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BANK RECRUITMENT POLICY IN LEBANON

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Annotation: nowadays it is very important to create a good team in any business process. There are two ways to find a new internal and external talented staff. For Lebanese banks external sources are more preferred because of a new idea of oriented strategy. New employees can be involved in training possess for upgrading their skills and knowledge. Some banks have experts in HR department for preparation of an industry training program for special businesses.

Key words: recruitment, policy, external, internal, source, training, bank, Lebanon

In Lebanon bank sector recognizes the importance of a talented labor force in keeping the bank highly competitive. Appropriate policies were implemented in the past so that the creation and development of talents and creativeness are maintained through attracting, developing and retaining the best and brightest employees.

In Lebanese banks the recruitment policy spells out the objective and provides a framework for implementation of the recruitment program in the form of procedures. The bank involves a commitment to broad principles such as filling vacancies with the best qualified individuals. The recruitment policy in a bank may embrace issues such as the extent of promotion from within, attitudes of enterprise in recruiting old, handicapped and minor individuals, minority group members, part time employees and relatives of present employees. In a bank, there is usually a staff unit attached with personnel or an industrial relations department designated as employment or recruitment office. This specialization of recruitment enables personnel to become highly skilled in recruitment techniques. However, recruitment remains the line responsibility as far as the personnel requisition forms are originated by the staff, who has the final words in the acceptance or rejection of a particular applicant. Despite this the personnel has adequate freedom in respect of sources of manpower to be tapped and the procedure to be followed for this purpose.

As usual recruitment sources can be of two types: employers combine the use of internal and external sources of recruitment.

Organizations that face a rapidly changing competitive environment and conditions like banks may put emphasis on external sources in addition to developing

internal sources. Promoting from within the organization is known as internal recruitment and hiring from outside the organization is known as external recruitment. However, the human resources (HR) department of Lebanese banks emphasizes more on the external recruitment sources rather than internal sources because it is the way to get something new.

Internal Sources of recruitment in banks. Existing employees of an organization provide the internal sources. At BLOM Bank, promotion, transfer and job postings are sometimes used for recruiting people internally [1]. Employee referral is another source of internal recruitment which is not used in banks now.

The most important source of filling vacancies from within is through promotions. Promotion involves movement of employees from a lower level position to a higher level position accompanied by changes in authority, duties, responsibilities, status and remuneration. In this case, a bank has some specific criteria for promoting an employee. If there is any vacancy and then all those employees having all the qualifications of the senior level post can apply for the job. Obviously each employee can get this opportunity for higher status, remuneration, job facilities with vital responsibilities through a formal interview.

Banks also practice the method of internal recruitment through transferring the employees from one department to another without changing status and remuneration. As scientists mentioned, transfer is a lateral movement within the same grade, from one job to another without any change in remuneration. Generally, after 3 to 5 years, an employee is transferred from one department to another [2].

Lebanese banks use this transfer method for several reasons such as:

- to create motivation and to remove monotony from the job;
- to keep an employee interested in his or her main responsibilities;
- to secure business operation by removing dishonest activity in a particular department;
- to keep balance in a particular department by transferring experienced employees to another department, when a department is filled by a greater number of new employees.

When a new job position is created, HR department of a bank informs other departments and branches through phone and sometimes by giving a formal letter.

External sources of recruitment. Banks mostly utilize the external sources of recruitment such as advertisements in newspapers and websites. When an organization desires to communicate to the public that it has a vacancy, advertisement is one of the most popular methods used. The media of advertisement often depends on the type of the job. Lebanese banks give job advertisements only in reputable daily newspapers. In the case of internet advertisements, banks do not use any job board, even though job boards are getting popular increasingly among the employers.

To draw the right candidates, bank HR unit publishes their advertisement for several positions in national daily newspapers.

Banks like many employers have found their own website to be more effective and efficient for recruiting employees. The job seekers are encouraged to e-mail their

resume or complete online applications on the website of banks for example – www.blom.com.lb.

The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. After hiring and keeping good employees, it is good policy to invest in the development of their skills, so they can increase their productivity. Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements. To improve business operations banks focus on training process.

The training methods include:

- on-the-job training is delivered to employees while they perform their regular jobs;
- off-the-job techniques include lectures, special study, films, television conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training.

Training programs in Lebanese banks include:

- harassment training;
- communication skill training;
- computer and technical skills training;
- management and leadership training;
- diversity training;
- safety training;
- conflict management;
- workplace wellness;
- supervisor skill development;
- team building skill training.

Conclusion. The business should have a clearly defined strategy and set of objectives that direct and drive all the decisions made especially for training decisions. Firms that plan their training process are more successful than those that do not. Most business owners want to succeed, but do not engage in training design that promise to improve their chances of success. This is where we come in to help an achievement company's goals, and make employees reach their potential.

Banks like to use external resources of the staff and offer new employees to take a training program. Orientations are for new employees.

In addition to the above training programs, some banks, for example BLOM Bank, also offer customized training programs specific for industries. They have partners in all industries and can bring in experts to make sure trainees get the best results.

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СОВРЕМЕННЫЕ МЕТОДЫ УЧЕТА ЗАТРАТ КАК ВАЖНЕЙШИЙ ИНСТРУМЕНТАРИЙ СТРАТЕГИЧЕСКОГО УПРАВЛЕНЧЕСКОГО УЧЕТА

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Аннотация: в настоящее время для большинства организаций одной из наиболее актуальных проблем является необходимость снижения затрат на производство, уровень которых определяет их конкурентоспособность. Важнейшим вопросом управления предприятием становится проблема выбора нового подхода к управлению затратами. В статье рассмотрены характеристики, преимущества и недостатки современных методов учета и управления затратами, таких как Стандарт-костинг, Директ-костинг, Метод ABC, Таргет-костинг, Кайзен-костинг, Метод Just In Time и других. Знание сильных и слабых сторон этих методов необходимо при разработке мероприятий по оптимизации расходов.

Ключевые слова: затраты, калькулирование себестоимости, производственный учет, метод учета

Современный этап развития стратегического управленческого учета наделил руководителей организации разнообразным и эффективным инструментарием, в составе которого основное место принадлежит различным методам учета и управления затратами. При этом перед руководителями хозяйствующих субъектов возникают определенные проблемы выбора наиболее подходящего метода из числа имеющихся вариантов. От правильности выбора зависит качество информационной базы для осуществления стратегического планирования, контроля и анализа, а, следовательно, и уровень эффективности системы управленческого учета в целом.

В экономической литературе упоминается достаточно большое количество методов учета затрат и калькулирования себестоимости продукции, однако какой-либо общепринятой классификации на данный момент не существует. Но любой из методов, выбранный организацией для использования в своей деятельности, должен:

1. Обеспечивать объективное распределение затрат между видами продукции, незавершенным производством, остатками продукции на складах и реализованной продукцией;

2. Содействовать принятию обоснованных решений по установлению цены, изменению объемов выпуска и реализации продукции;