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TALENT MANAGEMENT IN ORGANISATIONS OPERATING IN SLOVAKIA*

Abstract. Basic precondition for organisations wanting to ensure sustainable development is constant gathering and development of human potential. Its purposeful use is a precondition of building and development of strengths and competitive advantages of organisations. If organisations want to be innovative they should have several characteristic features. In our contribution, we focused on talent management, which is considered as one of the key tools of achieving and enhancing efficiency of companies, since organisation employees are the key factor of their development. In order to find out whether and to what extent organisations operating in Slovakia deal with talent management, we conducted a research at School of Economics and Management in Public Administration in Bratislava, which results, as well as measures to enhance present state, will be a part of this contribution. Analysis of 340 organisations showed that organisations do not focus on talent management as on priority, and 30% of respondents do not consider it as crucial for successful running of organisations. With regard to found negative facts, we proposed a simple method based on three steps on the basis of which organisations are able to analyze their present level of focusing on talent management as well as reveal their bottlenecks in this sphere.

Keywords: talent management; human resources management; organisations operating in Slovakia.

JEL Classification: E24, J24, O15

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ТАЛАНТ-МЕНЕДЖМЕНТ В ОРГАНІЗАЦІЯХ СЛОВАЧЧИНИ

Анотація. Основною передумовою для організацій, що прагнуть гарантувати свою життєздатність, є постійне збільшення і розвиток людського потенціалу. Його цілеспрямоване використання – це важлива передумова для формування та успішної реалізації конкурентних переваг компаній. Ті з них, які хочуть бути інноваційними, повинні мати кілька характерних особливостей. У статті зосереджено увагу на управлінні талантами, що розглядається як один із ключових інструментів досягнення і підвищення ефективності компаній, оскільки персонал – головний фактор їхнього розвитку. Щоб з'ясувати, чи справді та до якої міри організації, що працюють у Словаччині, здійснюють талант-менеджмент, ми провели дослідження в рамках Вищої школи економіки і державного управління у Братиславі. Отримані результати дослідження можна також розглядати як заходи, які пропонуються авторами для поліпшення існуючого стану у цій сфері.

Ключові слова: талант-менеджмент, управління людськими ресурсами, організації, що працюють у Словаччині.

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ТАЛАНТ-МЕНЕДЖМЕНТ В ОРГАНІЗАЦІЯХ СЛОВАКІИ

Аннотация. Основным условием для организаций, стремящихся гарантировать свою жизнеспособность, является постоянное приращение и развитие человеческого потенциала. Его целенаправленное использование – это важный фактор формирования и успешной реализации конкурентных преимуществ компаний. Те из них, которые хотят быть инновационными, должны иметь несколько характерных особенностей. В статье сосредоточено внимание на управлении талантами, которое рассматривается нами как один из ключевых инструментов достижения и повышения эффективности компаний, поскольку персонал – главный фактор их развития. Чтобы выяснить, действительно ли и в какой степени организации, работающие в Словакии, осуществляют талант-менеджмент, мы провели исследование в рамках Высшей школы экономики и государственного управления в Братиславе. Полученные результаты исследования можно также рассматривать как меры, которые предлагаются авторами для улучшения существующего состояния в этой сфере.

Ключевые слова: талант-менеджмент, управление человеческими ресурсами, организации, работающие в Словакии.

Introduction. Trends in education of employees are directed toward development and education of employees leading to performance increase and quality efficiency measurement

under the influence of increasing pressure on constant change of environment. That results in the need of a change from random, respectively unplanned education (i.e. education when

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necessary courses and trainings are performed only on the basis of an impulse of a need to gain the given knowledge, respectively experience) to general approach to education, to so called learning organisation. Motivation of employees to educate themselves is directly influenced by career management and talent management, which is considered to be one of the main tools for reaching and increasing of the organisation performance. Unfortunately, career management as well as talent management have been rooted and perceived in thinking of managers so far as something determined only for a small group of employees, respectively potential employees; however, latest researches point out the need to perceive these two elements from the point of view that they are determined for all employees that will supposedly remain in the organisation for more than 5 years, since in such case, already after 3 years, it is possible to reach a state when career management will have a positive impact on up to 70% of employees in the organisation.

The given statement is based on career management structure presented by Hronik (2007).

Basic precondition for organisations wanting to ensure sustainable development is constant gathering and development of human potential. Its purposeful use is a precondition of building and development of strengths and competitive advantages of organisations. If organisations want to be innovative they should have several characteristic features. In our contribution, we focused on talent management, which is considered as one of the key tools of achieving and enhancing efficiency of companies, since organisation employees are the key factor of their development.

The main point of current talent management is that organisations do not choose the best ones but they search for hidden potential that is possible to shape according to their particular needs. Organisations focus on gaining the right person from internal as well as external sources with whom they work further and subsequently search for appropriate ways how to engage the gained talent in organisational objectives so that this process brings anticipated results. Last but not least, it is necessary for organisations to be able to ensure that talent will not be encouraged to be beneficial for competition but will be motivated to remain and provide performance in the organisation that provided him/her the abilities to develop.

Purpose. In order to find out whether and to what extent organisations operating in Slovakia deal with talent management, we conducted a research at School of Economics and Management in Public Administration in Bratislava, whose results, as well as measures to enhance present state, will be a part of this contribution.

Brief Literature Overview. Talent management can be defined as «activities, tools and processes aiming at identifying, gathering, motivating, stabilizing and developing talents, and ensuring their potential with the objective to carry out tasks effectively in compliance with future needs of organisation» (Banasova, 2010).

In order to achieve desired state in the sphere of talent management, it is necessary to incorporate strategy and policy of talent management into the overall management strategy. Individual steps of the overall process of work with talents need to be a part of talent management strategy. It is vital that this strategy is elaborated by organisation management, since whole process can only work with managerial support.

The talent management process itself can generally be described as five steps showed in Figure 1.

Talent management process begins by identifying talents from internal or external sources. Identification of a talented employee is related to evaluation, provides a basis for full carrier growth, i.e. for ensuring that talented people can develop their abilities, skills and qualifications in the given organisation to hold more demanding roles (Marek, 2012).

Talent identification needs to be followed by getting the selected person for the programme (project). Their intense

development follows after entering the programme. Talent development concerns efficiency enhancement at their present positions and their preparations for higher positions and higher level of responsibility in the future (Armstrong, 2007). Talent development thus moves towards the forth step – talent use and its transformation into results. It is important to focus on retaining talent in organisation concurrently with the third and forth step, since it is withdrawal of talented employees which can have a very unfavourable impact on further running and competitiveness of organisation. When employee with key knowledge, skills and abilities necessary for organisation now as well as in the future is leaving the organisation, such organisation is losing part of its intellectual capital. Therefore, if organisation wants to retain such employees, it has to be able to agree with them and cooperate with them, of course while keeping certain boundaries. It is important that organisation encourages talents to contribute in the highest possible extent to organisation objectives and reward them according to their performance. Besides, organisation should also focus on fulfilment of objectives of talents (e.g. carrier growth, satisfaction at work or the feeling of certainty), which strengthens their mutual fellowship (Stacho, 2012). If employees feel that they are fairly financially remunerated, also compared to employees of competitive organisations, if they perceive their work as interesting and meaningful, supported by effective management methods, if they have good relationships with direct superiors, feel support from top management and are provided sufficient room for development and growth, they will not be tempted by an interesting offer from other organisation, where they cannot be certain about so advantageous working conditions (Branham, 2004).

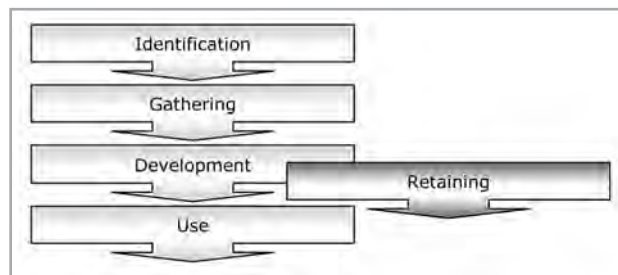


Fig. 1: Talent management process
Source: Hronik, 2007

It is necessary for organisations to realize that it is talents they have who represent their future, since they are reserves to achieve continuity and they are the next generation of managers on whom organisation management should be passed continuously.

Material and Methods. Objective of the article is to present results of the research executed in the period from February 2011 to May 2011, aimed predominantly at finding out whether and how human resources management is currently implemented in organisations operating in Slovakia. Regarding extent of the given issue, the research was divided into ten partial objectives, while one of them was to identify whether organisations realize the importance of talent management and whether they focus on it in practice. The article will present results of this partial objective.

Set of respondents comprised 340 organisations operating in Slovakia, while the main condition posed on the organisation was the size of at least 50 employees. Overall size structure of questioned organisations is given in Table 1, implying that organisations with the number of employees between 50 and 300 were the most represented in the research.

No. of employees in organisation	50-300	301-1,000	1,001-5,000	over 5,000
Share of organisations in %	70	21	7	2

Source: Own research

Within research aimed at finding out the level of organisations? focus on talent management, we were particularly interested in whether organisations have defined organisational strategy and whether talent management strategy is its part, which was at the same time to find out whether organisation managements realize the need to implement talent management. We subsequently focused on finding out whether interviewed organisations carry out activities related to talent management. We were also interested in reasons of organisations declaring that they do not deal with talent management.

Systemic approach was applied for the research processing, and gained information was processed through methods of induction, deduction, analysis, synthesis and generalisation. Questionnaire survey was used to analyze present state of realization of organisations operating in Slovakia of the importance of talent management and to find out the level of its use in practice, and statistical methods were used upon its processing. Majority of gained values was expressed in per cents upon the results summarisation. Comparative method was also used in evaluating the present state, when organisations paying attention to the need of dealing with talent management were compared to organisations which have not realized the importance and need of focusing on it so far.

Research Results. Within the research, we were primarily interested in whether organisations have defined organisational strategy, since it is supposed to be the basis for specification of talent management strategy. The research showed that 69% of interviewed organisations have defined organisational strategy, however only 15% of them have specified talent management strategy on its basis. We focused on finding out the existence, respectively absence of talent management strategy, since if the management is engaged in talent support, talent management strategy has to be necessarily defined in the organisation as well as it has to relate to organisational strategy. And it is management which has an impact on creation of both organisational strategies. However, the research did not show engagement of management in the sphere of talent management.

In the research, we subsequently focused on whether organisations carry out activities related to talent management, e.g. identification, gathering, management and development of talented employees, whether on the basis of elaborated talent management strategy or without it. As already stated in the previous answer, results showed that 15% of interviewed organisations deal with talent management on the basis of specified talent management strategy. 25% of organisations carry out activities related to talent management on intuitive basis, and 60% of organisations have not dealt with talent management so far (Figure 2).

With regard to the fact that more than a half of respondents have not dealt with talent management so far, we were interested in reasons. Up to 50% of organisations not dealing with talent management declared that they do not consider it as an important one. The second most often declared reason (in 44%) was that talent management is financially demanding for their organisation. Other organisations (6%) declared as reasons that it is time-consuming, or absence of a competent person dealing with talent management, and several respondents declared that such system is being implemented in their organisation (Figure 3).

Research Evaluation and Recommendations to Enhance Present State. Answers of interviewed organisations operating in Slovakia showed that only 15% of medium and big organisations have defined talent ma-

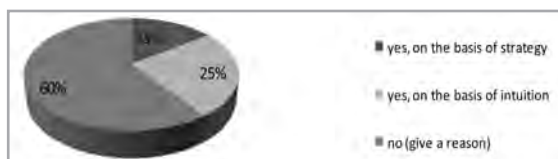


Fig. 2: Graph demonstrating execution of activities related to talent management in the analyzed organisations
Source: Own research



Fig. 3: Graph showing reasons why analyzed organisations do not deal with talent management
Source: Own research

agement strategy on the basis of specified organisational strategy, while the definition of talent management strategy which can be considered as a kind of the first step of organisation management to «start» dealing with this sphere of human resources management systematically. If management wants to focus on talent search, defining this objective should be insisted on as on necessity. It was this fact which implied at the very beginning of research that organisations mostly do not deal with talent management. However, what sounds most negative is the reason these organisations most often declared – they do not consider talent management as important, which proves insufficient awareness of these organisations on how crucial role talent management has nowadays under conditions of fast and often hardly foreseeable changes and innovation production need. Analysis of 340 organisations showed that organisations do not focus on talent management as on priority, and 30% of respondents do not consider it as crucial for successful running of organisations.

With regard to found facts, we proposed a simple method comprising three steps for organisations, on the basis of which they will be able to analyze their present level of focusing on talent management as well as reveal their bottlenecks in this sphere. The method comprises the following three steps:

- 1) analyses of present talent management level in organisation,
- 2) determination of talent management level in organisation,
- 3) specification of bottlenecks in the sphere of talent management in organisation.

Objective of the first step is to analyse present level of talent management in organisations on the basis of five closed questions. The questions with scoring evaluation are provided in Table 2.

Tab. 2: Questions analyzing the sphere of talent management implementation and their scoring evaluation

Questions and answer variants	Points
1. Does your company have an elaborated talent management strategy?	
a) yes, talent development is strategy-based	10
b) no, talent is developed on the basis of intuition	5
c) we do not deal with talent management	0
2. Is talent management interconnected with carrier growth?	
a) yes	10
b) no	5
c) company has not implemented talent management	0
3. Which sources does your company use to find talents?	
a) internal as well as external sources	10
b) almost exclusively internal sources	5
c) company does not search for talents	0
4. How does your company avoid talent outflow?	
a) regular financial or non-financial motivation	10
b) avoiding through different contracts or threats	5
c) company does not solve talent outflow	0
5. Does your company ensure knowledge continuity?	
a) yes, it is thoroughly monitored whether key knowledge remains in the company even after eventual talent outflow	10
b) no	0

Source: Authors' survey

Objective of the second step is to specify talent management level in organisations. For this purpose, answers in Table 2 were individually assigned points from 15 to 0 points. The higher score organisation gets, the higher is the level of its focus on talent management. On the basis of the total point score, it can be individually stated at what level organisation is. Individual point intervals providing the basis of particular level specification attributed to the analyzed organisation are shown in Table 3.

Tab. 3: Specification of the level of talent management implementation on the basis of point score resulting from evaluating individual questions

Feature of innovative organisation	Your result	Level attributed to your company
Level of talent management	50-40	A
	39-15	B
	14- 0	C

Source: Author's survey

Characteristics of individual levels – A B and C – are following:

A. The company carries out all activities related to talent management in full extent, while for this purpose, it has elaborated particular talent management strategy. The company focuses on talent identification from internal as well as external sources. It subsequently focuses its effort on gathering these talented people. After entering the programme, intense talent development follows, it is further worked on and a suitable way is being searched to incorporate the talent in strategic objectives in order to achieve expected results. The company has a functional process of carrier planning, succession planning and knowledge continuity management, which implies that quality performance of talented employees is an impulse for company management regarding their carrier growth. With regard to the fact that the company has identified talents who are going to grow in terms of their carrier, it can purposefully ensure knowledge transfer continuity at the key positions in the company. The company is continuously trying to ensure that talents are motivated to stay and bring further benefits for the company which provided them room for personal development.

B. The company identifies talents only randomly on the basis of intuition, predominantly from internal sources. It subsequently focuses its efforts on intense development of talent with whom it further cooperates and searches for a suitable way how to incorporate the talent in strategic objectives in order to achieve expected results. However, talent management is not interconnected with strategy of employee carrier growth, which implies that even quality performance of talented employees is not going to ensure their carrier growth. With regard to the fact that company is not able to identify talents to grow in terms of their carrier, it cannot ensure knowledge transfer continuity at the key positions in the company. The company does not pay sufficient attention to motivation of talented employees, which results in the fact that it responses too late and the talent ends up with competition.

C. The company does not identify talents due to either the fact that it does not consider talent management as important, and very incorrectly so, or it is financially very demanding for it. Even quality performance of talented employees is not a guarantee of carrier growth for them. Knowledge transfer continuity is not ensured at the key positions in the company, it is therefore impossible to eliminate negative impact of knowledge loss. Quality of decision-making in management process as well as performance of whole organisation are lowered after withdrawal of employee with critical knowledge. The company does not solve motivation of talented employees, which often results in their switching over to competing organisations.

Objective of the third step is to point out bottlenecks which prevent organisation from enhancing its level quality, respectively from implementing talent management itself. For this purpose, we made Table 4, which can help respondents specify which part within talent management implementation is necessary to focus on in order to achieve a higher level in this sphere. Colour scale ranges from yellow, representing the best condition to red, representing the worst condition.

On the grounds of the aforementioned three steps, organisations can specify their present level of talent management

Tab. 4: Table to reveal bottlenecks in the sphere of talent management implementation level

No. of question / answer	1	2	3	4	5
very well	a	a	a	a	a
standard	b	b	b	b	b
bad	c	c	c	c	c

Source: Author's survey

themselves and reveal its bottlenecks. On the basis of obtained information, organisations can define desired levels within individual questionnaire answers, thus getting a summary picture of basic parts of talent management which are necessary to focus on in order to approach desired condition in the greatest possible extent.

Conclusion. The research we conducted

at School of Economics and Management in Public Administration in Bratislava showed the following, quite negative findings in organisations operating in Slovakia:

- only 15% of organisations have defined talent management strategy,
- up to 60% of organisations declared that they do not carry out any activities related to talent management,
- 50% of organisations do not deal with talent management due to the fact that they do not consider it as important in human resources management in their organisation.

With regard to found negative facts, we proposed a simple method based on three steps on the basis of which organisations are able to analyze their present level of focusing on talent management as well as reveal their bottlenecks in this sphere.

We see justification of the given research part in practice particularly in revealing irresponsible behaviour of organisations operating in Slovakia in directing and advancing in the sphere of human resources management. On the basis of our presentation of obtained results, organisation managements can compare their own present state within the given sphere to state that interviewed organisations declared, and subsequently consider options of its enhancement. We consider creation of the aforementioned method as a benefit. At the same time, we consider as necessary to continue in this research in order to improve, modify, enhance and develop individual approaches on the basis of new information obtained from interviewed organisations.

It is crucial upon building and retaining innovative organisation to focus on talent management, mainly due to the fact that search and development of talent cannot start at the moment of necessity to solve, respectively to find an option how to do things differently and more effectively. It is necessary to deal with talent search and development permanently and in the long term so that organisation has such people before a problem occurs, respectively so that these «talents» can foresee such problem and prevent its occurrence. With duly working talent management, organisations should encourage talents not only to prevent and solve problems but they should also provide them room and means to create innovations. In questionnaire survey we conducted at School of Economics and Management in Public Administration in Bratislava, we focused on finding out whether and in what extent organisations operating in the Slovak Republic deal with talent management. Set of respondents comprised 340 organisations operating in Slovakia, while the main condition posed on the organisation was the size of at least 50 employees. As already stated in the previous answer, results showed that 15% of interviewed organisations deal with talent management on the basis of specified talent management strategy. 25% of organisations carry out activities related to talent management on intuitive basis, and 60% of organisations have not dealt with talent management so far. Up to 60% of organisations declared that they do not carry out any activities related to talent management and 50% of organisations do not deal with talent management due to the fact that they do not consider it as important in human resources management in their organisation. On the basis of negative findings, we proposed a three-step method which can help organisations analyse their present level of focusing on talent management and reveal their bottlenecks in this sphere.

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РОЗВИТОК СОЦІАЛЬНО-ЕКОНОМІЧНИХ СИСТЕМ КОНКУРЕНТОСПРОМОЖНОГО СПРЯМУВАННЯ

Анотація. Розкрито сутність розвитку в системі методологічних підходів через вивчення і виділення властивостей систем, які розвиваються; через формування сутності цієї дефініції; як порівняльної характеристики об'єкта. Доведено, що розвиток доцільно розглядати як загальний процес в органічній єдності екологічного, соціального, людського та економічного розвитку. Обґрунтовано, що основні напрями розвитку соціально-економічних утворень як цілісності мають охоплювати макроекономічний, регіональний, територіальний, галузевий, господарюючих структур та функціональний ієрархічні рівні.

Ключові слова: розвиток, синергетика, людина, система, конкурентоспроможність.

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РАЗВИТИЕ СОЦИАЛЬНО-ЭКОНОМИЧЕСКИХ СИСТЕМ КОНКУРЕНТОСПОСОБНОГО НАПРАВЛЕНИЯ

Аннотация. Раскрыта сущность развития в системе методологических подходов через изучение и выделение свойств систем, которые развиваются; через формирование сущности этой дефиниции; как сравнительной характеристики объекта. Доказано, что развитие целесообразно рассматривать как общий процесс в органическом единстве экологического, социального, человеческого и экономического развития. Обосновано, что основные направления развития социально-экономических образований как целостности должны охватывать макроэкономический, региональный, территориальный, отраслевой, хозяйственных структур и функциональный иерархические уровни.

Ключевые слова: развитие, синергетика, человек, система, конкурентоспособность.

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COMPETITIVE SOCIO-ECONOMIC SYSTEMS DEVELOPMENT

Abstract. *Introduction.* The stable functioning of socio-economic systems and their strategic competitiveness may be provided within both temporal and spatial aspects thereof by their dynamic development in accordance with the synergistic system-integrated approach. To achieve this goal and to ensure the development of socio-economic systems, a new approach toward theoretical-methodological regulations may be required. *Purpose.* 1. To evaluate the current state of scientific approaches toward building efficient systems of socio-economic development. 2. To identify relevant problems and formulate the author's own vision of a new paradigm of methodological principles to promote the organizational development. *Methods.* According to the purpose having been set, the following methods have been used: dialectical, system-integrated, monographic and abstract logical ones. *Results.* The author examines the development of socio-economic systems within the context of a comprehensive human-oriented plan, with the improvement of humans' well-being as a principal goal. Proceeding from the understanding of the scientists' viewpoints on the nature of the «development» concept, the author drew the conclusion that this interpretation is incomplete. The author proposed her own conceptualization of the essence of the latter notion. The development of socio-economic systems should be considered as a temporally constant yet progressively varying process of organizational and managerial change aimed at improving humans' quality of life and organizational units' efficiency based on the balanced and synergistic approach toward ecological, social and economic factors' development.

Ecological factor should be considered as the main condition of human life. The economic component should be viewed as a functional-providing factor of human development implementing itself by promoting a healthy environmental and social climate of the main subject of nature.

In this context it is worthwhile to view social development as an organic unity of environmental, social, human and economic development. This approach is a primary methodological basis for the conceptualization of general socio-economic groups' development management within the following areas: at the strategic, innovative, institutional, and macro-economic level of national economy; within regional-level administrative units (at the district and regional levels); for territorial and business entities of different ownership regimes. The efficient development at all hierarchical levels will be determined by their balance and harmony rate. The systems of social, social labor, proprietary, relations require a harmonized and balanced development.