Диссертация\_Система KPI как инструмент повышения эффективности труда руководителей и персонала компаний

Стр\_76

[Введение](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524517)

[1. Теоретические аспекты разработки и внедрения системы KPI как средства повышения эффективности труда руководителей и персонала компаний](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524518)

[1.1 Понятие, классификация и роль ключевых показателей эффективности (KPI) в системе управления компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524519)

[1.2 Обзор методологических подходов к построению системы KPI](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524520)

[1.3 Методические подходы к использованию систем KPI в качестве стимулирующего средства повышения эффективности труда руководителей и персонала компаний](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524521)

[2. Анализ деятельности и эффективности труда руководителей и персонала на примере компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524522)

[2.1 Организационно-экономическая и финансовая характеристика деятельности компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524523)

[2.2 Оценка показателей эффективности труда руководителей и персонала компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524524)

[2.3 Оценка существующей системы стимулирования результатов трудовой деятельности руководителей и персонала компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524525)

[3. Разработка системы KPI в целях повышения эффективности труда руководителей и персонала компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524527)

[3.1 Предложения по построению системы KPI для руководителей и персонала компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524528)

[3.2 Рекомендации по внедрению и определению размера стимулирующей выплаты в системе KPI для менеджеров и персонала компании](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524529)

[3.3 Рекомендации по адаптации к особенностям деятельности компании и включению ее в состав инструментов стратегического управления
персоналом](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524530)

[Заключение](file:///A%3A%5C%D0%A1%D0%B5%D0%B7%D0%BE%D0%BD%202019-2020%5C%D0%A1%D0%A6%D0%98%D0%94%5C2020%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80%D1%82%D0%B0%D1%86%D0%B8%D0%B8%5C%D0%9C%D0%B0%D1%81%D1%82%D0%B5%D1%80%20%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BE%D0%B3%D0%BE%20%D0%B0%D0%B4%D0%BC%D0%B8%D0%BD%D0%B8%D1%81%D1%82%D1%80%D0%B8%D1%80%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D1%8F%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%9C%D0%92%D0%90%20%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0%20%D1%80%D1%83%D0%BA%D0%BE%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D0%B5%D0%B9%20%D0%B8%20%D0%BF%D0%B5%D1%80%D1%81%D0%BE%D0%BD%D0%B0%D0%BB%D0%B0%20%D0%BA%D0%BE%D0%BC%D0%BF%D0%B0%D0%BD%D0%B8%D0%B9%5C%D0%94%D0%B8%D1%81%D1%81%D0%B5%D1%80_%D0%A1%D0%B8%D1%81%D1%82%D0%B5%D0%BC%D0%B0%20KPI%20%D0%BA%D0%B0%D0%BA%20%D0%B8%D0%BD%D1%81%D1%82%D1%80%D1%83%D0%BC%D0%B5%D0%BD%D1%82%20%D0%BF%D0%BE%D0%B2%D1%8B%D1%88%D0%B5%D0%BD%D0%B8%D1%8F%20%D1%8D%D1%84%D1%84%D0%B5%D0%BA%D1%82%D0%B8%D0%B2%D0%BD%D0%BE%D1%81%D1%82%D0%B8%20%D1%82%D1%80%D1%83%D0%B4%D0%B0.docx#_Toc23524531)

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# **Заключение**

Проведенное в данной работе исследование позволило сделать следующие выводы:

Под системой KPI понимается система финансовых и нефинансовых показателей, влияющих на количественное или качественное изменение результатов по отношению к стратегической цели (или ожидаемому результату). Система сбалансированных показателей включает KPI, которые необходимы для каждого объекта контроля (структурное подразделение), и методику их оценки. Данные системы или методики составляют основу при принятии решений, базируются на оценке эффективности деятельности организации и направлены на достижение стратегической цели организации. KPI является одним из наиболее действенных инструментов стратегического менеджмента и управления качеством функционирования организации, использование которого обеспечивает предприятию возможность соответствовать современным тенденциям развития экономики и обеспечивать свою конкурентоспособность. KPI являются ключевыми показателями для измерения влияния реализации стратегии на результативность предприятия. Они используются для создания своеобразного механизма трансформации стратегии предприятия к внутреннему процессу и деятельности, с тем, чтобы постоянно повышать его конкурентоспособность. Система KPI позволяет сделать акцент на направлениях и сферах, критических для реализации планов компании, выбрав из них наиболее важные и значимые.

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