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## **SISTEMA DE DESARROLLO DE PERSONAL UTILIZANDO SERVICIOS UNIVERSITARIOS CORPORATIVOS**

The personnel development system of each enterprise is its prerogative to increase the level of profitability and achieve high market positions. One of the most important tasks of modern management systems is the development of various abilities of employees in order to ensure a high level of competitiveness and profitability of enterprises. In this regard, there is a need to develop new approaches to making managerial decisions, as well as the latest effective technologies, tools and methods for the professional development of enterprise personnel [2].

In modern conditions, the main component of the management of the development of the personnel of the enterprise is the creation of conditions for the expansion of knowledge, advanced training, continuous self-improvement and self-development of employees, since effective management of the development of personnel is the main factor in the future success of the enterprise. Personnel development management is an important component of the management of any enterprise.

Personnel development management is a targeted impact on the personnel of an enterprise, aimed at identifying and revealing the potential capabilities of an employee based on expanding competencies, improving the quality characteristics of personnel to ensure its effective functioning and increasing competitiveness in the market while enriching the intellectual, creative and cultural potential of personnel.

Considering the development of personnel as carrying out activities that contribute to the full disclosure of the personal potential of employees and the

growth of their ability to contribute to the activities of the enterprise by acquiring new qualities, it should be noted that today there is no unambiguous vision of the methodological support of this process.

The problem of personnel development is systemic, which involves the solution of a number of tasks:

- assessment of the prospective needs of the enterprise;
- assessment of the features, inclinations and abilities of the employee;
- the choice of tools of influence, taking into account the individual capabilities of the employee;
- creation of conditions for the formation of new qualities, changes in the professional self-awareness of the employee, which would allow the formed neoplasms to be made a daily and effective factor in professional activity;
- formation of conditions for further individual search, growth and development.

The choice of a corporate university as a training method is the most effective in the conditions of large companies, as it is a complex of many training methods that involve the development of practical and theoretical knowledge among staff, the use of which in the performance of work is possible immediately after graduation.

A corporate university in the modern sense is a built-in system of in-house training, united by a single concept and methodology, developed for the company's personnel within the framework of the company's ideology and development strategy, as well as the tasks facing its individual structural divisions.

The choice of a corporate university as a training method is the most effective in the conditions of large enterprises, as it is a complex of many training methods that involve the development of practical and theoretical knowledge of the staff, the use of which in the performance of work is possible immediately after graduation [3]. A corporate university requires time and money, and a good material and technical base, which few companies can afford. Regardless of the form of implementation of this type of training, a systematic approach is important, based on the strategic objectives of the enterprise; planning training activities

should be based on the real needs of the business, which are identified in the process of analyzing the situation and comparing with the main goals of the company. At the same time, it is necessary to constantly compare the results of training with the tasks that the management sets for the corporate university, and adjust them based on the results of evaluation activities.

The introduction of a corporate university is a complex and expensive procedure, however, after the start of operation, the company's costs for creating a corporate university are covered by growing profits due to an increase in production efficiency, as well as an increase in the production efficiency ratio. The introduction of a corporate university in a company brings additional income, since each employee who has studied at a corporate university brings more income to the company than an employee who has not been trained, by increasing the overall intellectual potential of the company, as well as increasing the productivity of trained employees.

There are several forms of corporate university. It can be represented by an outsourcing network or an insourcing model. The outsourcing network implements the entire learning process virtually, which significantly reduces costs (there is no need to rent space for classrooms and organizations, travel / accommodation for those who study). 189 Employees can participate in seminars, listen to lectures and perform practical tasks directly at their workplace or after work, in the evening at home. An insourcing model, when a corporate university within an enterprise act as a full-fledged educational structure - with its own infrastructure, staff, full-time training managers, classrooms, etc. However, in most cases, a corporate university can take intermediate forms, with a shift in one direction or another. The specific form depends on the size of the enterprise, the tasks that it faces, the economic efficiency of the model at a particular stage of enterprise development.

Regardless of the chosen form, the process of introducing a corporate university at an enterprise as the main tool for developing the enterprise's personnel consists of a number of stages:

Stage 1. Audit of the personnel training system.

Stage 2. Creation of the concept of corporate training.

Stage 3. Development of the educational and methodological part

Stage 4. Implementation of the corporate university at the enterprise.

Taking into account the ratio of profit growth and the cost of maintaining a corporate university, the best option is to introduce a corporate university at an enterprise in the form of an outsourcing network, that is, the entire learning process is carried out virtually in the form of distance learning, which significantly reduces costs.

The basis for the implementation of a corporate university in most enterprises can be used by the corporate information system implemented in the company, but the most optimal form of creating a corporate university is the ability to create a corporate university based on an internal corporate portal. With the help of the internal corporate portal, the staff will get access to the system, as well as the necessary information about the educational process, training rules, teaching staff, etc.

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