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STRUCTURAL CONTENT OF MANAGER'S PROFESSIONAL COMPETENCES IN THE STRATEGY COORDINATES OF ENTERPRISE DEVELOPMENT: INNOVATIVE APPROACH

There are many different components of difficult and purposeful process, such as transformational period in Ukraine economy, constant process of structural reconstruction of economy, the condition of dynamic and turbulent nature of genesis of competitive market sphere. These process dictate necessity of innovative way of domestic enterprises regeneration, promotes an economical and social development of the country. Modern Ukraine economy requires radical structural changes at the expense of formation and implementation of innovative model of enterprises development.

The purpose of the work is to study the competence of the administration of the enterprise innovation and investment development in the coordinates of sustainable development, in particular: systematization of the totality of management personnel competencies as part of the innovation component, which should ensure the formation of directions of innovation activity, the definition of strategic innovation goals and innovative strategy of the enterprise; studying the process of forming a securities portfolio and managing them in accordance with the requirements of competence in terms of the procedures implementation of each of its stages; analysis of the structural content of professional competencies in administering the strategy process of innovation and investment development at industrial enterprises in terms of performing scheduling, forecasting, organizing, analyzing, controlling functions.

The methodological approaches to the strategy of innovative and investment development of industrial enterprises, in particular, its budgetary basis and methodological basis of the managerial analysis of the innovative and investment activity of the enterprise, are substantiated. This proved that the strategy of activation of innovative and investment development is part of the strategic development of the entire process of industrial enterprise development, which is characterized by a functional outline and tools. In particular, the management analysis of innovation and investment activity of the enterprise systematically uses traditional and new methods of financial and economic calculations (investment, marketing and financial and investment analysis) and considers the efficiency criteria for activating innovation and investment development around the four poles of strategic management (internal coordination mechanism, procedures Incentive system, information system, decision-making structure).

The mechanism of the process administration of assessing the effectiveness of the innovation and investment development strategy of the industrial enterprise on the basis of competence principles, recognizing the objective character of the knowledge on strategic integration, innovation and investment management, as well as the mandatory multi-site approach to strategic management according to the scheme of changing management tasks is developed and substantiated "Consultant – theorist – expert – analyst – client – organizational manager".

Results of research can be used for acceptance of justified managerial decisions of innovative development of enterprises, administrative control of functioning of the organisation.

Keywords: strategies, competencies, strategic alternatives, competency principles, administration, innovation and investment development, securities portfolio, management personnel, innovative management, structural content, professional competence.

Tab.2, Lit.8.

Карпенко Л.М.

СТРУКТУРНА ЗМІСТОВНІСТЬ ПРОФЕСІЙНИХ КОМПЕТЕНЦІЙ УПРАВЛІНЦЯ В КООРДИНАТАХ СТРАТЕГУВАННЯ РОЗВИТКУ ПІДПРИЄМСТВА: ІННОВАЦІЙНИЙ ПІДХІД

Трансформаційний період в економіці України, постійний процес структурної перебудови економіки, умови динамічного та турбулентного характеру генезису конкурентного ринкового середовища – це компоненти складного і цілеспрямованого процесу, який диктує за необхідне опанування інноваційного шляху відтворення вітчизняних підприємств, сприятиме економічному і соціальному розвитку країни. Сучасна економіка України потребує радикальних структурних змін за рахунок формування та запровадження інноваційної моделі розвитку вітчизняних підприємств.

Метою роботи є дослідження компетентнісних засад адміністрування інноваційно-інвестиційного розвитку підприємства в координатах сталого розвитку, зокрема: *систематизація сукупності компетентностей управлінського персоналу в частині інноваційної складової, що має забезпечити формування напрямів інноваційної діяльності, визначення стратегічних інноваційних цілей та інноваційної стратегії підприємства; дослідження процесу формування портфеля цінних паперів та управління їм у відповідності з вимогами до компетентностей в частині виконання процедур кожного з його етапів; аналіз структурної змістовності професійних компетенцій з адміністрування процесом стратегування інноваційно-інвестиційного розвитку промислового підприємства в частині виконання функцій планування, прогнозування, організування, аналізування, контролювання.*

Обґрунтовано *методологічні підходи до стратегування інноваційно-інвестиційного розвитку промислових підприємств, зокрема його бюджетну основу та методологічне підґрунтя управлінського аналізу інноваційно-інвестиційної діяльності підприємства.* Це довело, що стратегування активізації інноваційно-інвестиційного розвитку є частиною стратегування всього процесу розвитку промислового підприємства, яке відрізняється функціональним контуром та інструментарієм. Зокрема, управлінський аналіз інноваційно-інвестиційної діяльності підприємства системно використовує традиційні та новітні методи фінансово-економічних розрахунків (інвестиційний, маркетинговий і фінансово-інвестиційний аналіз) та розглядає критерії ефективності активізації інноваційно-інвестиційного розвитку навколо чотирьох полюсів стратегічного управління (механізм внутрішньої координації, процедур стимулювання, системи інформації, структури прийняття рішень).

Розроблено та обґрунтовано механізм адміністрування процесу стратегування інноваційно-інвестиційного розвитку промислового підприємства на компетентнісних засадах, які визнають об'єктивний характер інтегрування знань із стратегічного, інноваційного та інвестиційного менеджменту, а також обов'язковість багатопозиційного підходу до стратегування за схемою зміни управлінських завдань «консультант – теоретик – експерт – аналітик – клієнт – організаційний менеджер».

Результати дослідження можуть використовуватися для прийняття обґрунтованих управлінських рішень інноваційного розвитку підприємств, адміністративного супроводження функціонування організації.

Ключові слова: стратегування, компетенції, стратегічні альтернативи, компетентнісні засади, адміністрування, інноваційно-інвестиційний розвиток, портфель цінних паперів, управлінський персонал, інноваційний менеджмент, структурна змістовність, професійні компетенції.

Табл.2, Літ.8.

Карпенко Л.Н.

СТРУКТУРНОЕ СОДЕРЖАНИЕ ПРОФЕССИОНАЛЬНЫХ КОМПЕТЕНЦИЙ УПРАВЛЕНЦА В КООРДИНАТАХ СТРАТЕГИРОВАНИЯ РАЗВИТИЯ ПРЕДПРИЯТИЯ: ИННОВАЦИОННЫЙ ПОДХОД

Трансформационный период в экономике Украины, постоянный процесс структурной перестройки экономики, условия динамического и турбулентного характера генезиса конкурентной рыночной среды – это компоненты сложного и целенаправленного процесса, который диктует необходимость инновационного пути возрождения отечественных предприятий, способствует экономическому и социальному развитию страны. Современная экономика Украины требует радикальных структурных изменений за счет формирования и внедрения инновационной модели развития предприятий.

Целью работы выступает исследование компетентностных основ администрирования инновационно-инвестиционного развития предприятия в координатах устойчивого развития, в частности: систематизация совокупности компетенций управленческого персонала в части инновационной составляющей, которая должна обеспечить формирование направлений инновационной деятельности, определение стратегических инновационных целей и инновационной стратегии предприятия; исследование процесса формирования портфеля ценных бумаг и управление им в соответствии с требованиями к компетентностям в части выполнения процедур каждого из его этапов; анализ структурного содержания профессиональных компетенций администрирования процессом стратегирования инновационно-инвестиционного развития предприятия в части выполнения функций планирования, прогнозирования, организации, анализа, контроля.

Обоснованно методологические подходы стратегирования инновационно-инвестиционного развития промышленных предприятий, в частности его бюджетную основу и методологические основы управленческого анализа инновационно-инвестиционной деятельности предприятия. Это доказало, что стратегирование активизации инновационно-инвестиционного развития является частью стратегирования всего процесса развития промышленного предприятия, которое отличается функциональным контуром и инструментарием. В частности, управленческий анализ инновационно-инвестиционной деятельности предприятия системно использует традиционные и новейшие методы финансово-экономических расчетов (инвестиционный, маркетинговый и финансово-инвестиционный анализ) и рассматривает критерии эффективности активизации инновационно-инвестиционного развития вокруг четырех полюсов стратегического управления (механизм внутренней координации, процедур стимулирования, системы информации, структуры принятия решений).

Разработан и обоснован механизм администрирования процесса стратегирования инновационно-инвестиционного развития промышленного предприятия на компетентностный основе, который признаёт объективный характер интеграции знаний по стратегическому, инновационному и инвестиционному менеджменту, а также обязательность многопозиционного подхода к стратегированию по схеме изменения управленческих задач «консультант – теоретик – эксперт – аналитик – клиент – организационный менеджер».

Результаты исследования могут использоваться для принятия обоснованных управленческих решений инновационного развития предприятий, административного сопровождения функционирования организации.

Ключевые слова: стратегирование, компетенции, стратегические альтернативы, компетентностный основы, администрирование, инновационно-инвестиционный развитие, портфель ценных бумаг, управленческой персонал, инновационный менеджмент, структурная содержательность, профессиональные компетенции.

Табл.2, Лит.8.

Problem setting. The high level of economic development, as shown by the experience of the industrialized countries of the world, is provided by a number of conditions, the main of which is the accumulated scientific and technical, industrial, investment potential, institutional factors of technological progress, and state support for innovative transformations. Economic deformations are convinced of the expediency of activating and increasing the effectiveness of the investment and investment processes in the industry and minimizing the influence of the factors that are decomposing them. Significant influence on innovation and investment activity, ensuring of leading positions, competitiveness in industry has the power of its innovative potential. Under such conditions, the substantiation of the theoretical foundations and practical measures for the development of domestic production through the formation and realization of its innovative potential on a competent basis becomes of special significance [1, p. 318].

Selection of previously unsettled parts of the general problem. New tasks of strategy create new requirements of the company to the competencies and competencies of the staff. It is about strategic vision, statement of current tasks, development of strategic alternatives, strategic analysis, etc.

The latest researches and publications analysis. Analysis of research and recent publications that discuss this perspective suggests that the economic literature in recent years, the attention paid to the organization of enterprise management system, cost management, the financial structure of the company.

Research of innovation potential production, its structure and methods for evaluation, innovation investment into enterprises development was conducted in the studies by foreign and domestic scientists: I.Blank, M.Bondar, I.Boyarko, L.Hrytsenko, V.Grinova, E.Dobrovolsky, N.Ilysheva, S.Krylov, V.Koyuda, D.Pierce, V.Prihodko, O.Suharev, F.Fabozzy, S.Filyppova, N.Hrusch, A.Yakovlyev, O.Yastremskaya and others. Analysis of the recent scientific materials indicates the results of comprehensive research on the development and implementation of the elements of innovation and investment mechanism, improvement of the investment climate, some economic and statistic calculations. However, some issues need to be more mainstream, is of interest to develop a conceptual approach to the formulation of the administrative management at the enterprise, or “How to make the administrative work”.

Problem Formulation. New tasks of strategy create new requirements of the company to the competencies and competencies of the staff. It is about strategic vision, statement of current tasks, development of strategic alternatives, strategic analysis, etc. The purpose of the work is to study the competence of the administration of the enterprise innovation and investment development in the coordinates of sustainable development, in particular: systematization of the totality of management personnel competencies as part of the innovation component, which should ensure the formation of directions of innovation activity, the definition of strategic innovation goals and innovative strategy of the enterprise; studying the process of forming a securities portfolio and managing them in accordance with the requirements of competence in terms of the procedures implementation of each of its stages; analysis of the structural content of professional competencies in administering the strategy process of innovation and investment development at industrial enterprises in terms of performing scheduling, forecasting, organizing, analyzing, controlling functions.

Key research findings. Competence is a component of the intellectual resources of the enterprise, or rather of human capital. A certain set of capital of an enterprise is formed, which includes: patents, licenses, know-how, unique R&D and competencies. Specifics of the use of intellectual resources are revealed in the fact that their value is not depreciated, but increases, is capitalized (self-growth function). Therefore, they themselves have a strategic character.

As part of the continuous process strategy, the building of general or functional strategies becomes an intermediate stage and a document that constantly needs to be adjusted and is a mechanism for coordinating the efforts of all levels of management of innovation and investment development of the enterprise to give it new impetus for activation [2, p.109].

The components of the competence of the managerial staff involved in the strategy of activating the innovation and investment development of the enterprise are: a) qualification (professional level of training, which corresponds to certain types of work); b) creativity (ability to develop new technological, organizational and other decisions, their implementation in the course of their activity); c) flexibility (the ability to adapt to internal and external changes in the enterprise).

However, the new tasks of strategy require new requirements of the company to the competencies and competencies of the staff. It is about strategic vision, statement of current tasks, development of strategic alternatives, strategic analysis, etc. They have to provide the results of preliminary training in general and formulate typical tasks of professional activity. It is said that the results of the preliminary training form the basic level of competence of the managerial staff that will carry out the strategy at the enterprise, and the typical tasks of professional activity indicate additional competencies that can be divided into groups according to:

– innovative management on theoretical understanding and application of tools in the directions: innovation, innovation renewal, innovation activity, innovation process and its elements, innovation development, innovation activity, innovative solutions, innovation products, innovation cycle, functions of innovations, psychogenetic laws of innovation development, innovation, innovative, active and innovation-oriented enterprise;

– investment management on theoretical understanding and application of tools in the areas: investments, and their types of investment activity (its forms, objects and subject), investment, investor, participant in investment activity, investment market, investment cycle, investment cycle phases, investment process, investment complex.

Competent principles of administration of the process of strategy of innovation and investment development of an industrial enterprise in the practical activity on administration

are consistently transformed and integrated into the general system of professional development and application of theoretical knowledge and practical skills. As the strategic management of the innovative development of industrial enterprises is based on the implementation of promising plans (gaining competitive stability in all aspects of activity) as reflected in the system of strategic plans, the competence of planning, forecasting, analyzing and controlling tools is equally important [3].

Thus, the set of competencies of management personnel in the part of the innovation component should ensure the formation of directions of innovation activities, the definition of strategic innovation goals and innovation strategy of the enterprise.

The process of forming a portfolio of securities and management imposes a requirement for competencies in terms of the implementation of the procedures of each of its stages, which are systematized in the Table. 1

Table 1 – Systematization of the stages of the investment portfolio management process
(source: systematized by the authors [3,4,5])

Stage	Contents of the procedures of the stage
1. Determination of the investor's goals	The investment strategy is determined. Local goals of investment activity: achievement of certain level of current profitability, capital growth, minimization of investment risks, provision of necessary liquidity. Contradiction of the presented goals is solved by their ranking in accordance with the investment strategy.
2. Analysis of securities	One of two approaches to the choice of securities is selected: 1) a fundamental analysis based on the study of the general economic situation, the state of the industries, the situation of individual companies whose securities are rotated in the market; 2) technical analysis related to the study of the dynamics of prices for financial instruments.
3. Portfolio Formation	Securities are selected for inclusion in the portfolio. It takes into account the hierarchical structure of goals, the principles of the formation of the portfolio.
4. Portfolio Monitoring	In order to maintain the balance of the portfolio, its audit (monitoring) is monitored. It is monitored that its composition does not conflict with the constantly changing economic situation, the situation of sectors and industries, the investment qualities of individual investment objects.
5. Estimation of actual efficiency, comparison with planned	The achieved values of profitability and portfolio risk are determined. Possible deviations from the planned magnitudes and ways of their solution are detected.

Strategies for the investment component of innovation and investment development on a competency basis require competencies in managing an investment portfolio and knowledge of its principles, the main of which are [4, p.124-125]:

- ensuring implementation of the investment strategy;
- ensuring the correspondence of volume and structure of the portfolio of volume and structure of the melded sources;
- optimization of profit / risk ratio;
- optimization of the ratio of profitability and liquidity;
- ensuring portfolio management.

One of the main problems in the Ukrainian economy is an unsatisfactory financial situation, which manifests itself in the inefficient allocation of financial resources, unsatisfactory payment discipline, arrears to the budget and other contractors of the market, insufficient financial support for further development due to unfavorable trends in operations, wrongly selected financial strategy and tactics, inadequate managerial decisions in accordance with the conditions of the enterprise. Different approaches to enterprise management, the definition of effective financial and investment planning are needed to solve these problems. Management accounting of each enterprise usually consists of planning (budgeting), control and decision-making. The introduction of a clear budgeting system at the enterprise is one of the most important functions of effective financial management.

Economical efficiency of the activity of enterprises, ensuring high rates of their development is determined by their investment activity level and range. Investment activity of enterprises is one of the most difficult and risky kinds of business. Therefore, regulation and management of investment activity and economic processes, connected with it, takes main place in solving problems of structural alteration of economy of Ukraine, scientifically and technical progress activation, increase of efficiency of enterprise activity.

In the reality of today's economy there is an urgent need for the creation of information-analytical system as an effective means of managing and developing the business processes that can provide managers the primary information needed for determining the areas for further development and address current issues of industrial activity. Interaction of elements of such a system should be directed to the formation of information and analytical framework for a timely response to the changing circumstances of the management and anticipation of critical situations of financial and economic activities, as well as being the basis for operational and strategic planning [5, p.188]. The absence of effective systems of information and analytical support of managerial decisions in enterprises, inevitably leads to a decrease in their competitiveness, and as a consequence the loss of the market. In this connection there is need for an integrated presentation of information and analytical support management decisions, the study of its essence, methods of determining its effective implementation [2, p.289].

Next, consider the process of budgeting as a technology for administrative management processes in the enterprise. The purpose of this research part is to examine how the budgeting management technology in a flexible development of the company, the development and review of patterns of interaction of different budgets, conceptual description and systematization of production stages of budget management in the enterprise, the organization of budgeting in complains control.

Management and Budget in the system plans the company is in a key position – that OMB (Own Management and Budget) is responsible for implementing the strategy, the effectiveness of the current operating and financial activities, and feedback control system. Content of the budget is different from the content of other plans of the enterprise. In the generalized interpretation, budgeting can be called activities related to the drafting, review, and approval of the budget, its implementation and control over its implementation, consideration of various reports on budget execution, which regulate the budget system of the enterprise [2].

In turn, budget planning is a process of joint work of units and employees of the enterprise, aimed at achieving the goal of developing and approving the plan of work of the enterprise in the “forecast” period, as a result of which all measures of economic activity are indicated in the form of a budget, in terms of the financial structure enterprises (taking into account centers of financial responsibility). The budget is called a financial document of a

certain format, which is approved appropriately in the enterprise, and on which the planning and accounting of financial results of economic activity is carried out.

Budget – a financial plan that covers all aspects of the organization that allows to compare all the costs incurred and the results in financial terms for the coming period as a whole and for individual sub-periods. In highly developed countries, budget – the basis of in-house management. Accordingly budgeting - a technology preparation, updating, monitoring and evaluating the performance of financial planning, budgeting and therefore becomes very foundation of all the technology in-house management [6, p. 387].

Budgeting begins at the moment when the plans and budgets of the Company are allocated to the centers of financial responsibility (CFR) that make up the financial structure. The distribution can occur in very different ways both "from the top" and «from the bottom». It is important that each of the CFR makes or gets the articles each of three basic budgets relating directly to him it:

- incomes and (or) expense articles from the budget of income and expenses;
- articles which reflect the inflow and outflow of funds from the budget of cash flows;
- articles containing the changes of assets and liabilities.

The Data Merge on the proper articles of each CFR gives the Account of profits and losses (income and expenses), the Cash flow budget (receipts and payments) and the Balance (changes of assets and liabilities). If this merge happens during the activity planning, the received documents are predictive, and if during the control- they are actual.

Predictive and actual data allow to conduct a full financial analysis and to evaluate the liquidity, profitability and enterprise value in advance or in fact. At the planning stage these indices are necessary to understand how possible for the company is to achieve its goals.

Budgeting is the lowest level of planning, on which the costs of actions are directly planning. The whole vertical of plans – either strategic, or operational, is realizing by means of this actions. Each level of the planning system forms a separate outline of management its substantive content. For example, at the level of goal setting is discussed what exactly the company wants to achieve; at the strategic level is planned, how the company wants to achieve its goals; and at the operational level - how strategy will be implemented.

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Consider strategic planning issues in terms of strategic management on a competent basis. Here are the strategic requirements that we can deduce from the practice of strategy, which constitute an additional new level of knowledge of managerial staff that will engage in strategic planning on an ongoing basis:

- for effective strategic planning it is necessary to have a long-term strategic management system with experience;
- the strategy is effective only from a strategic position. That is, its effectiveness is at risk of noncompliance. strategic imbalance, the impossibility of taking a strategic position;
- the strategic system includes: the actual strategy, the center for making strategic decisions, the system for their implementation and support;
- the centre for making strategic decisions does not coincide with the center for making managerial decisions. The system of strategy should be the ratio of systems tactical or current management and strategic management;
- the centre for strategic decision making can be varied (strategic committee, strategic group, strategic management unit, etc.), which should work continuously;
- strategy is the orientation of the system throughout space and over time through the whole set of reality that allows you to overcome a strategic opponent. The strategy consists of conceptual stratagems, that is, the principles of rationing reality in order to achieve certain goals. It needs programs, projects and plans, but basically does not include them in its content and is not limited to them;
- the strategy as a tool is for a public announcement. It is being developed by a narrow circle of experts. Strategic communication is not through the media and not through round tables, but in a different place and in a different format;
- to solve the problem of combining competence and legitimacy, three-level strategy is applied. These are: owners of the enterprise, senior management (top management);
- strategy is based on the chosen theory, since it has a paradigmatic difference. A more fundamental theory of strategy has a dominant character over a less fundamental one.

When forming a structural unit for the implementation of a complex of strategies, the existing standard norms [1,3,5,7] are taken into account, according to which the number of administrative staff is established, based on:

- typical standards of manageability (5-10 persons per managerial staff with complex functions and up to 20 persons with standardized duties);
- organizational structure of management (linear, linear-functional, staff, divisional or matrix);
- functions and tasks of the enterprise management system;
- life cycle of the enterprise;
- the need for modernization of the main processes at the enterprise.

It is very important to substantiate the qualification of the administrative staff, the requirements for his competencies (see Table 2). Practice shows that the number of administrative staff should not exceed 20% of the total number of employees of the enterprise. Otherwise, administrative functions and processes prevail over production [8, p.129].

Structural content of professional competencies in administering the process of strategy of innovation and investment development of an industrial enterprise in terms of performing planning, forecasting, organizing, analyzing, controlling functions is systematized in the Table 2.

With the development of outsourcing, part of administrative work is entrusted to external specialized enterprises. This allows you to improve the quality of work, removing part of the administrative and freeing time for more productive or creative work of administrative staff (accounting, legal support, etc.). The current level of specialization and automation of the implementation of auxiliary types of work strategy should be entrusted to professionals or partners, where the quality, the time frame is much more attractive than the

performance of these works by own forces. This can significantly reduce the staff of the staff. First of all it concerns software and office equipment management.

Table 2 – Structural content of professional competencies of the manager concerning the administration of the process of strategy of innovation and investment development of the industrial enterprise (source: systematized by the author)

Function performed by management personnel	Competence (characteristic of the potential manager`s ability to carry out successful activities within certain competencies)	Competency components
1. Planning	Ability to draw up promising strategic plans and develop targeted integrated programs, route maps for strategy implementation	<ul style="list-style-type: none"> – qualification; – management skills; – mathematical logic; – creativity; – flexibility; – professional ethics; – language culture as a culture of doing business.
2. Forecasting	Ability to make reliable, reasonable predictions using the prognostic validity and mathematical statistics	
3. Organization	The ability to centralize and decentralize managerial competencies in the management apparatus; to compile the methodological principles of designing organizational structures of administrative management; use design tools in horizontal, functional division of labour and vertical specialization of administrative management; to develop and implement the concept of design work and its modelling	
4. Analysis	Ability to analyze the economic, legal and social environment in which business entities, public administration bodies operate and financial and economic policies are implemented. 4. Analysis Ability to analyze the economic, legal and social environment in which business entities, public administration bodies operate and financial and economic policies are implemented	
5. Controlling	Ability to apply administrative controls, using administrative control tools and implementation of components of compliance control, namely: budget control, administrative audit, economic and statistical evaluation of dynamic changes in performance	

Skills, which are part of the organizational competencies of the staff, should provide for the solution of professional tasks, which are part of the tasks of a higher level. In particular, it is about:

- Development of staffing: a structural unit (working group, committee, etc.) on strategic management (strategic planning, strategic planning, etc.) in terms of the functional contour, responsibilities and communications, as well as its personnel;
- Development of administrative procedures for the implementation of functional tasks of strategy within the relevant processes;
- Comparison of the planned indicators of the changed management structure and the definition of the need for additional employees according to their qualifications and professional requirements;
- Analysis of personnel potential, its compliance with development plans;
- Clarification of job descriptions for employees according to new staffing units;
- Connection with external sources provided by the personnel of the enterprise (transfer of information about vacancies and conditions for their replacement);
- Evaluation of candidates for a vacant position, selection and selection of personnel;
- Current periodic certification of managerial staff involved in strategic planning.

In essence, the prerogatives of administration are basically general system-building powers. Their implementation combines a set of organizational and methodological functions that provide the authority of the staff, since it forms and reforms the organization, directs and accompanies its functioning, controls and provides the established reporting. The complex of powers distinguishes a set of linear and functional administrative tasks, the development of strategic decisions in the process of strategy activation of innovation and investment development of the enterprise. Administration complements existing specific competencies, provides functional management procedures and a system of procedures for assessing the innovation and investment development of an industrial enterprise.

Conclusions. Integration of knowledge from strategic, innovative and investment management, as well as the obligatory availability of the ability to put yourself in different positions according to the "consultant-theoretician-expert-client" scheme, is the most important new competence of the managerial staff who will carry out the strategy. It is actualized as the ability: a) the theorist – to develop the theory, to participate in the theoretical search, which is responsible for: scientific substantiation of innovation-investment development and its components, methods, tools, etc., and the introduction of theoretical innovations in the strategic development of experts and consultants through seminars and resolving problem crises; b) the consultant – to combine the positions of the theorist, expert, analyst, organizer and develop a certain strategy of strategy. He discusses theoretical approaches, promotes new knowledge, new approaches, new strategic steps – both publicly and publicly – for their use as effective solutions. Consultants using the products of analysts and experts directly communicate with the client, deal with his old knowledge, and promote new knowledge in direct communication and in the form of applied strategic steps for the client's activities. The consultant's activity has a public and non-public client component; c) expert – to obtain new knowledge from the real object on the results of the analysis of the experience of other enterprises and provide recommendations. In the strategic area of innovation and investment development, experts study the reality, the goals of competitors, the consistency of different goals; offer their variants of strategy of activating innovation-investment development in general or its components, own tools and methods; d) analytic – to search and justify the connection of the trends and processes of the object, to build models, to develop scenarios and to make forecasts; e) organizational or project manager – to organize client-service activity of analysts, experts and consultants within the framework of separate innovation-investment projects and in general. His duty is the organization of round tables, internal seminars, PR-actions, etc.; e) service personnel – to establish means of

communication, to check the state of administration techniques. Integration of these positions takes place at the level of professional tasks and corresponding competencies.

Consequently, new tasks of the strategy result in new requirements of enterprises to the competencies and competencies of management personnel on innovation management, investment management and strategic management, which will allow intensifying innovation and investment activity and accelerating the innovative development of the enterprise. Therefore, competency principles of strategy of activating innovation and investment development of an industrial enterprise should be formed in three directions: a) the strategy of innovation component of innovation and investment development (innovation activity, innovation potential, innovative development); b) strategy of investment component of innovation and investment development (investment portfolio management, determining the effectiveness of investment activity and the economic effect of the introduction of new technologies and products), (c) Strategies in strategic management, whose competencies will ensure the effective administration of the strategic process. Integration of knowledge from strategic, innovative and investment management, the ability to apply them from different positions (consultant, theoretician, expert, client) to solve professional problems - this is the most important new competence of the managerial staff, who will conduct the strategy.

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