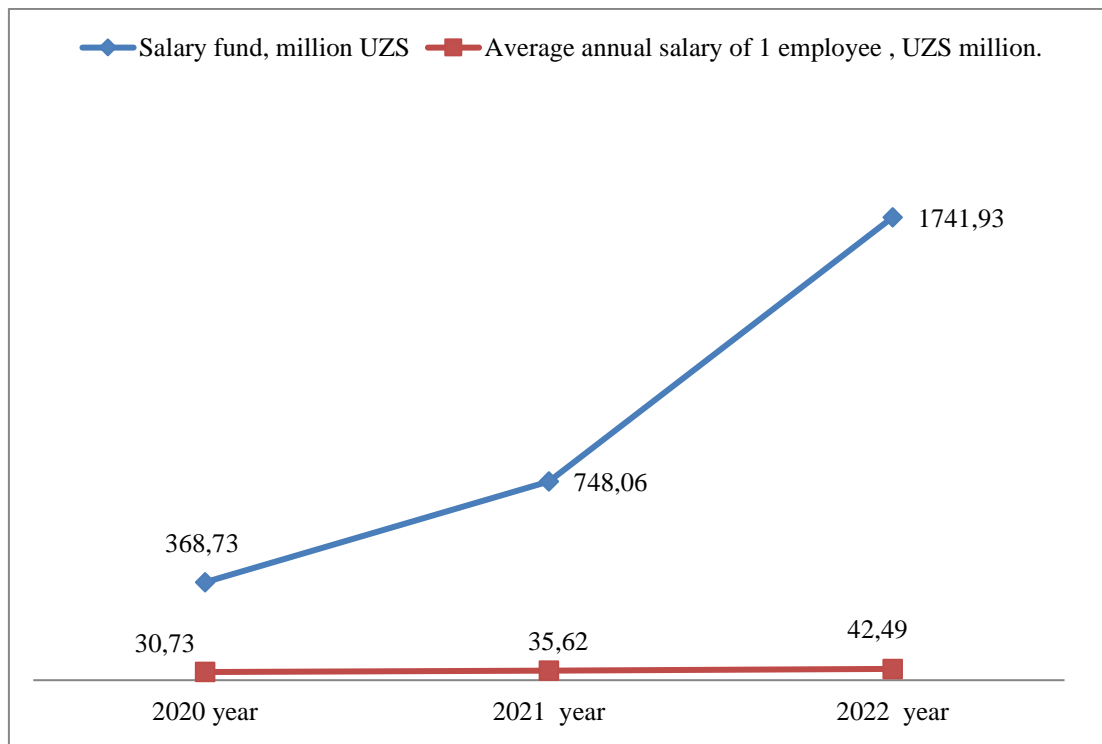


Fig. 2.8 Dynamics of growth of wage fund JSC Hilding Anders (Uzbekistan) for 2020-2022.

As can be seen from the diagram of growth of the payroll fund, the average annual salary per employee also has positive dynamics.

This is a positive thing for personnel policy, but it is also a cost to the company.

According to the results of the above analysis of the main indicators of financial and economic activity of the trading company JSC Hilding Anders (Uzbekistan) we can conclude that in general this company has a positive dynamics due to qualitative factors such as: an increase in the volume of turnover of retail and online trade and labor productivity growth per 1 employee.

To determine the ability to turn assets into cash and how well the company manages its various assets and activities, we calculate the company's liquidity and business activity ratios.

Current liquidity

Current (total) liquidity ratio (current ratio, CR) is a financial ratio equal to the ratio of current (current) assets to short-term liabilities (current liabilities). It is the most common and frequently used liquidity ratio. Formula 2.1:

$$R_{CL} = OA / KO, \text{ where} \quad (2.1)$$

R_{CL} - current liquidity ratio;

OA - current assets;

KO - short-term liabilities.

The ratio reflects the company's ability to repay current (short-term) liabilities using only current assets. The higher the ratio is, the better the solvency of the company.

A ratio value of 2 or more is considered normal (this value is most often used in Russian regulations; in international practice, a ratio of 1.5 to 2.5 is considered normal, depending on the industry). A value below 1 indicates a high financial risk due to the fact that the company is not able to consistently pay current bills. A value above 3 may indicate an irrational capital structure.

Quick liquidity

Quick ratio (sometimes called intermediate or term liquidity, QR) is a financial ratio equal to the ratio of highly liquid current assets to short-term liabilities (current liabilities). The source of data is the balance sheet of the company similarly as for the current liquidity, but the assets do not include inventories, as in case of their forced

realization the losses will be maximum among all current assets. Quick liquidity formula 2.2:

$$R_q = \frac{\text{Short-term receivables} + \text{Short-term financial investments} + \text{Cash resources}}{\text{Current liabilities}} \quad (2.2)$$

The ratio reflects the company's ability to repay its current liabilities in case of difficulties in selling its products.

A coefficient value of at least 1 is considered normal.

Absolute liquidity

Absolute liquidity ratio is a financial ratio equal to the ratio of cash and short-term financial investments to short-term liabilities (current liabilities). The source of data is the balance sheet of the company similarly as for current liquidity, but only cash and funds close to them in essence are taken into account in the composition of assets.

Formula 2.3:

$$R_{AL} = \frac{\text{Current liabilities} + \text{short-term investments}}{\text{Current liabilities}} \quad (2.3)$$

Unlike the two above, this coefficient has not found widespread use in the west.

A coefficient value of at least 0.2 is considered normal.

Let's calculate the following business activity (turnover) ratios.

We calculate the turnover ratio of non-current assets using the formula 2.4:

$$R_{Tna} = \frac{\text{Sales revenue}}{\text{average value of non-current assets}} \quad (2.4)$$

Let us calculate the turnover ratio of current assets using formula 2.5:

$$R_{cat} = \frac{\text{Sales revenue}}{\text{average cost of current assets}} \quad (2.5)$$

Let's calculate inventory turnover by formula 2.6:

$$R_{It} = \frac{\text{Sales revenue}}{\text{average inventory cost}} \quad (2.6)$$

We calculate the cash turnover ratio using formula 2.7:

$$R_{Cr} = \frac{\text{Sales revenue}}{\text{average cost of funds}} \quad (2.7)$$

To calculate the liquidity and business activity indicators of Hilding Anders JSC (Uzbekistan) in Table 2.4 we will conduct a comparative analysis of the company's financial data for 2020-2022.

Table 2.4.

**Horizontal analysis of JSC Hilding Anders (Uzbekistan) financial statements for
2020-2022**

mln UZS

№	Article	2020	2021	2022	Deviation (+/-)	
					2021/2020	2022/2021
	A	1	2	3	4	5
	Assets					
I.	Non-current assets,					
1	Fixed Assets:	4022,4	5329,200	11213,974	1306,8	5884,774
2	Intangible assets	112,1659	104,314	97,012	-7,852	-7,302
3.	Long-term investments, including:					
4	Capital expenditures	0	0,134	0,134	0,134	0
5	Long-term receivables	0	0	0,000	X	X
	Total for Section I (p.1+p.2+p.4+p.5)	4134,566	5433,648	11311,12	1299,082	5877,5
II.	Current assets, total					
2.1	Inventory	1263,22	3237,227	3452,820	1974,004	215,593
2.2	Prepaid expenses	230,868	130,930	138,322	-99,938	7,392
2.3	Debtors	137,3621	200,326	214,332	62,964	14,006
2.4	Cash	539,299	1021,016	1029,843	481,717	8,828
2.5	Short-term investments	16,552	95,204	96,404	78,652	1,200
2.6	Total for Section II (p.2.1+p.2.2+p.2.3+p.2.4+p.2.5)	2187,30	4684,702	4931,722	2497,399	247,020
	Total assets (I+II)	6321,87	10118,35	16242,842	3796,481	6124,492

Continuation of Table 2.4

	A	1	2	3	4	5
	Liabilities					
I	Source of own funds					
1.	Authorized capital	2803,986	2803,986	2803,986	0	0
2.	Reserve capital	2172,385	2172,385	2990,609	0	818,22398
3.	Retained earnings	-389,237	-90,137	-71,402	299,100	18,735
	Total for Section I (p.1+p.2+p.3)	4587,134	4886,234	5723,193	299,100	836,959
II.	Obligations					
1.	Non-current liabilities	1614,072	5035,6	10311,402	3421,528	5275,802
2.	Current liabilities:	120,663	196,517	208,247	75,853	11,730
	Total for section II (p.1+p.2)	1734,735	5232,116	10519,649	3497,381	5287,533
	Total liabilities (I+II)	6321,869	10118,35	16242,842	3796,481	6124,491

Based on the data of Table 2.3 and Table 2.4 in Table 2.5 we will calculate the liquidity and business activity indicators of Hilding Anders JSC (Uzbekistan) for 2020-2022.

Calculations of liquidity and business activity of Hilding Anders JSC (Uzbekistan) indicate a relatively stable financial condition of the company.

Table 2.5.

**Calculation of liquidity and business activity indicators of Hilding Anders
JSC (Uzbekistan) for 2020-2022.**

Indicators	Calculation method	2020г	2021г	2022г.	Deviation (+/-)	
					2021/ 2020	2022/ 2021
Current liquidity ratio	$R_{CL} = \text{current assets} / \text{current liabilities}$	18,127	23,839	23,682	5,71	-0,16
Quick ratio	$R_Q = (\text{Short-term receivables} + \text{Short-term financial investments} + \text{Cash}) / \text{Current liabilities}$	5,7	6,7	6,4	0,95	-0,26
Absolute liquidity ratio	$R_{AL} = (\text{cash} + \text{short-term financial investments}) / \text{Current liabilities}$	0,320	0,213	0,107	-0,11	-0,11
Turnover ratio of non-current assets	$R_{Tnca} = \text{sales revenue} / \text{average value of non-current assets}$	0,457	0,692	0,736	0,23	0,04
Current assets turnover ratio	$R_{Cat} = \text{sales revenue} / \text{average value of current assets}$	0,864	0,802	1,687	-0,06	0,88
Inventory turnover	$R_{It} = \text{sales revenue} / \text{average inventory value}$	1,496	1,16	2,41	-0,33	1,25
Cash turnover ratio	$R_{Ct} = \text{sales revenue} / \text{average cost of cash}$	3,503	3,68	8,08	0,18	4,40

However, the absolute liquidity ratios in 2022 $R_{AL} = 0.107$ are below the accepted normative value of 0.2.

Despite the fact that this coefficient has not been widely used in the West, the author believes that it is necessary to take urgent measures to bring all indicators to the normative values. This will improve the financial condition of the organization.

2.3. Development of possible strategies for the development of the management system Hilding Anders JSC (Uzbekistan)

As can be seen from the above presented analysis of organizational structure (p.2.1), analysis of business activity and HR management system in Hilding Anders (Uzbekistan) (p.2.2) - the company for a staff of 41 employees for HR management provides 1 employee of the HR department, which directly deals with the technical execution of documents related to hiring, dismissal, disciplinary practices and vertical management of the centralized HR function.

At the same time, the workplace of a human resources specialist is geographically located in the head office, while the workplaces of not all the staff of Hilding Anders JSC (Uzbekistan) in addition to the office are located in two shopping centers in Tashkent city, which are located at a considerable distance. Figure 2.9 shows the location of the office and retail outlets of Hilding Anders (Uzbekistan).

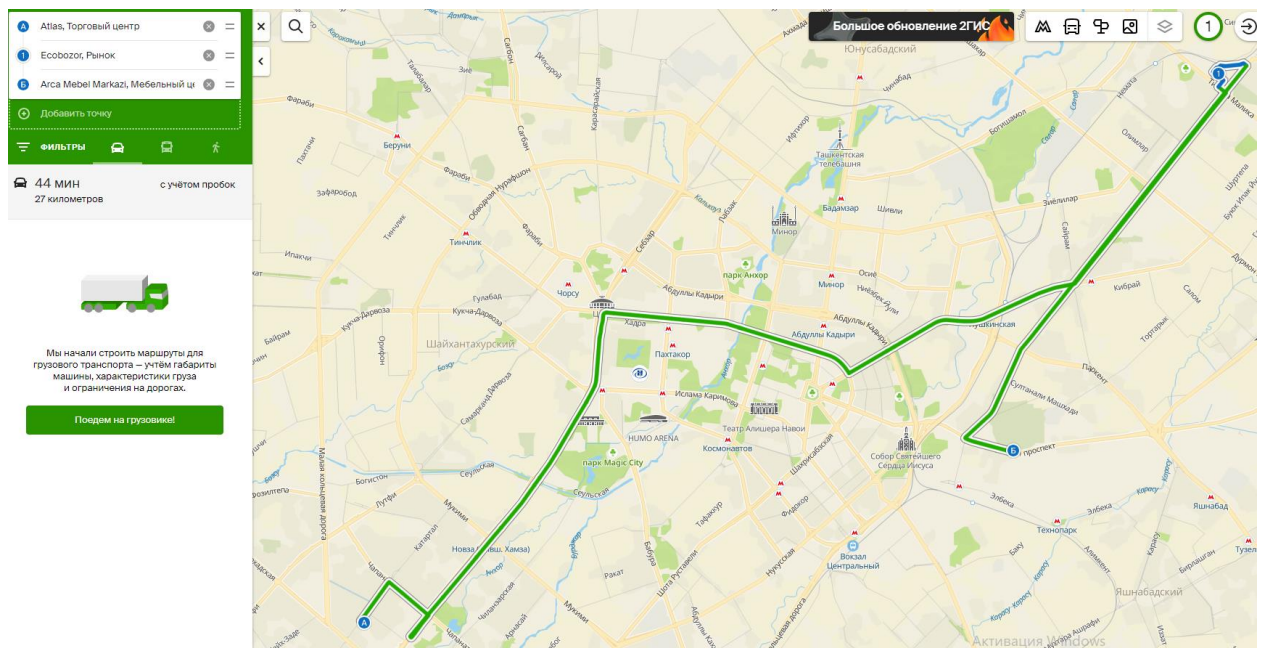


Fig. 2.9 location of the office and retail outlets of Hilding Anders JSC (Uzbekistan)

Taking into account that the company plans to open salons in several large shopping centers in Tashkent and enter the market of regional centers of Uzbekistan (Samarkand, Bukhara, etc.) it is obvious that the company has a number of problems that hinder the effective functioning of the organization:

There is no long-term staff planning and forecasting is ad hoc rather than systematic.

- There is no recruitment, selection and hiring system as such. Employees are recruited by traditional methods, such as advertisements in periodicals and announcements in social networks.
- Unprofessional approach to candidate assessment. Business and personal qualities of a candidate for a position, his/her professional knowledge, skills and abilities are not taken into account.
- There is a lack of an adaptation system.
- Intangible motivation is present sporadically.
- Unfavorable social and psychological climate in the team.

Consequently, we can conclude that the work of the personnel department is not effective, the lack of a modern personnel management system affects the results of the enterprise as a whole. Therefore, it is necessary to develop a personnel management system that meets modern requirements.

To solve this situation, first of all, it is necessary to develop a strategy of personnel management of Hilding Anders JSC (Uzbekistan).

The human resource management strategy of any company - large, medium or small - must meet the needs of the business and is inherently linked to the overall development strategy of the organization.

Strategy in human resource management defines the overall vision, goals and objectives of the business, methods of achieving these goals and objectives, coefficients and criteria to evaluate the fulfillment of the plans.

The work on the preparation of the concept and the document "Human Resource Management Strategy" itself should be distinguished from the company's HR policy.

HR strategy is developed by HR specialists. The company's human resource management strategy allows it to:

- Motivate staff to achieve the strategic and tactical goals of the organization;
- to form a loyal team of specialists capable of solving tasks of varying degrees

of complexity.

The main ideologemes of the enterprise balanced scorecard system can very organically be included in this document (Table 2.6).

Table 2.6.

The system of balanced (key) indicators of the HR department of Hilding Anders JSC (Uzbekistan)

Strategies	Key indicators	Indicators for calculation	Calculation technologies
Growth strategy	Financial indicators for measuring the performance of the Human Resources department of Hilding Anders AG	ROI - return on investment in personnel, employee turnover, etc.	Methods of calculating indicators
Performance strategy	Intra-corporate component indicators	Degree of satisfaction of the company's employees	Methods for assessing the psychological state of the team
	Internal business process indicators	Personnel training efficiency, recruitment	Evaluation methods
	Indicators of the staff development component	Indicators of employee competence growth	Measurement criteria

In order to formulate the company's strategic objectives in the field of HR management, HR managers need to analyze the organization's performance indicators and forecast the main personnel needs for the future (short-term and long-term strategies), as well as (necessarily!) the associated risks. It is possible to use the SWOT analysis method. SWOT-analysis of the company Hilding Anders JSC (Uzbekistan) presented in Table 2.7 is made taking into account the following factors:

Consider the external factors affecting the operation of the enterprise.

The political-legal situation has the following impact.

The enterprise makes significant tax payments and payments to extra-budgetary funds, in particular on profit tax, value added tax, etc. The main tax risks are related to changes in the tax system of the Republic of Uzbekistan. The Government regularly

reviews tax legislation. New laws are mainly aimed at reducing property, compulsory social insurance premiums. Changes in tax legislation may lead to an increase in tax deductions and subsequent changes in the number of taxes and reduction of the tax burden on businesses with the subsequent simplification of tax legislation. However, if further changes in tax legislation are associated with an increase in tax rates, this could have a negative impact on operating results.

Consider economic factors.

The devaluation of the UZS against the USD could have a negative impact on net income due to the recording of corresponding losses in the consolidated income statement. Moreover, the Company is exposed to foreign exchange risks as the proceeds from sales of products are received in the national currency, while settlements for products from abroad are made in foreign currency, thus there is exchange rate risk.

Despite measures taken by the Government of Uzbekistan to contain inflation, the increase in the inflation rate may be significant in the short term. Trading companies are unable to promptly increase the prices of their products adequately to keep pace with inflation.

If the economic situation in the markets in which we operate and the situation in the global financial markets deteriorates, the company may not be able to meet certain financial obligations.

Higher interest rates will increase financing costs, which will adversely affect financial results.

The social component of the macro-environment is characterized by the following trends.

Average monthly nominal accrued wages in Uzbekistan in 2022 increased by 21.1% to 3.892 mln. UZS. The growth rate is higher than in 2021 (+20.3%) and 2020 (15%), but less than in 2019 (+27.5%) [88]. The products offered by Hilding Anders (Uzbekistan) on the price scale belong to the above-average level. Annex A shows the prices of the items in the range of Hilding Anders (Uzbekistan) sold in Uzbekistan.

In general, the situation in the social sphere has a significant impact on Hilding Anders JSC, as the overwhelming volume of services of the organization is consumed

by the population, whose income level is growing. In general, the social situation around Hilding Anders JSC (Uzbekistan) can be characterized as stable.

Speaking about the competitiveness of products, it should be noted that it is obvious that the competitive situation is extremely tense. Competitors of Hilding Anders JSC (Uzbekistan) are: OOO "Alpha Mebtl", OOO "Dafna", OOO "Bravo", OOO "Keng Makon", OOO "Rich House", and other companies engaged in the sale of goods for sleep. All competitors are located in the territory of Tashkent city.

Table 2.7.

SWOT analysis

	Opportunities:	Threats:
	1. Increase in the number of consumers 2. Emergence of new suppliers	1. changing consumer preferences 2. High degree of state influence 3. Emergence of new competitors
Strengths: 1. wide range of products offered 2. High level of the company's management system 3. High level of product quality 4. Favorable brand image	Opening of new salons in other shopping centers Opening of new branches in other cities of the Republic Opening of new branches in other cities of the Republic Developing a new strategy for the long-term development of the organization	Increase in the range of services provided
Weaknesses: 1. High price level 2. Low level of advertising expenses 3. 2. Low level of accessibility of information about the organization	Conducting advertising campaigns Development of an effective pricing policy	Cost reduction Granting deferrals (credit sales) of payments for goods and services

In Table 2.8 we will map the strengths and weaknesses of Hilding Anders JSC (Uzbekistan).

Table 2.8.**Map of strengths and weaknesses of Hilding Anders JSC (Uzbekistan)**

Side	Assessment				Significance		
	Developed strengths	Developing strengths	Relative weakness	The main weakness	High	Medium	Low
Company's line of business, brand awareness	+				+		
Highly qualified staff eager to share their knowledge and experience with subordinates		+			+		
The need for qualified personnel and the establishment of algorithms for finding such employees		+			+		
Working conditions		+			+		
Logistics		+			+		
Development strategy	+				+		
Employee incentives and work team cohesion		+			+		
Personnel training and development planning	+				+		
Effectiveness of internal marketing and PR methods		+			+		
Material and technical equipment		+				+	
Availability of financial resources	+				+		

Accordingly, the strengths that have a high degree of importance should be strengthened, supported and developed, while the weakest ones should be considered as a field for transformation, looking for ways to level out weaknesses. The map of strategic threats Table 2.9 and opportunities Table 2.10 helps to track changes in unfavorable conditions in one or another direction and take necessary measures.

Table 2.9.**Map of strategic threats by importance of Hilding Anders JSC (Uzbekistan)**

Threats	Seriousness			probability		
	High	Medium	Low	High	Medium	Low
Unfavorable environment in the team due to low level of staff motivation, high turnover of personnel	+					+
Changing the psychological climate in the organization	+					+
Competitor activities	+				+	
Change in disciplinary requirements	+			+		
Economic downturn in the state, economic crisis	+				+	

Table 2.10.**Map of strategic opportunities of Hilding Anders JSC (Uzbekistan)**

Threats	Attractiveness			Probability of success		
	High	Medium	Low	High	Medium	Low
Relevance of activities in the directions realized by Hilding Anders JSC (Uzbekistan) motivation of personnel, high turnover of personnel	+					+
Professionalism of the employees of Hilding Anders AG	+			+		
Prospects for career growth and self-expression	+			+		
Increased prosperity	+			+		
Opportunity for self-education and participation in trainings	+			+		

Based on the analysis, we can conclude that, taking into account all opportunities, threats, strengths and weaknesses, it is necessary for the company to increase the educational level of personnel in connection with entering new markets and increasing the range of products. For the growth of attractiveness, preservation of financial stability of the company and successful promotion of knowledge-intensive competitive products in the domestic and international market, for the period up to 2022 it is necessary to carry out active activities to provide the company with high-class specialists in the field of technology and promotion.

In addition, the head of the HR department should regularly monitor economic indicators that characterize the state of fulfillment of the company's strategic goals:

Ranking and position of the company in the Salary and Compensation Packages Market Overview.

Value added per employee of the company.

Average length of service in the company's specialty.

The education level of the employees in the company.

Employee training and development costs.

Changing the level of competence of employees in the company.

Employee turnover rate.

Employee KPIs.

This analysis, as well as the analysis of general economic indicators of the company, such as financial profitability, the level of expenses and the cost part of the budget will allow to correctly form its strategic objectives and outline the ways of their realization.

When developing an HR strategy, it should reflect all areas of work with personnel for the relevant period of the company's strategic development (short-term and long-term). These are measures and documentation on personnel selection, recruiting and adaptation; methods of personnel assessment and certification; directions of personnel training and development; procedures for systematization of internal communications; programs for implementation of material and non-material

motivation systems; measures aimed at raising the standards of corporate culture; procedures for personnel record keeping.

As methods of controlling the fulfillment of the short-term HR strategy of the company can be used:

Conducting audits on the fulfillment of set tasks, constant determination of the current state of strategic goals fulfillment, various questionnaires, surveys, interviews of the company's personnel.

Control of the main tasks performed, analysis of changes in the company structure.

Monitor the budget of the personnel services unit.

Control over the stages of formation of regulatory documentation in the field of personnel management.

Presentation to employees of the results obtained on fulfillment of short-term strategic objectives in the field of HR management (through internal PR-campaigns).

Receiving feedback and adjusting plans.

Based on the analysis, we can conclude that, taking into account all opportunities, threats, strengths and weaknesses, it is necessary for the company to increase the educational level of personnel in connection with entering new markets and increasing the range of products. For the growth of attractiveness, preservation of financial stability of the company and successful promotion of knowledge-intensive competitive products in the domestic and international market, for the period up to 2022 it is necessary to carry out active activities to provide the company with high-class specialists in the field of technology and promotion.

The main areas of focus should be:

- retaining customer base, developing and maintaining relationships with customers;
- entering new markets;
- active promotion;
- staff training;
- Developing and retaining high quality personnel.

Managerial competence is a set of knowledge and skills that contribute to effective leadership. Each competence combines skills and knowledge important for successful solution of tasks of a particular type - communication, organizational. Management competencies in an international company have a high priority, as it is necessary to always increase the level of knowledge and skills of the staff in order to communicate with foreign customers, to have a good image, to be able to enter new markets. In order to increase the level of competitiveness of the company, it is necessary to increase the competence of the staff. With the increase of knowledge and skills will increase the income of the enterprise, will be available to enter new markets.

CHAPTER 3. Main areas of improvement of the HR management system of Hilding Anders JSC (UZBEKISTAN)

3.1. Ways to improve the HR management system of the enterprise by adapting foreign experience

The main goal of personnel management is to ensure the effective organization of human resources within the organization and the formation of an individual with high responsibility, collective psychology, high qualifications, a developed sense of the owner of the enterprise.

The objectives of human resource management will only be achieved if management views the human resources of the enterprise as the key to its effectiveness. To achieve this, management must ensure the development of a professional workforce as an essential condition that cannot be realized without careful planning, diligent work and evaluation.

Taking into account the positive experience of development of Hilding Anders, which started as a small family furniture factory in Bjernum, Sweden in 1939 and eventually acquired 23 companies, which are among the most prestigious world brands of mattresses, which indicates a competently chosen strategy of development of the company in general and an effective system of human resources management, in particular.

At Hilding Anders, the focus is on unique career opportunities and a great collaborative environment. Although the company employs around 10,000 people in markets around the world, Hilding Anders positions itself as one team - i.e. each employee is committed to maintaining the excellent standards that distinguish the attractive and unique products offered.

In this regard, it is advisable to apply the European model of personnel management, which Hilding Anders adheres to.

Hilding Anders' HR management model is characterized by the following features:

- Decentralization. Each unit is free to pursue its own human resources policy, while only general recommendations and guidelines are given at the top management level. The main requirement is to report on performance in a timely manner.
- High requirements to the qualification of an employee. He or she must be prepared for work from the very beginning, know his or her business in detail, because he or she is involved in the production process from the very first day. Pedantry, responsibility, self-discipline and self-control are valued in a person.
- Formalism. Informal relationships are not welcome in the workforce.
- Thorough regulation of business processes. Employees usually have no questions about how to act in a particular situation.
- Material remuneration depending on results. Individual achievements influence the amount of salary. At the same time, the motivation system is transparent - if a task is completed, the employee receives a reward, if not, he/she does not receive one. If an employee fails to perform systematically, he or she will be offered to look for another job. With all the loyalty to the staff, no one feels the heartache of firing negligent employees.
- Focus on building long-term relationships with employees. The company is interested in the fact that an intelligent specialist who comes to the company will stay there for a long time.
- A well-developed retraining system. Hilding Anders has a tradition of raising specialists in-house. Much attention is paid to training and the development of professional skills. An individual development program is drawn up for each employee.
- Work with personnel as one of the priority areas. Many European companies strive to create a strong corporate culture focused on increasing the level of personnel responsibility for their work. Employees are recognized as its main resource.

However, it should be taken into account that the application of foreign

experience in personnel management, both in large and small companies, should be carried out taking into account the peculiarities of economic activity in Uzbekistan.

In order not to make gross mistakes in the future, we need to critically rethink the experience of intrafirm and sectoral management in the world, but most importantly - to learn to find optimal solutions in the conditions of transition period in the socio-economic life of Uzbekistan.

For example, under the Labor Code of the Republic of Uzbekistan there are a number of restrictions and conditions under which it is possible to dismiss an employee, there are articles regulating remuneration, rest and compensation.

The problem of using the experience accumulated by foreign firms in the field of personnel management has become particularly relevant in recent years.

Of course, Uzbekistan has its own experience and it should not be forgotten. However, this experience is somewhat specific due to the special economic conditions in which the country has been for many years. Therefore, one should not blindly apply the accumulated knowledge in modern conditions.

Analysis of foreign experience has shown significant differences between the personnel management system in Uzbekistan with the existing management models in the world. In Uzbekistan at present there is uncertainty in the choice of management models of each particular firm. As a rule, the management does not ask itself about the choice of management model.

Ideally, Hilding Anders JSC (Uzbekistan) should use an individual management model in its activities, however, in modern conditions it is not always possible to follow such a recommendation. Many elements of this model depend on the legislative framework and the general economic situation in the country.

3.2. Recommendations on the application of foreign experience in improving the HR management system in Hilding Anders JSC (Uzbekistan)

Based on the above analysis, the author believes it is appropriate:

1. To make changes in the organizational structure of Hilding JSC

(Uzbekistan). To introduce 1 employee "Recruitment Manager";

2. Develop measures related to the improvement of the new HR management system of Hilding Anders JSC (Uzbekistan).

3. Implementation of the adaptation program.

4. Implementation of modern automated HRM systems in the company Hilding Anders JSC (Uzbekistan).

Let's examine each of the author's suggestions in more detail.

1. *Changes in the organizational structure of Hilding JSC (Uzbekistan).*

The increase in the HR department by 1 unit is that the HR department will consist of an HR Specialist and an HR Manager.

Personnel specialist should lead the preparation of plans of the main activities of the human resources management system: planning, selection and recruitment of personnel; formation and development of labor relations; placement; education, training and retraining; motivation and stimulation of personnel; certification and evaluation; career development of employees; organizational culture; working conditions of personnel; creation of optimal socio-psychological climate; social, legal, information support of the personnel management system. Provision of service interaction with structural subdivisions of the organization.

Recruitment manager must know the organizational structure of Hilding Anders JSC (Uzbekistan), technical and technological features and needs of the organization, requirements for work and ethics, psychological features of the process of primary and secondary adaptation. Must be able to conduct verbal and non-verbal exchange of information. Conduct diagnostics of business and personal qualities of candidates for the accepted position. Be able to develop strategies, tactics and techniques of interaction with people; organize their joint activities to achieve socially important goals. Forecast the prospects of development of a candidate for a position in the organization.

Must organize and monitor the adaptation process in the organization, approve the mentor, conduct explanatory work in this direction, inform the organization about new employees and the need for adaptation measures.

2. Activities related to the improvement of the new HR management system of Hilding Anders JSC (Uzbekistan)

The main tasks facing the personnel service in implementing the company's strategy and what steps should be performed at each stage are proposed in Table 3.1.

Table 3.1.

Documents of the HR department aimed at implementing the company's strategy

Task	Activities
Description of business processes. Formation of optimal organizational structure	<ul style="list-style-type: none"> • Changing the structure of the company. Preparing regulations on the new organizational structure. Informing employees about changes in the organizational structure • Development of regulations on the company's subdivisions • Development of updated job descriptions • Updating the "Methodology Folder" of the Company's retail chain stores • Changing provisions on remuneration of labor of specialists • Updating the company's HR policy • Familiarization with changes in business processes of all divisions of the company
Changes in the company's personnel policy	<ul style="list-style-type: none"> • Development of a new recruitment methodology • Determination of the company's personnel needs plan working with universities. Presentations for students and participation in job fairs • Promoting career development opportunities and employee loyalty programs among employees • Development of systems to prevent staff turnover • Procedures for the adaptation of new personnel • Establishment of employee evaluation and appraisal procedures, principles for conducting these programs • Development of a system of ranked motivation of personnel according to the positions held • Development of individual personnel motivation systems

Continuation of Table 3.1

Task	Activities
Internal monitoring of HR issues; internal corporate communication	<ul style="list-style-type: none"> • Development of the general concept and forms of questionnaires • Development of electronic online forms for receiving feedback • Questionnaire survey of personnel who decided to change their place of work • Data tables on motivation and reasons for dismissal of employees • Monitoring of employees' work: questionnaires on motivation and psychological attitudes • Analyzing the standards of corporate culture. Determining the principles of spontaneous corporate culture. Revision of "Internal Rules of the Company"
Development and implementation of training systems	<ul style="list-style-type: none"> • Analyze the need for various forms of staff training (in the short-term strategy) • Analysis of personnel assessment data, identification of "white spots" in the sphere of personnel professional knowledge • Employee survey: motivation and determination of training direction • Approval of the training system • Implementation of the personnel training system • Organization of monitoring of learning outcomes

Of course, each company has its own specifics, but the proposed basic approaches can help to correctly form the HR-strategy of a particular enterprise. In a trading company with an extensive network of stores and great dependence on hard-to-predict variables (style, fashion, etc.), strategic maps work as risk minimization tools.

For a manager to start with team building, it is necessary to develop a strategy for the organization's activities and communicate it to all employees of the organization without exception. It is very useful that as many employees as possible take part in the development of the strategy, everyone's voice should be heard.

The second important step is to discuss the adopted strategy in the workplace.

It is extremely important in each structural subdivision of JSC Hilding Anders (Uzbekistan) to form a clear and precise vision of how this strategy will be implemented in a particular department or team. At this stage, it is necessary to discuss with employees the model of behavior of an employee of this unit, to discuss the criteria of labor evaluation. The manager should make sure that all employees of his

subdivision understand their tasks and what kind of behavior the company management expects from them.

That is why the third step should be individual interviews with each employee of a department, division, brigade. During these interviews, it is necessary to clarify the goals and objectives of the employee, his behavior, and, if necessary, make adjustments. In the future, such meetings should be regular and take place more often than in normal conditions.

To keep staff informed of the current and strategic position, it is recommended that:

- availability of a schedule of meetings between the manager and employees, which is posted on the information stand;

- the possibility to submit to the manager's secretary, a few days before the scheduled meeting, questions to which the employees would like to receive an answer. This point is important because the manager may not always be able to answer some specific questions (economic, legal, etc.) in a competent manner. In this regard, the possibility of preliminary acquaintance with the questions gives him/her the opportunity for preliminary consultations with specialists, as well as the possibility of preparing documentary substantiation of his/her answers.

In this case, the attention and care of the manager is the strongest stimulant of activity for the employee. Each employee should feel himself/herself a part of the collective, which cares about the fate of this person. The manager in this case acts as a spokesman for the collective's care for the employee.

These measures should be aimed at shaping a new attitude towards work in every employee and, above all, in managers.

Staff involvement in decision-making

In organizing this activity, management should be guided by two basic principles.

First, the person doing the job in question knows better than anyone else how to do it, and is therefore better able to improve it than anyone else.

Secondly, human beings are most committed to their own ideas. Japan, the first

nationwide to implement the idea of staff involvement in decision-making, achieved better results at lower costs than its competitors with the latest equipment, but with old team management methods that did not use the potential of the team. A simple and natural scheme was used:

- the management of the organization created conditions for initiative, collective discussion of problems, participation in the implementation of their ideas;
- implementation of the proposals led to a significant increase in labor productivity at workplaces;
- increase in labor productivity, in turn, contributed to cost reduction, and then led to an increase in product sales and revenue growth.

Involvement of personnel in decision-making implies the moment of transfer of responsibility, which in turn means that employees share responsibility for the state of affairs in the enterprise, whatever it may be.

When hiring in each organization, excessive attention is paid to checking the special professional knowledge of job applicants and especially the presence of significant work experience in other organizations. At the same time, Hilding Anders JSC (Uzbekistan) does not have its own training programs for employees. Therefore, it is necessary to create its own in-house training systems in order not to miss promising potential employees who do not have highly specialized knowledge, as well as to ensure professional and human growth of employees.

For this purpose, the following staff development and periodic staff training activities are proposed.

Training in Hilding Anders JSC (Uzbekistan) should be focused on the present and designed to solve immediate business problems, its goal is to instill specific skills that employees need.

The training is offered on both a compulsory and voluntary basis. All training shall be conducted in five stages:

1. Training Needs Analysis.
2. Planning and designing learning.
3. Developing a training program.

4. Conducting training.
5. Evaluating the effectiveness of training.

Staff training at Hilding Anders SA (Uzbekistan) should be carried out in the following cases:

- when introducing new performance standards;
- when there are demands for improved operational efficiency;
- as new technologies emerge;
- when the demands of clients or customers increase;
- when employees are transferred to new positions;
- when introducing new information systems;
- when introducing new accounting standards;
- when introducing other innovations.

When assessing the employees of a given enterprise according to this methodology, a sheet of assessment of activity and features of personal qualities of an employee is prepared (Table 3.2).

Table 3.2.

Example of an assessment of an employee's performance and personal qualities*

Indicators assessed	Points				
	10	20	30	40	50
Performance Results:					
Quality of work			+		
Professionalism		+			
Psychodiagnostic data:					
Nervous and mental stability				+	
Emotional stability				+	
Risk appetite					+
Volitional self-control		+			

Continuation of Table 3.2

Indicators assessed	Points				
	10	20	30	40	50
Behavior in a conflict situation			+		
Ability to self-monitor				+	
Level of intellectual development			+		
* - compiled by the author					

Employees' performance is evaluated by their immediate supervisor or an invited expert.

In this sheet, a "+" sign is put in the appropriate grade column. After that, the average grade is calculated. The sheet is signed by the certified specialist.

In Hilding Anders JSC (Uzbekistan) motivation should have a dominant role. The management of JSC Hilding Anders (Uzbekistan) in the process of working with the personnel of the organization should actively use both economic types of motivation and non-economic. The most used economic motivations in the company under consideration are: small bonus payments, salary increases, bonus programs mainly for middle and top management.

Incentivizing workers for increased productivity in the enterprise has the advantage of clearly defining the relationship between labor results and labor inputs.

In parallel, to improve the quality of work of the team and increase their interest, the management of the company Hilding Anders JSC (Uzbekistan) is recommended to use the following schemes of staff motivation:

- bonuses;
- lump-sum remuneration for anniversaries of employees' work at the company;
- valuable gifts;
- declaration of gratitude, as well as awarding diplomas and certificates;
- material assistance to all employees in case of financial hardship, accident,

long-term illness, etc. If funds are available, it is also necessary to pay material aid for vacation in the amount of up to two official salaries (wage rates).

3. Implementation of the adaptation program.

Purpose of the adaptation program:

Accelerating the onboarding process of a new employee:

- Achieving the required operational efficiency in the shortest possible time;
- reducing the number of possible errors related to mastering functional responsibilities

The proposed Staff Adaptation Program is to be conducted in four phases:

Stage 1: Familiarization with the production features of the organization, inclusion in communication networks, familiarization with personnel, corporate features, ethics, rules of conduct, etc.

Stage 2: Practical acquaintance of the new employee with his/her duties and requirements imposed on him/her by the organization. The immediate supervisor familiarizes the newcomer with the company and its history, personnel policy, working conditions and rules, explains the tasks and requirements of the job, introduces the employee to the work group, encourages assistance to newcomers from mentors.

Occupational health and safety briefings are mandatory.

The following issues should be addressed during the orientation program:

1. General idea of the enterprise:

- goals, priorities, challenges;
- traditions, norms, standards;
- services and their consumers, stages of bringing services to the consumer;
- diversity of activities;
- organizational structure of the enterprise;
- executive information.

2. Organizational Policies:

- principles of personnel policy;
- recruitment principles;

- areas of training and professional development;
- assistance to employees in case they are brought to court;
- rules for the use of the telephone within the company;
- rules for the use of different working time regimes;
- rules for protection of trade secrets of financial and technical documentation.

3. Remuneration of labor:

- norms and forms of labor remuneration and ranking of employees;
- weekend pay, overtime.

4. Fringe Benefits:

- insurance, seniority records;
- temporary disability benefits, severance payments, family sickness benefits, bereavement benefits, maternity benefits;
- Support in the event of redundancy or retirement;
- on-the-job training opportunities;
- the organization's services to its employees.

5. Occupational health and safety compliance:

- first aid stations;
- precautions;
- warning of possible hazards in the workplace;
- fire safety rules;
- rules of behavior in case of accidents and the procedure for reporting them.

6. economic factors:

- cost of equipment;
- damage from absenteeism, tardiness, accidents.

Following the general orientation program, a special program may be conducted that offers emphasis on the following issues:

1. Functions of the unit:

- goals and priorities, organization and structure;
- lines of business;

- relationships with other departments;
- relationships within the unit.

2. Job Duties and Responsibilities:

- A detailed description of the work in progress and expected results;
- Explaining the importance of the job, how it relates to others in the division and the company as a whole;
- norms for the quality of work performance and the basis for performance evaluation;
- the length of the workday and the schedule;
- additional expectations (e.g., replacing an absent employee).

3. required reporting:

- the types of assistance that can be provided, when and how to ask for it;
- relationships with local and statewide inspections.

4. Procedures, rules, regulations:

- rules unique to a given type of work or a given unit;
- behavior in case of accidents, safety regulations, accident and danger reporting;
- security and theft-related issues;
- relationships with employees who do not belong to the unit;
- rules of behavior in the workplace;
- taking things out of the unit;
- violation control;
- breaks (lunch);
- personal telephone conversations during working hours;
- equipment utilization;
- monitoring and evaluation of performance.

Stage 3: Effective adaptation. To increase the effectiveness of effective adaptation, a mentor is assigned to the newcomer.

Stage 4: Functioning. This stage completes the adaptation process, it is characterized by gradual overcoming of production and interpersonal problems and transition to stable work.

Mentoring is regarded as a set of measures aimed at accelerating the process of training a new employee in the basic skills of the profession, developing his/her ability to independently and qualitatively perform the tasks assigned to him/her in the position he/she holds.

In order to obtain effectiveness from mentoring, it is necessary to use such a Mentor Motivation System that will ensure a positive result. For example, according to the experience of European companies:

1. Provided that if a new employee successfully passes the probationary period, the mentor receives additional remuneration. It is proposed for JSC Hilding Anders (Uzbekistan) to assign not a fixed amount, but an amount equivalent to 30% of the salary of a new employee. This is due to the fact that the salary of an employee accepted for a probationary period in JSC Hilding Anders (Uzbekistan) is assigned on the basis of the basic calculation value (BRV) accepted in Uzbekistan. As a rule, the BRV in Uzbekistan is increased 2 times a year.

2. In case the unsatisfactory performance of the mentor is revealed - it is proposed to forfeit the bonus in the amount of UZS 300,000.

Requirements for a mentor:

- high professional knowledge, skills and abilities;
- Knowledge of the standards and regulations of the required specialization;
- stability of performance;
- Ability and willingness to share experiences;
- a systematic view of his/her work area and the work of related departments;
- good communication skills;
- communication flexibility
- high moral and ethical qualities.

The main benefits of participating in the mentoring program are:

- Active participation in the development of their team;
- Increased authority and status in the team;
- increase in personal satisfaction due to successful fulfillment of professional functions;
- personal self-development (gaining new knowledge, skills and abilities in the process of mentoring).

The pros of an onboarding program for a new employee are as follows:

- Obtaining the complete information required for efficient operation;
- Reducing uncertainty and anxiety;
- reduction of psychological tension (a sense of security);
- development of personal qualities (self-confidence, self-esteem, especially as professional level and abilities increase);
- Developing skills and abilities by learning from others' experiences;
- increasing job satisfaction and developing a positive attitude towards the enterprise as a whole;
- mastering new norms of organizational culture and rules of conduct;
- building a system of interaction with colleagues;
- Reducing the likelihood of conflicts (a mentor helps to understand the intricacies of work and team relations);
- Receiving effective feedback from the mentor and hiring manager at the end of the probationary period.

Thus, the implementation of the "Adaptation Program" for Hilding Anders JSC (Uzbekistan) will reveal the following positive aspects:

- Establishment of a mechanism to assess the professional and managerial competencies of an employee and his/her potential based on the results of his/her work in the first months;
- identification of shortcomings of the existing personnel selection system at the enterprise;
- development of managerial competencies of the mentor and recruitment

manager;

- justification of personnel decisions regarding both the newcomer and the mentor after the end of the adaptation period;
- Formation of a positive attitude towards learning;
- reducing the time required for adaptation of a new employee;
- reduction of costs of production output;
- increase in the profit of the enterprise.

4. Implementation of modern automated HRM systems in the company

Hilding Anders JSC (Uzbekistan).

In light of the active development of information and communication systems around the world and in all sectors of the economy, the developers of information systems have not neglected and automated systems of human resource management "Human Resource Management" (HRM).

HRM-system means an automated integrated HR management system. In addition to traditionally automated blocks of work with personnel, designed for personnel records management, payroll calculation and electronic document management (Electronic Document Management System EDMS), the HRM-system also automates processes for work with qualitative indicators of personnel - personnel training, personnel assessment, recruitment and adaptation of personnel, work with personnel reserve.

The main purpose of HRM-system implementation is to identify, attract and retain valuable human resources for the company, as personnel costs account for a significant share in the company's expenses, and their efficiency and optimization have a significant impact on the final financial result.

3.3 Economic effect of the proposed measures

Economic efficiency is a complex category of economic science. It permeates all stages of social production, is the basis for the construction of quantitative criteria of the value of decisions, is used to form material-structural, functional and systemic

characteristics of economic activity.

The recommendations proposed in Section 3.2 require capital expenditures. Calculation of project implementation costs is presented in Table 3.3.

Table 3.3.

Project implementation costs

No. n/a	Name of costs	Costs, mln UZS	Number of personnel	Total costs, mln UZS	Share of cost item, %	Note
	A	1	2	3	4	5
1	Change of organizational structure					
1.1	Introduction of a recruitment manager to the staff	62,4	1	62,400	31,82	Salary per year
1.2	Workplace organization	9,17	1	9,172	4,68	Organizational costs. Equipment and activity costs
	Total under recommendation 1			71,572	36,49	
2	Measures to improve the new personnel management system			0	0	Does not require capital investment. Included in the job description of the Recruitment Manager
3	Implementation of the adaptation program					
3.1	Appointment of mentors. Monthly additional payment of 5% to the average monthly salary	3,12	2	6,240	3,18	On average (monthly additional payment to each of two mentors for the main professions of workers and positions of specialists, which is approximately 5% of the average salary of employees.
3.2	Additional payment/retention from the bonus for successful mentoring	10,4	2	20,800	10,61	
3.3	Retraining of personnel	0,28	33	9,240	4,71	Personnel training is planned directly in the organization. Professional development of the adaptation instructor itself is possible on average once every three years.

Continuation of Table 3.3

	A	1	2	3	4	5
	Total for recommendation 3			36,280	18,50	
4	Implementation of HRM system					
4.1	PeopleForce software platform costs			15,723	8,02	
4.2	HRM license costs			52,092	26,56	
4.3	Support costs	0,917		11,006	5,61	
	Expenditures on personnel training in the HRM system	0,525	18	9,450	4,82	
	Total under recommendation 4			88,271	45,01	

Let's calculate the effectiveness of the proposed activities.

As foreign experience shows, in case of material interest labor productivity increases by 10 percent. Taking into account that the incentive part of wages after the introduction of measures will amount to 20 percent of wages on average, then with an average wage of workers 62.4 mln. UZS per year, the economic effect will amount to:

$$C_1 = 62.4 * 0.2 * 0.1 = 1.248 \text{ mln UZS per year per person.}$$

Consequently, the savings for the year will be:

$$C_M = 1.248 * 41 \text{ persons.} = \mathbf{51.168 \text{ mln. UZS.}}$$

This frees up payroll that can go towards periodic staff training.

Let's calculate the cost savings of implementing an automated personnel management system for personnel records management, payroll and electronic document management (EDMS).

For more efficient operation of the organization it is suggested to implement PeopleForce - a modern all-in-one HR platform that fully meets the business needs of any company (Fig. 3.1).

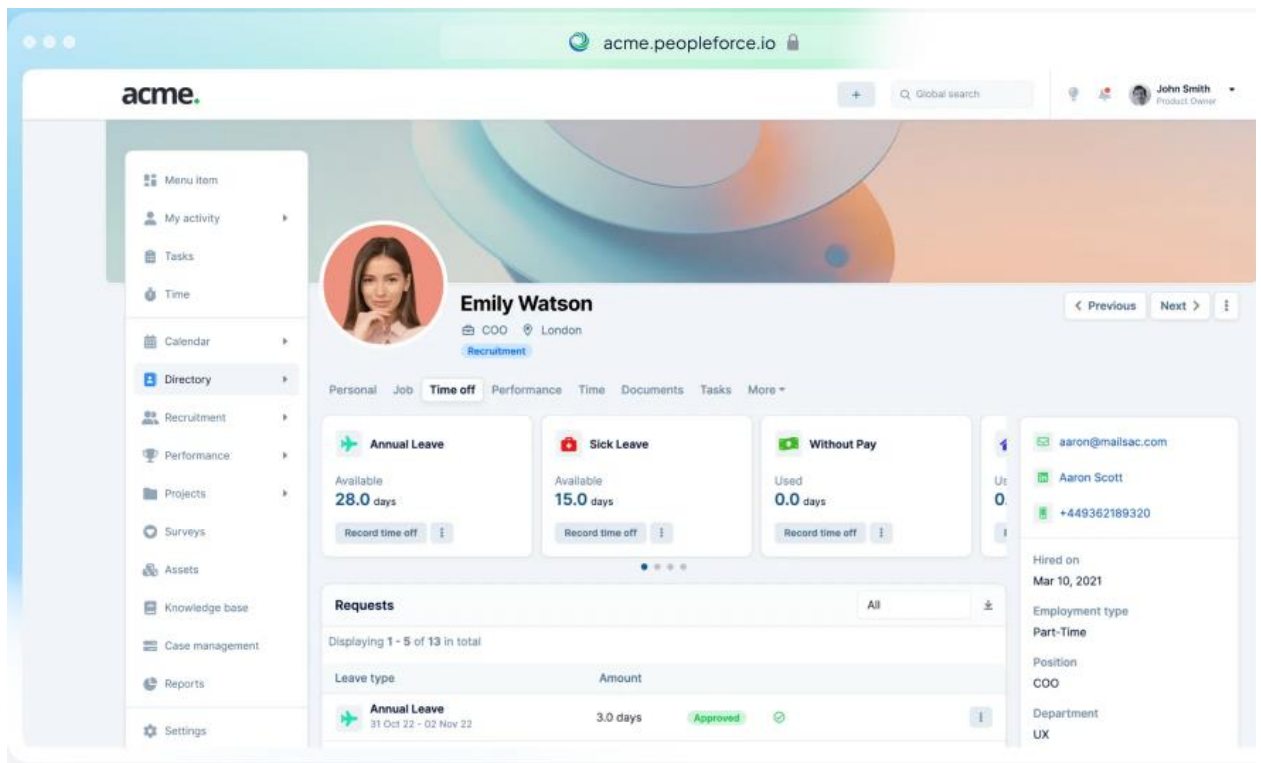


Fig. 3.1 PeopleForce HR platform dialog window

PeopleForce is HRM/HRIS-system for HR management, which combines various tools for HR manager in one platform. The solution is designed to automate HR and recruiting processes: onboarding, hiring, time tracking, performance management, employee engagement assessment and other tasks. The system also provides integration with productivity tools: Google, Slack, Zoom and Teams. The platform functionality is divided into five modules, which provides flexibility in implementing the HRM platform into the business.

The developer of the platform is PeopleForce (Ukraine). PeopleForce's clients include Rakuten, BMW, Ajax Systems, Parimatch, ARX, SeRanking, SkyUp and Reply.io

The total cost of the HRM system implementation project can be calculated using formula 3.1.

$$K_o = K_{ip} + K_{oc} + K_{per} , \quad (3.1)$$

where K_{ip} - costs for the software platform, mln UZS;

K_{oc} - costs for licenses of the system, mln UZS;

K_p - costs for additional equipment, mln UZS;

K_{per} - personnel training costs, mln UZS.

$$K_o = 15,723 + 52,092 + 9,45 = 77,262 \text{ mln UZS.}$$

Another expense item to consider is the cost of administering and maintaining the S system. The cost of maintenance is \$75 per month, the exchange rate of 1 \$ to Uzbek sum is 12228.91 sum. The rate of 1 \$ to Uzbek sum is 12228.91 sum.

$$S = 75 \times 12 \times 1228.91 \times 12 / 1000 \ 000 = 11, \ 006 \text{ mln UZSper year} \quad (3.2)$$

The total cost of implementation costs is calculated according to formula 3.3:

$$Z = S + K_o, \quad (3.3)$$

where Z - cost of HRM system implementation, mln UZS;

S - HRM system maintenance costs, mln. UZS;

$$Z = 11,006 + 77,262 = 88,268 \text{ mln. UZS.}$$

Let's calculate the cost savings when implementing the HRM system. Let's start by estimating the direct savings on the enterprise's document flow. Let it include only the cost of paper saved when implementing such a system and the cost of saved employee time.

The maximum cost of paper consumed per month can be calculated based on the ability of one employee to read and absorb a certain number of pages of documents per month. On the basis of a simple experiment, it can be found that an average employee can read no more than 100 typewritten pages of documents during a working day. On the other hand, the minimum volume of pages read by one employee during a working day cannot be less than one complete document, i.e. four or five pages, otherwise this employee does not work with documents and therefore is not of interest from the point of view of implementing an automated personnel management system. Let's assume that one employee in the organization has 15 pages per day. The monthly paper costs would be:

$$M = G \times B \times H \times T, \quad (3.4)$$

where G - number of working days in a month, dn;

B - number of sheets per employee per day, pcs;

N - cost of one sheet of paper with printed information (photocopying, printing),

UZS.

T - number of employees who deal with documentation, people.

$M = 21 \times 15 \times 74 \times 18 = 0.4196$ mln UZS per month.

The value of labor time saved is even more difficult to estimate.

It is primarily made up of the following factors:

- Saving effort by reusing existing documents;
- saving time on searching for necessary documents due to systematization in document storage and efficient means of information retrieval;
- acceleration of all business processes through their automation, formalization and control of executive discipline.

Since any organization is constantly engaged in solving rather similar tasks, it is obvious that the possibility of reusing existing documents is very real. Most often it will be possible to "take" from the prototype from 20 to 30% (in terms of labor costs for creation), the rest is the specifics of a particular case. Therefore, we will assume a reuse rate of 25%. Assuming that each employee spends about 20% of his/her working time on creating new documents, the total time savings of employees will be about 5% of their full working time. Average annual salary (managers, specialists, employees) - 62.4 mln UZS

$$B = T \times K \times E_{T_3}, \quad (3.5)$$

where B - savings from implementation of HRM system, mln UZS;

T - number of employees, persons;

K - average monthly expenses per one employee, mln UZS;

E_{T_3} - labor cost savings, %.

$B = 18 \times 62.4 / 12 \times 0.05 = 4.68$ mln UZS per month.

An "average" employee performs ten searches for various documents per day. Searching for one document takes an average of two minutes. In 10% of cases an employee fails to find the required document. If a document is not found immediately, it takes another two minutes to search for it.

Calculation of labor cost savings after implementation of HRM system per month:

$$E_T = ((10 \text{ times/day} \times 2 \text{ min.} + 10 \text{ times/day} \times 10\%) \times (62,400,000 \text{ UZS}/1,788 \text{ working hours per year}/60 \text{ min.} \times 18) \times 30 = 6,910,067 \text{ mln UZS} \quad (3.6)$$

Labor cost savings after implementation of the electronic document management function in the automated personnel management system per year will be as follows:

$$E = (E_T + B) * 12, \quad (3.7)$$

where T - labor cost savings after implementation, mln. sum;

B - savings from implementation, mln. UZS.

Savings per year on implementation will be:

$$E = (1,478,52 + 4,68) * 12 = 73,902 \text{ mln. UZS.}$$

The total cost savings will be:

$$C_{HRM} = E + M * 12 \quad (3.8)$$

where E - Savings of labor costs after implementation in a year, mln UZS;

M - Annual paper costs per month, mln UZS.

$$C_{HRM} = 73,902 + 0,4196 * 12 = \mathbf{144,116} \text{ mln. UZS.}$$

Implementation of the HRM system only by including the function of electronic document management gives a significant economic effect, but its quantitative assessment is a complex process, as many factors have to be taken into account. The economic effect is largely determined by the correctness of the system selection and implementation process. It should be noted that economic efficiency will increase as the number of documents in the electronic archive and the number of employees connected to electronic document management increases.

Total savings after implementation of the proposed recommendations are calculated by formula 3.9.

$$C = C_M + C_{HRM}, \text{ where} \quad (3.9)$$

C_M - savings according to the action plan

C_{HRM} - savings after the implementation of the HRM automated personnel management system.

$$C = 51,168 + 144,116 = 195,284 \text{ mln UZS}$$

The payback period of the project is calculated by the formula:

$$PP = H/C, \quad (3.10)$$

where PP (Payback Period) - payback period (years),

K_{pr} - initial investment of the entire project,

CFcr - average annual cash receipts from the project realization

$$PP = 196,123 / 195,284 = 1$$

Thus, the proposed activities will pay for themselves within one year.

Conclusion

Today in our country there is a large number of unresolved issues and contradictions in the field of organization of personnel management system. Studying and applying effective methods of personnel management will allow us to qualitatively improve the organization of employees' work and unite them into a single team.

There are many management models. Some of them are based on the priority of the human factor, and they differ significantly from each other. Their main differences lie in the interpretation of the main essential characteristics of employees, motives of their labor activity, social and production behavior. In the world there are two models of management: western (USA) and eastern (Japan). Now we can also talk about some universal features of the model of personnel management, which include Western and Eastern elements. Naturally, the application of certain management methods, regardless of their origin, requires modification, adaptation to the socio-economic and cultural peculiarities of the country.

The first chapter deals with the theoretical foundations of personnel management, the process of personnel management, its essence, main aspects, functions and methods, as well as foreign experience of its organization.

In the second chapter of the work was analyzed the system of personnel management and business activities of JSC Hilding Anders, in particular, the general characteristic of the economic activity of this enterprise was considered, the analysis of its personnel management structure, as well as proposed measures to improve its personnel management system.

This organization has been working for about three years in the sphere of trade in "everything for sleep" products. During this time the company has gained a certain part of the Uzbek market.

The human resources potential of Hilding Anders JSC (Uzbekistan) is quite diverse. The staff composition is stable, staff turnover is low, which indicates that the company has created all the necessary conditions for the normal work of personnel. The increase in the share of employees with higher education and the prevalence of

employees with a long work experience should also be attributed to positive features.

Personnel are characterized by good indicators of health and physical development, quite sufficient ability to establish and maintain strong official-business relations with a superior or subordinates; clarity of expression of thoughts, culture of speech is quite obvious.

However, the experience and practical knowledge of the staff is not very great, initiative and resourcefulness are not always enough, as well as the satisfactory level of professional competence (personal professionalism), but there is a tendency to improve the effectiveness of the results of professional activity as experience is accumulated, as well as the desire to improve professional knowledge.

There is no qualified HR manager in Hilding Anders JSC (Uzbekistan), therefore the HR policy is not formed in any way. Personnel documents, payroll and working time records are maintained by the accounting department, while personnel selection is performed by the head of the company. Search and selection of employees is carried out not in accordance with the strategy of personnel management, but on the fact of occurrence of a "hot vacancy". There is no strategy of personnel development and training, personnel professional adaptation is implemented "in passing", without sufficient organizational and methodological support.

Taking into account the foreign experience of personnel management, having identified the main problems, some changes in the personnel management system were proposed and measures related to the improvement of the new personnel management system in Hilding Anders SA were developed:

1. To make changes in the organizational structure of Hilding JSC (Uzbekistan).
To introduce 1 employee "Recruitment Manager";
2. Develop measures related to the improvement of the new HR management system of Hilding Anders JSC (Uzbekistan).
3. Implementation of the adaptation program.
4. Introduction of modern automated HRM systems in the company Hilding Anders JSC (Uzbekistan).

The proposed measures will help to increase labor productivity, promote

professional motivation, quick and quality decision-making, improve the social status of employees and effective personnel management, which will generally have a favorable impact on the results of JSC Hilding Anders JSC (Uzbekistan).

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Price list of Hilding Anders JSC products (Uzbekistan)

	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
Кровати					
1	32 106 000	50%	16 053 000	Основание Ergomotion 200*160 модель 3160	
2	42 592 000	30%	29 815 000	Основание Hilding Expanded 200*160	
3	7 933 000	25%	5 950 000	Кровать 200*120 Claire (Клэр) Тк. Casanova Milk+Основание с ламелями 200*120	
4	7 933 000	25%	5 950 000	Кровать 200*120 Claire (Клэр) Тк. Casanova Grey+Основание с ламелями 200*120	
5	9 100 000	35%	5 915 000	Кровать 200*120 FENDI Тк. Enrich1 4028+Основание с ламелями 200*120	
6	8 876 000	35%	5 770 000	Кровать 200*120 FENDI Тк. Casanova Milk+Основание с ламелями 200*120	
7	15 225 455	45%	8 374 000	Кровать 200*160 Greif (Грейф) Тк. Enrich1 4037 + Основание с ламелями АГ Соло Н-260 2000*1600	4+ кат
8	18 333 000	40%	11 000 000	Кровать с ПМ 200*160 Alana (Алана) Тк. Casanova Grey + Основание с ПМ 200*160	3 кат
9		40%	0	Кровать с ПМ 200*160 Alana (Алана) Тк. Casanova Sky + Основание с ПМ 200*160	3 кат
10	18 333 000	40%	11 000 000	Кровать с ПМ 200*160 Alana (Алана) Тк. Тк. Sky Velvet 16+Основание с ПМ 200*160	3 кат
11		40%	0	Кровать с ПМ 200*160 Alana (Алана) Тк. Sky Velvet 08+Основание с ПМ 200*160	3 кат
12	17 500 000	40%	10 500 000	Кровать с ПМ 200*160 Alana (Алана) Тк. Dumont 02 +Основание с ПМ 200*160	2 кат
13	13 600 000	25%	10 200 000	Кровать с ПМ 200*160 Claire (Клэр) Тк. Sky Velvet 17 +Основание с ПМ 200*160	3 кат
14	13 600 000	25%	10 200 000	Кровать с ПМ 200*160 Claire (Клэр) Тк. Casanova Grey+Основание с ПМ 200*160	
15		20%	0	(инд)Кровать с ПМ 200*160 Esmeralda Premier (Эсмеральда Премьер) Тк. Casanova Stone +Основание с ПМ 200*160	3 кат
16	22 037 000	65%	7 713 000	Кровать с ПМ 200*160 Fabiano К/з Fashion Black +Основание с ПМ 200*160	2 кат
17	22 037 000	65%	7 713 000	Кровать с ПМ 200*160 Fabiano К/з Cordova Marfil +Основание с ПМ 200*160	3 кат
18	22 037 000	65%	7 713 000	Кровать с ПМ 200*160 Fabiano Тк. Dumont 24 с ПМ +Основание с ПМ 200*160	2 кат
19	15 230 000	35%	9 900 000	Кровать с ПМ 200*160 FENDI Тк. Casanova Grey +Основание с ПМ 200*160	3 кат
20	15 838 000	35%	10 295 000	Кровать с ПМ 200*160 FENDI Тк. Enrich1 4028 +Основание с ПМ 200*160	3 кат
21	15 838 000	35%	10 295 000	Кровать с ПМ 200*160 FENDI Тк. Enrich1 66 +Основание с ПМ 200*160	

	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
Кровати					
22	24 262 000	56%	10 676 000	Кровать с ПМ 200*160 Mona (Мона) Тк. Royal Mist +Основание с ПМ 200*160	4 кат
23	22 849 000	45%	12 567 000	Кровать с ПМ 200*160 MORETTI Тк. Casanova Grey+Основание с ПМ 200*160	
24	22 849 000	45%	12 567 000	Кровать с ПМ 200*160 MORETTI Тк. Sky Velvet 21 +Основание с ПМ 200*160	
25		40%	0	Кровать с ПМ 200*160 MORETTI Тк. Enrich1 4007 +Основание с ПМ 200*160	4+ кат
26	22 849 000	45%	12 567 000	Кровать с ПМ 200*160 MORETTI Тк. Sky Velvet 43 +Основание с ПМ 200*160	3 кат
27		45%	0	Кровать с ПМ 200*160 MORETTI Тк. Sky Velvet 16 +Основание с ПМ 200*160	3 кат
28		45%	0	Кровать с ПМ 200*160 MORETTI Тк. Royal Pure+Основание с ПМ 200*160	4 кат
29	15 033 000	40%	9 020 000	Кровать с ПМ 200*160 Nordi (Норди) Sky Velvet 40 +Основание с газ. пружинами 200*160	3 кат
30	15 033 000	40%	9 020 000	Кровать с ПМ 200*160 Nordi (Норди) Sky Velvet 38+Основание с газ. пружинами 200*160	3 кат
31	15 033 000	40%	9 020 000	Кровать с ПМ 200*160 Nordi (Норди) Sky Velvet 10+Основание с газ. пружинами 200*160	3 кат
32	16 500 000	35%	10 725 000	Кровать с ПМ 200*160 OLIVIA Тк. Dumont 24 +Основание с ПМ 200*160	2 кат
33	16 500 000	35%	10 725 000	Кровать с ПМ 200*160 OLIVIA Тк. Dumont 08 +Основание с ПМ 200*160	2 кат
34	17 566 000	35%	11 418 000	Кровать с ПМ 200*160 Olivia (Оливия) Тк. Sky Velvet 03 +Основание с ПМ 200*160	3 кат
35	17 566 000	35%	11 418 000	Кровать с ПМ 200*160 Olivia (Оливия) Тк. Sky Velvet 08 +Основание с ПМ 200*160	3 кат
36	20 987 000	40%	12 593 000	Кровать с ПМ 200*160 Rosalie (Розали) Тк. Sky Velvet 10 +Основание с ПМ 200*160	3 кат
37	20 987 000	40%	12 593 000	Кровать с ПМ 200*160 Rosalie (Розали) Тк. Sky Velvet 43 +Основание с ПМ 200*160	3 кат
38	20 987 000	40%	12 593 000	Кровать с ПМ 200*160 Rosalie (Розали) Тк. Sky Velvet 42 +Основание с ПМ 200*160	3 кат
39	19 003 000	45%	10 452 000	Кровать с ПМ 200*160 ROSSINI К/з Chester Celine 01 +Основание с ПМ 200*160	3 кат
40	19 003 000	45%	10 452 000	Кровать с ПМ 200*160 ROSSINI Тк. Casanova Sky +Основание с ПМ 200*160	3 кат
41	19 003 000	45%	10 452 000	Кровать с ПМ 200*160 ROSSINI Тк. Casanova Stone +Основание с ПМ 200*160	3 кат
Кровати					
	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
Кровати					
42	19 003 000	45%	10 452 000	Кровать с ПМ 200*160 ROSSINI Тк. Sky Velvet 17 +Основание с ПМ 200*160	3 кат
43	19 003 000	45%	10 452 000	Кровать с ПМ 200*160 ROSSINI Тк. Sky Velvet 40 +Основание с ПМ 200*160	3 кат
44	19 230 000	35%	12 500 000	Кровать с ПМ 200*160 Ruta (Рута) Тк. Sky Velvet 03+Основание с ПМ 200*160	
45	19 230 000	35%	12 500 000	Кровать с ПМ 200*160 Ruta (Рута) Тк. Casanova Grey+Основание с ПМ 200*160	
46	18 806 000	65%	6 583 000	Кровать 200*180 Greif (Грейф) Тк. Casanova Seawave +Основание с ламелями АГ Соло Н-260 2000*1800	3 кат
47	18 806 000	65%	6 583 000	Кровать 200*180 Greif (Грейф) Тк. Madagascar 08 Основание с ламелями АГ Соло Н-260 2000*1800	3 кат
48		55%	0	Кровать с ПМ 200*180 Alana (Алана) Тк. Sky Velvet 08 +Основание с ПМ 200*180	3 кат
49	25 400 000	55%	11 430 000	Кровать с ПМ 200*180 Alana (Алана) Тк. Sky Velvet 38 +Основание с ПМ 200*180	3 кат
50		55%	0	Кровать с ПМ 200*180 Alana (Алана) Тк. Sky Velvet 40 +Основание с ПМ 200*180	3 кат
51	26 888 000	55%	12 100 000	Кровать с ПМ 200*180 Alana (Алана) Тк. Enrich1 4028 +Основание с ПМ 200*180	4+ кат
52		55%	0	Кровать с ПМ 200*180 Alana (Алана) Тк. Dumont 02 +Основание с ПМ 200*180	2 кат
53	25 400 000	55%	11 430 000	Кровать с ПМ 200*180 Alana (Алана) Тк. Casanova Grey +Основание с ПМ 200*180	3 кат
54	25 400 000	55%	11 430 000	Кровать с ПМ 200*180 Alana (Алана) Тк. Casanova Stone +Основание с ПМ 200*180	3 кат
55	25 400 000	55%	11 430 000	Кровать с ПМ 200*180 Alana (Алана) Тк. Sky Velvet 16 +Основание с ПМ 200*180	3 кат
56	18 540 000	30%	12 978 000	Кровать с ПМ 200*180 Astrid (Астрид) Тк. Sky Velvet 38 +Основание с ПМ 200*180	3 кат
57	18 540 000	30%	12 978 000	Кровать с ПМ 200*180 Astrid (Астрид) Тк. Sky Velvet 03 +Основание с ПМ 200*180	3 кат
58	18 540 000	30%	12 978 000	Кровать с ПМ 200*180 Astrid (Астрид) Тк. Sky Velvet 40 +Основание с ПМ 200*180	3 кат
59		30%	0	Кровать с ПМ 200*180 Astrid (Астрид) Тк. Sky Velvet 21 +Основание с ПМ 200*180	3 кат
60	18 540 000	30%	12 978 000	Кровать с ПМ 200*180 Astrid (Астрид) Тк. Casanova Stone +Основание с ПМ 200*180	3 кат
61	19 200 000	30%	13 440 000	(инд)Кровать с ПМ 200*180 Astrid (Астрид) Тк. Enrich1 4046 +Основание с ПМ 200*180	4+ кат

	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
Кровати					
62	23 045 000	40%	13 827 000	Кровать с ПМ 200*180 Catarina Premier (Катарина Премьер) Тк. Sky Velvet 43 + Основание с ПМ 200*180	3 кат
63		40%	0	Кровать с ПМ 200*180 Catarina Premier (Катарина Премьер) Тк. Sky Velvet 21+ Основание с ПМ 200*180	3 кат
64	23 045 000	40%	13 827 000	Кровать с ПМ 200*180 Catarina Premier (Катарина Премьер) Тк. Sky Velvet 38+ Основание с ПМ 200*180	3 кат
65	23 045 000	40%	13 827 000	Кровать с ПМ 200*180 Catarina Premier (Катарина Премьер) Тк. Sky Velvet 08+ Основание с ПМ 200*180	3 кат
66	23 045 000	40%	13 827 000	Кровать с ПМ 200*180 Catarina Premier (Катарина Премьер) Тк. Sky Velvet 17+ Основание с ПМ 200*180	3 кат
67	23 045 000	40%	13 827 000	Кровать с ПМ 200*180 Catarina Premier (Катарина Премьер) Тк. Sky Velvet 16+ Основание с ПМ 200*180	
68	13 773 000	25%	10 330 000	Кровать с ПМ 200*180 Claire (Клэр) Тк. Sky Velvet 08+ Основание с ПМ 200*180	2 кат
69	13 773 000	25%	10 330 000	Кровать с ПМ 200*180 Claire (Клэр) Тк. Sky Velvet 17+ Основание с ПМ 200*180	2 кат
70		25%	0	Кровать с ПМ 200*180 Claire (Клэр) Тк. Dumont 24+ Основание с ПМ 200*180	2 кат
71	13 773 000	25%	10 330 000	Кровать с ПМ 200*180 Claire (Клэр) Тк. Casanova Milk+ Основание с ПМ 200*180	3 кат
72	13 773 000	25%	10 330 000	Кровать с ПМ 200*180 Claire (Клэр) Тк. Casanova Grey+ Основание с ПМ 200*180	3 кат
73		25%	0	Кровать с ПМ 200*180 Claire (Клэр) Тк. Sky Velvet 03+ Основание с ПМ 200*180	3 кат
74		35%		Кровать с ПМ 200*180 FENDI Тк. Casanova Lilac страза +Основание с ПМ 200*180	3 кат
75		35%	0	Кровать с ПМ 200*180 FENDI Тк. Sky Velvet 08+ Основание с ПМ 200*180	3 кат
76	17 052 000	35%	11 084 000	Кровать с ПМ 200*180 FENDI Тк. Casanova Milk+ Основание с ПМ 200*180	3 кат
77	16 461 000	35%	10 700 000	Кровать с ПМ 200*180 FENDI Тк. Casanova Grey+ Основание с ПМ 200*180	
78	17 420 000	35%	11 323 000	Кровать с ПМ 200*180 FENDI Тк. Enrich1 4028+ Основание с ПМ 200*180	4 кат
79	17 420 000	35%	11 323 000	Кровать с ПМ 200*180 FENDI Тк. Enrich1 848+ Основание с ПМ 200*180	4+ кат
80		35%	0	Кровать с ПМ 200*180 FENDI Тк. Enrich1 66+ Основание с ПМ 200*180	4+ кат
81	22 694 000	65%	7 943 000	Кровать с ПМ 200*180 Fabiano К/з Fashion Black + Основание с ПМ 200*180	2 кат
Кровати					
	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
Кровати					
82	24 471 428	65%	8 565 000	Кровать с ПМ 200*180 Fabiano К/з Cordova Marfil + Основание с ПМ 200*180	3 кат
83	22 694 000	65%	7 943 000	Кровать с ПМ 200*180 Fabiano К/з Fashion Rose + Основание с ПМ 200*180	2 кат
84	22 694 000	65%	7 943 000	Кровать с ПМ 200*180 Fabiano Тк. Dumont 24 + Основание с ПМ 200*180	2 кат
85	22 694 000	65%	7 943 000	Кровать с ПМ 200*180 Fabiano К/з Elite Grape + Основание с ПМ 200*180	2 кат
86	20 987 000	30%	14 691 000	Кровать с ПМ 200*180 Merelin Premier (Мэрелин Премьер) Тк. Sky Velvet 16+ Основание с ПМ 200*180	
87	20 987 000	30%	14 691 000	Кровать с ПМ 200*180 Merelin Premier (Мэрелин Премьер) Тк. Sky Velvet 17+ Основание с ПМ 200*180	
88	20 987 000	30%	14 691 000	Кровать с ПМ 200*180 Merelin Premier (Мэрелин Премьер) Тк. Sky Velvet 08+ Основание с ПМ 200*180	3 кат
89	20 987 000	30%	14 691 000	Кровать с ПМ 200*180 Merelin Premier (Мэрелин Премьер) Тк. Sky Velvet 43+ Основание с ПМ 200*180	3 кат
90		30%	0	Кровать с ПМ 200*180 Merelin Premier (Мэрелин Премьер) Тк. Casanova Milk + Основание с ПМ 200*180	3 кат
91	20 987 000	30%	14 691 000	Кровать с ПМ 200*180 Merelin Premier (Мэрелин Премьер) Тк. Dumont 02 + Основание с ПМ 200*180	3 кат
92		54%	0	Кровать с ПМ 200*180 Mona (Мона) Тк. Royal Mist + Основание с ПМ 200*180	4 кат
93	29 724 000	55%	13 376 000	Кровать с ПМ 200*180 MORETTI Тк. Sky Velvet 43 + Основание с ПМ 200*180	
94	29 724 000	55%	13 376 000	Кровать с ПМ 200*180 MORETTI Тк. Sky Velvet 16 + Основание с ПМ 200*180	3 кат
95	29 724 000	55%	14 040 000	Кровать с ПМ 200*180 MORETTI Тк. Sky Velvet 43 ЖЕМЧУГ +Основание с ПМ 200*180	3 кат
96	29 724 000	55%	13 376 000	Кровать с ПМ 200*180 MORETTI Тк. Sky Velvet 21 + Основание с ПМ 200*180	3 кат
97	29 724 000	55%	13 376 000	Кровать с ПМ 200*180 MORETTI Тк. Casanova Lilac + Основание с ПМ 200*180	3 кат
98	29 724 000	55%	13 376 000	Кровать с ПМ 200*180 MORETTI Тк. Casanova Grey + Основание с ПМ 200*180	3 кат
99	16 114 667	40%	9 669 000	Кровать с ПМ 200*180 Nordi (Норди) Sky Velvet 38 + Основание с газ. пружинами 200*180	3 кат

Кровати					
	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
100				Кровать с ПМ 200*180 Nordi (Норди) Sky Velvet 11 + Основание с газ. пружинами 200*180	3 кат
101	17 692 000	35%	11 500 000	Кровать с ПМ 200*180 OLIVIA Тк. Dumont 22 + Основание с ПМ 200*180	2 кат
102	17 692 000	35%	11 500 000	Кровать с ПМ 200*180 OLIVIA Тк. Dumont 24 + Основание с ПМ 200*180	3 кат
103	17 692 000	35%	11 500 000	Кровать с ПМ 200*180 OLIVIA Тк. Dumont 26 + Основание с ПМ 200*180	2 кат
104	18 923 000	35%	12 300 000	Кровать с ПМ 200*180 Olivia (Оливия) Тк. Casanova Milk + Основание с ПМ 200*180	3 кат
105	17 692 000	35%	11 500 000	Кровать с ПМ 200*180 OLIVIA Тк. Dumont 08 + Основание с ПМ 200*180	2 кат
106	18 923 000	35%	12 300 000	Кровать с ПМ 200*180 OLIVIA Тк. Sky Velvet 16 + Основание с ПМ 200*180	3 кат
107	29 577 000	55%	13 310 000	Кровать с ПМ 200*180 Rosalie (Розали) Тк. Sky Velvet 42 + Основание с ПМ 200*180	
108	29 577 000	55%	13 310 000	Кровать с ПМ 200*180 Rosalie (Розали) Тк. Sky Velvet 43 + Основание с ПМ 200*180	3 кат
109	29 577 000	55%	13 310 000	Кровать с ПМ 200*180 Rosalie (Розали) Тк. Sky Velvet 03 + Основание с ПМ 200*180	3 кат
110	29 577 000	55%	13 310 000	Кровать с ПМ 200*180 Rosalie (Розали) Тк. Casanova Grey + Основание с ПМ 200*180	3 кат
111	29 577 000	55%	13 310 000	Кровать с ПМ 200*180 Rosalie (Розали) Тк. Sky Velvet 16 + Основание с ПМ 200*180	3 кат
112	29 577 000			Кровать с ПМ 200*180 Rosalie (Розали) Тк. Sky Velvet 40 + Основание с ПМ 200*180	3 кат
113	29 577 000	55%	13 310 000	Кровать с ПМ 200*180 Rosalie (Розали) Тк. Casanova Marsala + Основание с ПМ 200*180	3 кат
114	29 577 000	55%	13 310 000	Кровать с ПМ 200*180 Rosalie (Розали) Тк. Casanova Milk + Основание с ПМ 200*180	
115	20 618 000	45%	11 340 000	Кровать с ПМ 200*180 ROSSINI Тк. Sky Velvet 40 + Основание с ПМ 200*180	
116	21 709 000	45%	11 940 000	Кровать с ПМ 200*180 ROSSINI Тк. Enrich1 848 + Основание с ПМ 200*180	4+ кат
117	21 709 000	45%	11 940 000	Кровать с ПМ 200*180 ROSSINI Тк. Enrich1 66 + Основание с ПМ 200*180	4+ кат
118	21 709 000	45%	11 940 000	Кровать с ПМ 200*180 ROSSINI Тк. Enrich1 4039 + Основание с ПМ 200*180	4+ кат
119	20 618 000	45%	11 340 000	Кровать с ПМ 200*180 ROSSINI Тк. Sky Velvet 17 + Основание с ПМ 200*180	4+ кат
Кровати					
120	20 618 000	45%	11 340 000	Кровать с ПМ 200*180 ROSSINI Тк. Dumont 02 + Основание с ПМ 200*180	2 кат
121		45%	0	Кровать с ПМ 200*180 ROSSINI Тк. Dumont 08 + Основание с ПМ 200*180	2 кат
122	20 618 000	45%	11 340 000	Кровать с ПМ 200*180 ROSSINI Тк. Casanova Grey + Основание с ПМ 200*180	3 кат
123	20 923 000	35%	13 600 000	Кровать с ПМ 200*180 Ruta (Рута) Тк. Sky Velvet 17 + Основание с ПМ 200*180	3 кат
124	20 923 000	35%	13 600 000	Кровать с ПМ 200*180 Ruta (Рута) Тк. Casanova Grey + Основание с ПМ 200*180	3 кат
125	20 923 000	35%	13 600 000	Кровать с ПМ 200*180 Ruta (Рута) Тк. Dumont 22 + Основание с ПМ 200*180	2 кат
126	20 923 000	35%	13 600 000	Кровать с ПМ 200*180 Ruta (Рута) Тк. Dumont 26 + Основание с ПМ 200*180	2 кат
127	20 923 000	35%	13 600 000	Кровать с ПМ 200*180 Ruta (Рута) Тк. Dumont 02 + Основание с ПМ 200*180	2 кат
128	20 923 000	35%	13 600 000	Кровать с ПМ 200*180 Ruta (Рута) Тк. Sky Velvet 08 + Основание с ПМ 200*180	3 кат
129	25 834 000	30%	18 084 000	Кровать с ПМ 200*180 Esmeralda Premier (Эсмеральда Премьер) К/з Chester Celine 01 + Основание с ПМ 200*180	3 кат
130	25 834 000	30%	18 084 000	(инд)Кровать с ПМ 200*180 Esmeralda Premier (Эсмеральда Премьер) Тк. Casanova Milk + Основание с ПМ 200*180	3 кат
131	25 834 000	30%	18 084 000	(инд)Кровать с ПМ 200*180 Esmeralda Premier (Эсмеральда Премьер) Тк. Casanova Stone + Основание с ПМ 200*180	3 кат
132	25 834 000	30%	18 084 000	(инд)Кровать с ПМ 200*180 Esmeralda Premier (Эсмеральда Премьер) Тк. Casanova lilac + Основание с ПМ 200*180	3 кат
133	25 834 000	30%	18 084 000	Кровать с ПМ 200*180 Esmeralda Premier (Эсмеральда Премьер) Тк. Sky Velvet 17 + Основание с ПМ 200*180	3 кат
134		30%	0	Кровать 200*200 Merelin Premier (Мэрелин Премьер) Тк. Sky Velvet 03 + Основание с ламелями 200*200	
135	17 290 000	30%	12 103 000	Кровать 200*200 Merelin Premier (Мэрелин Премьер) Тк. Sky Velvet 17 + Основание с ламелями 200*200	
136	17 290 000	30%	12 103 000	Кровать 200*200 Merelin Premier (Мэрелин Премьер) Тк. Casanova Stone + Основание с ламелями 200*200	
137	19 090 000	45%	10 500 000	Кровать 200*200 ROSSINI Тк. Dumont 02 + Основание с ламелями 200*200	3 кат

Матрасы					
	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
1	5 549 000	25%	4 162 000	Матрас 200*090 Hilding Flagman 5.0	
2	6 946 666	25%	5 210 000	Матрас 200*120 Hilding Flagman 5.0	
3		заказ		Матрас 200*120 BICOFLEX CLIMATE COMFORT	
4	8 424 000	25%	6 318 000	Матрас 200*140 Hilding Flagman 5.0	
5	11 850 000	35%	7 703 000	Матрас 200*140 Andre Renault Classic Delon	
6	11 522 000	40%	6 914 000	Матрас 200*160 Andre Renault Classic Blanc	
7	13 052 000	35%	8 484 000	Матрас 200*160 Andre Renault Classic Delon	
8	11 829 000	30%	8 281 000	Матрас 200*160 Andre Renault Classic Helen	
9	31 555 000	45%	17 356 000	Матрас 200*160 Andre Renault Design Art	
10	25 387 000	40%	15 233 000	Матрас 200*160 Andre Renault Design Fashion	
11	21 374 000	35%	13 894 000	Матрас 200*160 Andre Renault Design Model	
12	17 420 000	40%	10 452 000	Матрас 200*160 BICOFLEX AIR PULSE	
13	19 366 600	35%	12 589 000	Матрас 200*160 BICOFLEX CLIMATE COMFORT	
14	25 078 000	45%	13 793 000	Матрас 200*160 BICOFLEX DELUX	
15	11 174 000	30%	7 822 000	Матрас 200*160 Hilding Box Change	
16	16 000 000	50%	8 000 000	Матрас 200*160 Hilding Expanded Lite	
17	14 900 000	30%	10 430 000	Матрас 200*160 Hilding Expanded Medium	
18	11 275 000	40%	6 765 000	Матрас 200*160 Hilding Flagman 5.0	
19	16 272 000	40%	9 764 000	Матрас 200*160 Hilding IQ X-NANO	
20	10 095 000	25%	7 572 000	Матрас 200*160 Hilding IQ X-PRO	
21	39 893 000	80%	7 979 000	Матрас 200*160 JENSEN PRIMA	
22				Матрас 200*160 Nature Sleep Green	
23	12 833 000	40%	7 700 000	Матрас 200*180 Andre Renault Classic Blanc	
24	14 932 000	35%	9 706 000	Матрас 200*180 Andre Renault Classic Delon	
25	13 263 000	30%	9 285 000	Матрас 200*180 Andre Renault Classic Helen	
26	35 662 000	45%	19 615 000	Матрас 200*180 Andre Renault Design Art	
27	32 956 000	45%	18 126 000	Матрас 200*180 Andre Renault Design Fashion	
28	36 250 000	60%	14 500 000	Матрас 200*180 Andre Renault Design Model	
29	18 875 000	40%	11 325 000	Матрас 200*180 BICOFLEX AIR PULSE	
30	20 523 000	35%	13 340 000	Матрас 200*180 BICOFLEX CLIMATE COMFORT	
31	27 331 000	45%	15 033 000	Матрас 200*180 BICOFLEX DELUX	
32	9 820 000	25%	7 365 000	Матрас 200*180 Hilding Flagman 5.0	
33	17 808 000	40%	10 685 000	Матрас 200*180 Hilding IQ X-NANO	
34	10 854 954	25%	8 142 000	Матрас 200*180 Hilding IQ X-PRO	
35				Матрас 200*180 JENSEN PRIMA	
36	33 182 000	40%	19 910 000	Матрас 200*180 JENSEN HARALD	
37	40 271 000	40%	24 163 000	Матрас 200*180 JENSEN PRESTIGE	
38	16 470 000	35%	10 706 000	Матрас 200*200 Andre Renault Classic Delon	
39	14 515 000	30%	10 161 000	Матрас 200*200 Andre Renault Classic Helen	
40	21 930 000	40%	13 158 000	Матрас 200*200 BICOFLEX AIR PULSE	
41	30 272 000	45%	16 650 000	Матрас 200*200 BICOFLEX DELUX	
42				Матрас 200*200 Andre Renault Design Fashion	
43	24 293 000	35%	15 791 000	Матрас 200*200 Andre Renault Design Model	
44	18 333 000	40%	11 000 000	Матрас 200*200 Hilding IQ X-NANO	
	29 523 000	35%	19 190 000	Матрас 220*200 BICOFLEX CLIMATE COMFORT	
45	46 787 000	70%	14 037 000	Матрас 200*200 JENSEN PRIMA	
Аксессуары					
	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
1	1 236 421	10%	1 113 000	Одеяло 140*105 Bounty Hilding Kids	
2	1 824 884	10%	1 643 000	Одеяло 205*140 Bounty Hilding Kids	
3	790 747	12%	696 000	Одеяло 205*140 Start HA	
4	1 086 060	20%	869 000	Одеяло 220*200 Start HA	
5	1 131 841	50%	566 000	Одеяло 205*140 Neo Start	
6	1 559 061	50%	780 000	Одеяло 220*200 Neo Start	
7	1 438 705	7%	1 338 000	Одеяло 205*140 Cotton Hilding Anders	
8	1 146 000	12%	1 009 000	Одеяло 205*140 Tencel Hilding Anders	
9	2 248 924	12%	1 980 000	Одеяло 205*172 Camel Hilding Anders	
10	2 093 154	7%	1 947 000	Одеяло 220*200 Cotton Hilding Anders	
11	1 590 000	12%	1 400 000	Одеяло 220*200 Tencel Hilding Anders	
12	2 180 560	50%	1 091 000	Одеяло 205*140 Neo Intense	
13	3 077 012	50%	1 539 000	Одеяло 220*200 Neo Intense	
14	1 438 705	7%	1 338 000	Одеяло 205*140 Neo Cotton	
15	3 900 000	50%	1 950 000	Одеяло 220*200 Neo Cotton	
16	4 177 778	55%	1 880 000	Одеяло 205*140 Cooling Sensation Hilding Technology	
17	4 663 000	55%	2 099 000	Одеяло 220*200 Cooling Sensation Hilding Technology	
18	3 555 556	55%	1 600 000	Одеяло 205*140 Fine Climate Hilding Technology	
19	4 798 000	55%	2 160 000	Одеяло 220*200 Fine Climate Hilding Technology	
20	3 500 000	40%	2 100 000	Подушка 040*070 SUB-O Replenish	
21	3 952 927	46%	2 135 000	Подушка 046*061 SUB-O SoftCell Chill	
22	1 652 618	40%	992 000	Подушка 046*066 SUB-O Identically Down	
23	3 000 000	45%	1 650 000	Подушка 040*060 SUB-O Gelegant	
24	3 150 000	60%	1 260 000	Подушка 046*071 SUB-O SoftCell Lite	
25	1 500 000	65%	525 000	Подушка 050*070 Essential	
26	655 280	44%	367 000	Подушка 050*070 Rest Hilding Anders	
27	532 000	50%	266 000	Подушка Neo Soft	
28	2 675 250	60%	1 071 000	Подушка Bicoflex No-Snore	
29	2 378 000	55%	1 071 000	Подушка Bicoflex Original plus	
30	1 327 000	30%	929 000	Подушка Bicoflex Classic	
31	2 000 000	52%	960 000	Подушка Bicoflex Original	
32	2 700 000	50%	1 350 000	Подушка Deep Dream L	
33	2 700 000	55%	1 215 000	Подушка Deep Dream M	
34	3 061 295	65%	1 072 000	Подушка Deep Dream S	
35	2 589 090	50%	1 295 000	Подушка Dual Comfort 7 in 1	
36	2 743 000,00	35%	1 783 000	Подушка Expanded Plus L	
37	2 743 000,00	50%	1 372 000	Подушка Expanded Plus M	
38	2 743 000	60%	1 098 000	Подушка Expanded Plus S	
39	3 017 330	62%	1 147 000	Подушка Neo Coal L	
40	3 017 330	62%	1 147 000	Подушка Neo Coal M	
41	3 017 330	62%	1 147 000	Подушка Neo Coal S	

	Цена за единицу прайс	Скидка, %	Цена за единицу со скидкой	Наименование товара	Примечание
Аксессуары					
43	1 527 000	45%	840 000	Подушка Neo Form M	
44	1 527 000	45%	840 000	Подушка Neo Form S	
45	1 418 000	45%	780 000	Подушка Neo Relax L	
46	1 418 000	45%	780 000	Подушка Neo Relax M	
47	1 418 000	45%	780 000	Подушка Neo Relax S	
48	2 176 500	53%	1 023 000	Подушка Good Dream	
49	2 234 000	53%	1 050 000	Подушка Neo Wave	
50	504 615	25%	379 000	Подушка Little sleeper 1+ HA	
51	660 000	20%	528 000	Подушка Little sleeper 3+ HA	
52	4 000 000	70%	1 200 000	Подушка Natur Latex	
53	272 308	15%	232 000	Подушка Sleeping angel 0+ HA	
54	1 522 500	30%	1 066 000	КПБ HA Caramello (евро) - пододеяльник и 2 наволочки	
55	1 522 500	30%	1 066 000	КПБ HA True White (евро) - пододеяльник и 2 наволочки	
56	1 738 130	60%	696 000	Простынь 160*200 HA Cappuccino	
57	1 738 130	60%	696 000	Простынь 160*200 HA Marmaris	
58	1 738 130	60%	696 000	Простынь 160*200 HA True White	
59	1 861 880	60%	745 000	Простынь 180*200 HA Cappuccino	
60	1 861 880	60%	745 000	Простынь 180*200 HA Grey smoke	
61	1 861 880	60%	745 000	Простынь 180*200 HA Marmaris	
62	1 861 880	60%	745 000	Простынь 180*200 HA True White	
63	500 000	40%	300 000	Чехол на подушку 050*070 Pure Care StainGuard	
64	917 007	50%	459 000	Чехол 200*090 Cover Hilding	
65	1 426 454	50%	714 000	Чехол 200*160 Cover Hilding	
66	1 630 234	50%	816 000	Чехол 200*180 Cover Hilding	
67	1 743 828	40%	1 047 000	Чехол 200*090*33 Pure Care Celliant	
68	1 436 094	40%	862 000	Чехол 200*090*33 Pure Care Frio Silver	
69	2 583 104	40%	1 550 000	Чехол 200*140*33 Pure Care Celliant	
70	2 586 834	40%	1 553 000	Чехол 200*140*33 Pure Care Frio Silver	
71	2 814 372	40%	1 689 000	Чехол 200*160*33 Pure Care Frio Silver	
72	2 952 386	40%	1 772 000	Чехол 200*180*33 Pure Care Celliant	
73	2 971 408	40%	1 783 000	Чехол 200*180*33 Pure Care Frio Silver	
74	3 119 978	40%	1 872 000	Чехол 200*200*33 Pure Care Frio Silver	
75	1 292 565	25%	970 000	Чехол 200*200*33 Pure Care OmniGuard Silver	
76	3 068 104	40%	1 841 000	Чехол 200*200*33 Pure Care Celliant	
77	2 906 691	55%	1 309 000	Чехол 200*200*33 Pure Care StainGuard	
Мебель					
1	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Casanova Grey ручка хром	3 кат
2	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Casanova Milk ручка хром	3 кат
3	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Casanova Lilac ручка хром	3 кат
4	4 200 000	20%	3 360 000	Тумбочка Классик 1 со стеклом Тк. Enrich1 4028 ручка хром	4 + кат
5	4 200 000	20%	3 360 000	Тумбочка Классик 1 со стеклом Тк. Enrich1 4037 ручка хром	4 + кат
6	4 200 000	20%	3 360 000	Тумбочка Классик 1 со стеклом Тк. Enrich1 4039 ручка хром	4 + кат
7	4 200 000	20%	3 360 000	Тумбочка Классик 1 со стеклом Тк. Enrich1 66 ручка хром	4 + кат
8	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Sky Velvet 03 ручка хром	3 кат
9	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Sky Velvet 08 ручка хром	3 кат
10	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Sky Velvet 43 ручка хром	3 кат
11	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Sky Velvet 16 ручка хром	3 кат
12	3 750 000	20%	3 000 000	Тумбочка Классик 1 со стеклом Тк. Sky Velvet 38 ручка хром	
13	5 281 000	20%	4 225 000	Тумба Boston Тк. Sky Velvet 21	
14	4 500 000	20%	3 600 000	Тумбочка Классик 2 со стеклом Тк. Enrich1 848 ручка хром	
15	4 500 000	20%	3 600 000	Тумбочка Классик 2 со стеклом Тк. Enrich1 4028 ручка хром	
16	4 500 000	20%	3 600 000	Тумбочка Классик 2 со стеклом Тк. Enrich1 4046 ручка хром	
17	4 500 000	20%	3 600 000	Тумбочка Классик 2 со стеклом Тк. Enrich1 66 ручка хром	
18	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Casanova Milk ручка хром	
19	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Casanova Stone ручка хром	
20	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Sky Velvet 03 ручка хром	
21	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Sky Velvet 21 ручка хром	
22	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Sky Velvet 08 ручка хром	
23	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Sky Velvet 17 ручка хром	
24	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Sky Velvet 16 ручка хром	
25	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Sky Velvet 38 ручка хром	
26	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Casanova Seawave ручка золото	3 кат
27	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Casanova Sky ручка хром	3 кат
28	4 250 000	20%	3 400 000	Тумбочка Классик 2 со стеклом Тк. Sky Velvet 03 ручка золото	3 кат