

ЭКОНОМИЧЕСКИЕ НАУКИ

HUMAN RESOURCES MANAGEMENT: CHALLENGES OF XXI CENTURY

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ABSTRACT

Intense changes (in global, regional, national, demographical, field, corporative, vocational and individual dimension) in human resources field will obtain revolutionary nature in the future and human resource field specialist will face with radical changes from established vocational role stereotypes (administrator – bureaucrat and manager, supporting to reactive style) to the principally new roles of strategist, entrepreneur and marketing specialist.

Keywords: Human Resources Management, Human Resources, Corporation, Human Resources staff, corporation strategy.

Vocational sphere holding an unique human resources potential – such is the main competitive supremacy of that company, which tries to strengthen its position on global markets. According to the assessments of foreign specialists, in XXI century, this maxima will acquire the power of inevitable law for the successful entrepreneurship, as only highly mobile and permanently developing staff is able to adopt with current changes in the market field, which have preliminarily unimaginable and often chaotic nature. But, this circumstance itself will sharply increase all the requirements towards the human resource work in corporation. If we consider the existed tendencies, the intense changes in human resources field (in global, regional, national, demographical, field, corporative, vocational and individual dimension) will acquire revolutionary nature and human resource field specialist will face with radical changes from established vocational role stereotypes (administrator – bureaucrat and manager, supporting to reactive style) to the principally new roles of strategist, entrepreneur and marketing specialist.

Revolutionary changes in external and internal field of modern corporation

On the edge of new millennium, the changes set in corporate management, which are caused by globalization of markets and industrial structure, with changes in architecture of labor places and demographics of the workforce, owners' orientation on the high incomes, rapid and continuous organizational and technological changes, definitely have the strategic nature. They not only cover the whole business, but organization of human resource's operation as well. We are talking about the following changes in the business:

- From autonomous self-supplying to unlimited partnership;
- From hierarchical or / and centralized structures to plastic and decentralized structures;
- From the patriarchal models of management to delegation of authorities;
- From high capacities and low cost price to orientation towards the quality, speed and newly established rules;

- From flawless work to its measurable improvements;

- From the closed organizational system to open systems.

In the human resources field of the corporation:

- From the narrow specialization and limited responsibility related to charged task to the wide professional and official profiles;

- From the planned career to informed and flexible choice of vocational development trajectory;

- From the responsibility of managers about development of the staff – to the responsibility of the workers about their self-development;

- From controlling the problems, which face the workers – to the creation of possibility to develop each worker widely in his vocational field;

- From avoiding the feedback from delegated workers – to its active search;

- From discussion of success factors, vacant positions and secret discussion about the specialists' adjustment – to the open discussion of competency level of the workers, existing vacancies and the ways to fill them.

From one side, these changes firstly cover the corporate strategy, thus becoming the key elements of the same human resources strategy. From another side, the human resource work loses its sense without the sharply formed strategic aims of corporation and the main ways of their achievement. In case if the corporation's strategy "is not articulated", then the human resources manager should gather the information about its significant components one by one. These components are as follows: the key factors of external and internal environment, strategic trends, expected financial results, strategic threats and risks, conduct strategy on service and production market, production development strategy, segmentation of vitally important markets and main tendencies of their restructuring. Thorough and continuously updating knowing of existing condition of business matters, the corporation has dedicated its activity to, will become the crucial element of human resource specialist's vocational competence. Without this knowledge, it is

impossible to work out and realize the human resource strategy with vitality, which should become the well-planned answer to business strategy of the corporation.

The mission of human resource specialist in modern high-competitive environment is to increase the human resource potential, thus realizing his business-strategy. The staff manager is becoming someone, who establishes the mastership, without the participation of which, none of the company's strategies would work out and realize and so won't be assessed the correctly achieved results. Ensuring the high-competitiveness of the company without partnership with human capital becomes more and more hard issue for the management of corporations.

How to attract and maintain the responsible, workable, highly qualified and skilled persons in corporation? this is the task, that staff managers should work on, who are called to play the "Catalyst" role in the corporation for that multidimensional and long-term staffing processes, which benefit the company with competitive supremacy on the account of unique human potential and all the high quality responsibility of its workers. The corporate culture creates the responsibility and the human skills – competitive benefits. Thus, the staff manager should solve two strategic tasks:

1) The creation of company's competitive advantages by increasing the responsibility levels of its workers, for what he should use the corporate culture management means. Strong corporate culture makes possible to attract and maintain the skilled persons, and the product of their work creates its high reputation, attracts a new customer and highly qualified workers. The update of corporate culture and permanent adaptation to the external environment's dynamic terms is intended to increase the quality of the work and ensure the feedback from workers and customers. This is served by seminars, forums, focus-groups, round tables, advertising campaigns. The workers' involvement in corporation's marketing activity encourages and promotes the rise of initiative and increase the vocational self-assessment level.

2) Ensuring the company's competitive advantages by increasing the human potential together with comprehensive increase of workers' vocational

competitiveness. Notwithstanding the fact, that corporate culture is much attractive, the eradication of difference between the requirements of global market and organization's potential is only possible on the account of development of staff's vocational skills and competences. The development of human resources, workers concentration on their vocational competence level won't become not only human resource office, but line managers activity leitmotiv. Besides, one types of companies include the issues related to increase the staff's competence level in any of worked out strategies as its composite parts and another companies discuss this issue, like the special initiative strategy's realization mean, which is organically filled by other competitive strategies of the corporation.

Conclusion

At any case, the success depends if how thoroughly individual development plans will be made on the basis of diagnostics conducted by human resource specialists and line managers. These plans are designed to eradicate the difference between the increasing professional requirements (which are not always explicated simply and are not standardized) and the competence level existed for each single worker. The making of these plans are based on competence models, which are worked out for each official position.

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