

THE CONCEPT OF HUMAN RESOURCE MANAGEMENT IN NETWORK COMPANIES

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The transformational condition of the market entity management of the information intermediary is caused by the structural transformations in telecommunication industries and changes of the information consumption that in its turn will lead to the formation of a new system of management organizations of the information intermediary market entities. The used conceptual management schemes are quite often mutually excluded and discrepant that testifies to the unified concept absence.

The basic concepts of a new management system formation are management by means of delegation of powers; participatory management; management by means of motivation; frame management; management by the results.

The modern information society sets new formats of management in the information-oriented economy. In view of the existing approaches to people`s management in the world, the majority of them differ in a new sector of the information economy – the market of information intermediary on their practical realization from other spheres of action that principles inside the organization are in line, as a rule, with the influence principles (or participations) in the information society field formation. Thus, it is possible to formulate a basic principle of the modern management concept of human resources in the market entities of information intermediary is an acknowledgement of the human resources as an efficiency and competitiveness determinative, as a key resource having economic and social value.

In practice of the human resources management of the market entities of information intermediary it is used not only variety of different

schools and traditions of personnel management, but also a diversity of the used conceptual schemes that are quite often mutually excluded and discrepant that testifies to the unified concept absence.

At the present time the market entities of the information intermediary practically don't use principles of personnel management in practice.

Practical realization of the human resources management of the employees of the information intermediary market organizations of the regions faces considerable difficulties. In particular, costs for training and retraining of the employees who are especially carrying out technical duties (collection, handling, the analysis) of the information are minimum. In the conditions of fast and dynamical market development of hi-tech production of telecommunication and printing material it is necessary to realize so quickly personnel retraining for the purpose of several professions combination and an increase of the employees` readiness to independent decisions.

Researching the governance models that were extended among the market entities of the information intermediary, we systematized the basic principles of a modern management concept of the human resources formation and also the most widespread concepts: management by the results; management by means of motivation; frame management; participatory management.

Management by the results is not only a system of management, but also of thinking and the insiders` behavior. The authors of this concept T. Santalaynen, E.Voutilaynen, P.Porenne and J. Nissinen consider that the recipe for success of the corporate strategies is desire of the employees to reach certain results [2].

This management system is with the results tasks at the decentralized organization of the market entities activity of the information intermediary (corporate profit centers). Tasks are delegated to working groups and achievement of concrete results is determined. Such a system has various stages of the results tasks, stages

of the outcome measure and stages of the results control. The tasks delegated from the center are controlled on the basis of their comparison with the received results.

At the analysis of the given model application in the organizations of the information intermediary market we have come to a conclusion that tasks formulated wisely, clearly, particularly and also considering the information intermediary market development factors help to achieve higher results.

The management concept by means of motivation bases itself upon the study of information requirements of target audience, information interests, moods of the region population, and also comparison of the received preferences to possibilities and the personal purposes of the employees, and also upon the possibility of motivation integration with the production requirements and the organization purposes.

Staff policy of the organization of information intermediary at such model is guided by the human resources development, moral and psychological climate strengthening, by the social programs realization. In the book "the Management Concept" E. M. Korotkov determines motivational management as "management type in which the priority is given to the motivation of business behavior, to activity, relations over administration and the strict control" that is to the conditions creation in resulting effects [3].

Motivational management of the market organization of information intermediary is a construction of a management system on the basis of motivation priorities, on the basis of a choice of effective motivational model. As it is known, in management sciences various motivational models are developed, these models have found wide practical application as in prosperous firms of hi-tech industries of national economy, and in the collectives of the market organization of information intermediary in the developed countries.

The experience of frame management concept is interesting. This

model starts from that fact that the employees of the market organization of information intermediary can in advance independently take the decisions within in the established borders (frameworks). Frameworks can be set by the importance of information-communication process, its unpredictability, rates of professional etiquette and corporate traditions.

The technology of frame management assumes the following sequence of actions: determination of a creative task (or the technical project connected with features of the information goods distribution), its receiving by an employee, creation of an appropriate information system, delimitation of independence and methods of the general director interference [4].

More popular and widespread management system of human resources of creative group (at the creation of an innovative product) is management by means of delegation at which the competence and responsibility are transferred to the employees of the market organization of information intermediary and also the right to make decisions independently and to realize them.

- Delegation of powers is used for a long time in management, meaning transfer to the subordinate of the functions fixed directly for its chief that is a transfer of tasks into lower level. On the plan this model is directed on change behavior of the employees through "a management in unity with the employees", but in practice there is a division of transfer of those functions that are connected with

a technical supply. For example, technical supply promotion in social networks. The main advantage of Harzburg`s models of human resources management is development at the employees of the market organization of information intermediary of the initiative, independence and labor motivation that as a whole raises efficiency of organization functioning of information intermediary and its competitive advantages.

And the fourth concept is participatory management. This model is based on the prerequisite: if an employee takes part in firm business, is

involved in management and he/she derives from it satisfaction, so in this case he/she works concerned and more productive [6].

As a rule, such a model is used in naming business when the preparation of the information product isn't a subject to a daily influence of dynamically changing information flows.

From the point of view of methodology of the human resources management the employees of the information intermediary market from the object of management turn into the subject of management that independently solves organization development problems in the market of information intermediary. On the basis of self-management it can implement the requirements for self-expression, acknowledgement and partnership, and the company reaches high performance of work and occupies more favorable market positions of information intermediary.

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