

Тематична рубрика: ЕКОНОМІКА ТА УПРАВЛІННЯ
ПІДПРИЄМСТВАМИ

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**Modern view of communication support system of personnel managerial
activity.**

**Сучасний погляд на систему комунікаційного забезпечення
управлінської діяльності персоналу.**

The article deals with the nature of communication based on project – oriented approach in current economic conditions. The basic criteria, according to which the effective communication system can be achieved by the company within the project-oriented approach have been selected. The tasks have been identified within the communication processes at an enterprise in the context of a project-oriented approach.

Keywords: communication, communication provision, managerial activity, project - oriented approach.

У статті розглянуто характер комунікацій на основі проектно – орієнтованого підходу в сучасних умовах господарювання. Виділені основні критерії за якими досягається ефективна система комунікації на підприємстві в рамках проектно- орієнтованого підходу. Визначені завдання в межах комунікаційних процесів на підприємстві в контексті проектно- орієнтованого підходу.

Ключові слова: комунікації, комунікаційне забезпечення, управлінська діяльність, проектно – орієнтований підхід.

В статье рассмотрены характер коммуникаций на основе проектно - ориентированного подхода в современных условиях хозяйствования. Выделены основные критерии, по которым достигается результативная система коммуникации на предприятии в рамках проектно- ориентированного подхода. Определены задачи в пределах коммуникационных процессов на предприятии в контексте проектно ориентированного подхода.

Ключевые слова: коммуникации, коммуникационное обеспечение, управленческая деятельность, проектно - ориентированный подход.

Problem statement.

The current financial and economic instability of the country and the aggravation of the market competition call upon the domestic top managers to pay attention to the priority benefits in their enterprises activities. Every enterprise is a very complex structure with multilevel organization of managerial activity, which requires the continuous improvement of managerial activities, the rational use of priority resources of enterprises, finding new approaches of management.

One of the priority and significant resources at the enterprise was and is today the personnel of an enterprise. The well-built hierarchical structure of management of an enterprise is the key to company success. Both new and improved approaches to management system, are the major advantage of businesses over their competitors. Managerial activity is an exchange of information in a broad sense. It had taken a long time before the targeted dissemination of information became a modern tool of management in the company. The transmission of information at an enterprise is carried out through a system of communication, which is one of the most important components of modern society.

Analysis of recent researches and publications.

Analysis of last researches and publications showed us that the works of many domestic and foreign scientists such as: Leyhif J. L., Milner B. S., Primak T. A, Pocheptsov G., Fisun A., Grigorieva N., Plotnikov N., Rezun V., Reva V., Shpak N. and others were dedicated to the issues of communication in management, the determination of the place of communications in an enterprise management system.

The current system of horizontal and vertical communication, the system of distribution of powers and responsibilities between levels of management encourage managers to implement such an effective managerial tool, as a project – oriented approach to management. The modern concept of personnel management on the basis of a project – oriented approach is that the implementation of main business ideas of an enterprise can be represented by many different projects and targeted to achieve them.

The issues of management in the context of project- oriented management are highlighted in the works of such foreign and domestic scientists as Aubakyrova G.M., Gray K., Doroschuk G.A., Kendall J., Rollins K., Kopytko O., Mazur I., Skytova G.S., Turner, John. Rodney and others.

In spite of numerous theoretical developments, issues of communication provision of an enterprises management in the context of a project – oriented approach have been investigated fragmentarily and require further study. The choice of the purpose of this research have been determined because of an

insufficient scientific development of its individual aspects and practical significance.

Problem formulation. The main purpose of the study is to examine the nature of communication on the basis of a project – oriented approach in modern conditions of managing. The main criteria according to which the effective communication system of an enterprise in terms of project - oriented approach is achieved should be defined. The tasks within the system of communication provision at an enterprise in the context of project - oriented approach should be determined.

Base line.

Changes In our economy in recent years have led to a revision of the role and significance of personnel management. In modern conditions the majority of enterprises are inclined to use a project - oriented approach in management. The idea of such management is that the business activities of an enterprise may be presented as its own project, which ensures the achievement of business goals of an enterprise.

The reduction of time changes in the external environment as applied to businesses is typical in recent years – ranging from the macroeconomic conditions and to customer requirements and internal needs of enterprises that requires to constantly rebuild their business, dynamically respond to these requirements. The enterprises and their main business activities become projects, prone to constant changes. Such enterprises become more competitive and are able to use their internal resources optimally [1].

A project-oriented management approach requires certain changes in a company associated primarily with the restructuring of the organizational structure, communication provision of managerial activity, the emergence of needs in staff retraining and development, formalization of project methodology. These processes contribute to the sustainable development of enterprises from the standpoint of the system improving project management.

The basis of project-oriented approach to management is a consideration of a project as a controlled change of the initial state of any system associated with time and money consumption. Communications is of a great importance to the success of projects and represent one of the most difficult issues in project management. As efficient managers are considered those who are the most successful in communications. The effectiveness of communication and interaction depends on the future success of a project and project team, as well as the degree of satisfaction of project stakeholders [2].

Communication is a process of relation between participants of management system, whose purpose is a high quality information exchange through verbal and

nonverbal methods, advanced technical infrastructure, for the purpose of effective management of an enterprise [3].

The main purpose of communication process of project participants is to ensure understanding of information that is the subject of exchange, i.e. messages. However, the mere exchange of information does not guarantee an effective communication between the participants.

The communication system provides support for the system of connections (interactions) between the project participants, the transfer of managerial and accounting information aimed to ensure the achievement of project objectives. Every participant should be prepared to cooperate at the framework of a project in accordance with the hierarchical structure with his functional responsibilities. (Figure1).

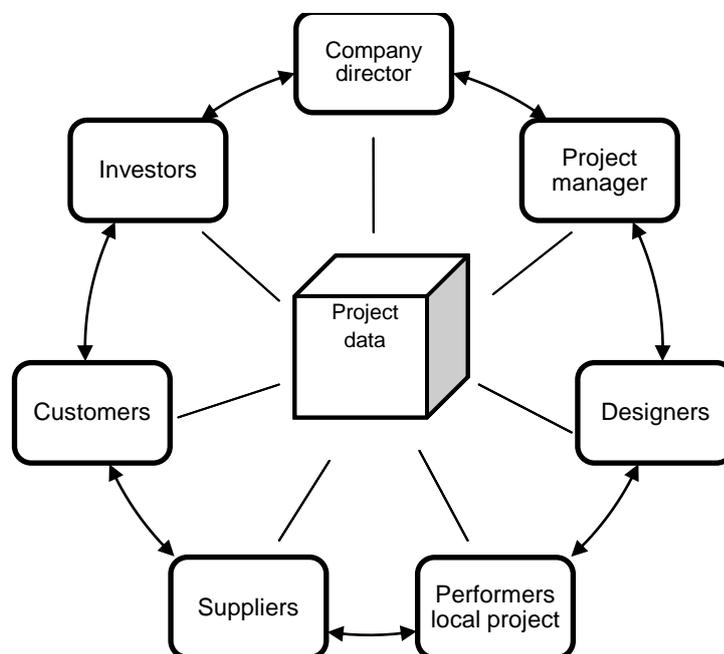


Figure1. Information exchange at an enterprise on the basic a project – oriented approach.

The figure shows the relationships of project stakeholders involved in the information exchange. The effective operation of communication system depends on a correct information transfer, the speed of information exchange and its proper understanding.

The major consumers of project information are:

1. The company director who carries out the analysis of all the projects and makes decisions on them.
2. The project manager who allocates resources; analyzes the differences between actual performance of works and the planned ones and makes decisions about the project.

3. Designers who make alteration in project documentation.
4. Performers of local project who inform about the progress and execution of the project works.
5. Suppliers who act if you need additional materials, equipment, etc.
6. Customers who receive information about the progress of a project.
7. Investors who have an access to the documentation of a project and receive information about the progress of the works.

The degree of implementation of the tasks set by the director of the company together with those responsible for implementation of the project depends on the quality of information exchange.

Management of information communications includes the following processes:

1. Planning of communication system – determining of information needs of project participants (scope of information, terms and ways of delivery).
2. Collection and allocation of information – the process of regular collection and on timely delivery of information to participants of a project.
3. Progress assessment and display - the processing of actual results of a project, the ratio with a planned works, trend analysis, forecasting.
4. Documenting partial progress – collection, processing and storage of formal documentation for a project [4].

In turn, the planning of communication systems includes a study of needs and describes the structure of communication system. To do this we need the following information [2]:

1. Hierarchical and organizational structure of a project and its responsibility matrix.
2. Information needs of project participants.
3. External information needs of a project.

Technologies or methods of information allocation between participants of a project can be different depending on project parameters and requirements of control system. To ensure an effective communication of personnel management activities of an enterprise in the context of a project - oriented approach, it is advisable to consider a number of tasks [Table 1.] [5].

Table 1.

Tasks of organizational and communication processes of an enterprise in the context of a project – oriented approach.

Subsystem to ensure the organizational and communication processes	Subject	Tasks
Organizational subsystems-management technologies	-organizational structure of management; -staff.	-preliminary assessment of managerial decisions at the stage of their development; - an intermediate assessment of administrative decisions implementation; - assessment of the results achieved; - determination of efficiency of personnel work; - identifying the actual level of personnel competence; - identifying needs for professional development.
Information subsystem	-communication channels; -network.	- analysis of the availability of feedback; - analysis of the availability of communication gaps; - determination of information accuracy; - assessment of information adequacy; - determining the length of communication links.
Technology	- software; -hardware; -information processing system	- analysis of sufficiency of necessary technologies; - determining the workload of software; - determining the level of information security; - analysis of the workload of users by technical means.
Social-psychological subsystem	- social interaction; - role in the control system; -psychological characteristics	- analysis of social adaptability of personnel; - describing a psychological portrait of personnel; - obtaining information of socio-psychological climate in a team; - analysis of levels of participants interaction; - assessment of degree of dedication and motivation.

Thus, the main task of the successful implementation of communication process in project implementation is the establishment of common and unified communication database of a project, which is shown in Fig. 2., a key objective of

which is storage, provision and dissemination of information relating to the approved plans of the project communication system, information on reporting of project implementation and key elements of project participants management [6].

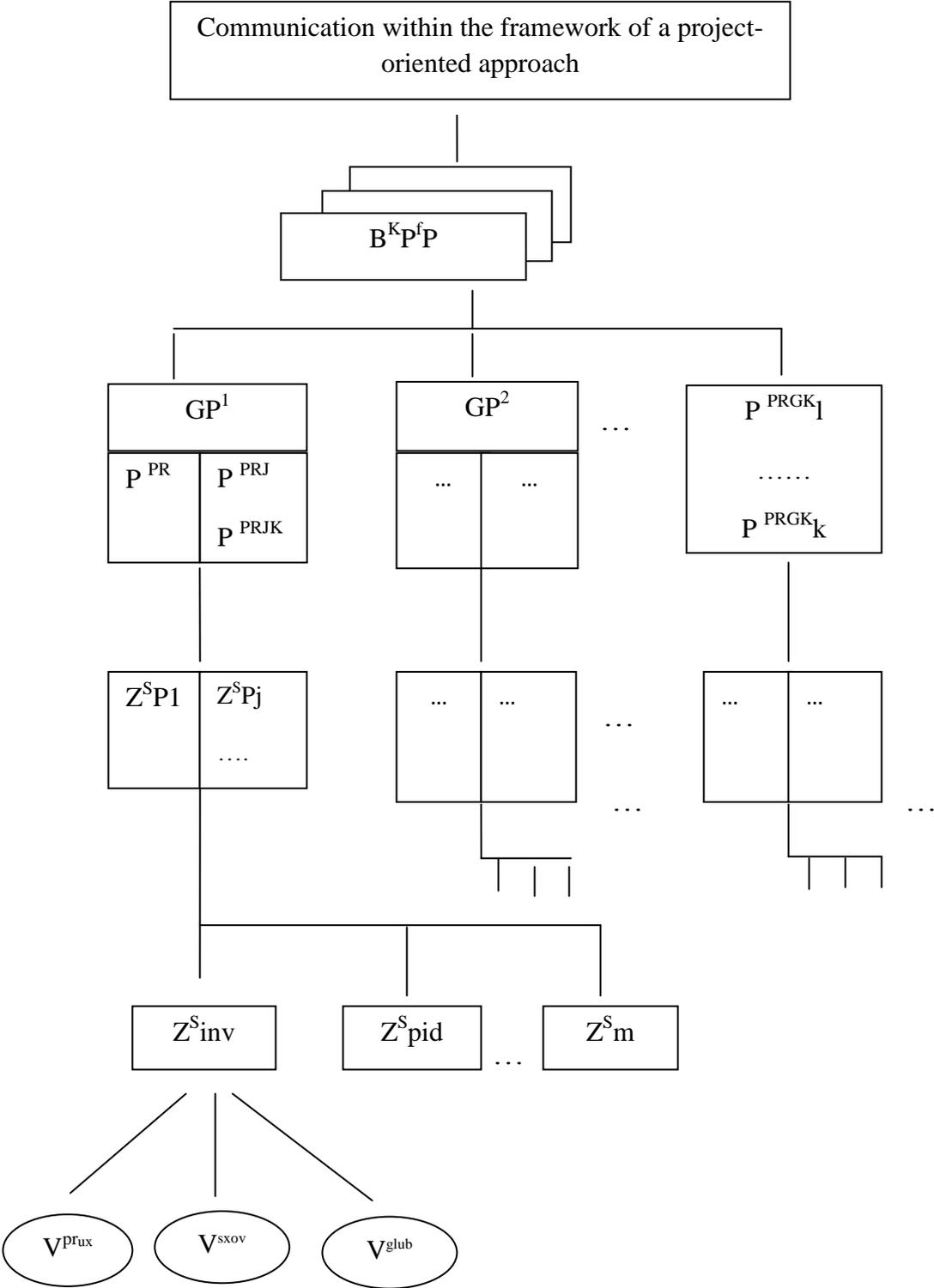


Figure 2. The model of communication base of an enterprise in the context of a project-oriented approach [6].

P PRGKl –a project in the communications base of an enterprise in the context of a project- oriented approach

BK – communication base of a project-oriented of an enterprise;

BKPfP – the communication base of projects portfolio;

GP 1,2 – groups of projects;

P PR programs;

P PRJ -a project included in P PR – programs;

P PRJK – each next project included in P PR – programs;

P PRGKl –a project in the communication base of a project-oriented enterprise;

P PRGKk – each next project, implemented in the communication base of a project-oriented enterprise;

ZSP1 – all the stakeholders of a program (P1);

ZSPj – any stakeholder of a project involved in the program (P1);

ZSPjn – any stakeholder of a project involved in the program (P1);

ZSinv – investors stakeholders ;

ZSpid – stakeholders’ contractors;

ZSm – each following m-stakeholder of a complex project;

Vprux – superficial values of project stakeholders;

Vsxov – hidden values of project stakeholders;

Vglub -remote values of project stakeholders.

System of project communication will allow to clearly understand the objectives and purpose of the creation of communications base of a company in terms of a project-oriented approach.

When using «Tasks of organizational and communication processes at an enterprise on the basis of a project – oriented approach», taking into account the communicative base of a project - oriented enterprise in a complex of subsystems, which are presented in Table 1, we can highlight the main criteria of an effective communication system at an enterprise [Tab. 2]. [Updated 5].

Table 2.

The criteria of effective communication system of an enterprise on the basis of a project - oriented approach.

Criterion	Feature
Organizational structure of communication space	Presence of communicative base of an enterprise. Integrity of communication system. Allocation of authority at hierarchical levels.
Communicative synergies	Relationship of communication processes of an enterprise. Coordination of internal and external information flows.
Communicative culture	Presence of communicative competences of all project participants.
Needs of communication process	Awareness of timely implementation of the activities.

	Rate of exchange between project participants. Control for reliable transmission of information. Presence of feedback.
Needs of information technology	Availability of accumulation, storage, processing, and transmission of information.
Quality of communication	Reliability and completeness of information

The important peculiarity of a project-oriented management is the role of potential stakeholders (stakeholders), who are fully involved in decision-making. At the beginning of a project the number of participants, the so-called stakeholders, and an acceptable level of their participation in the decision-making throughout the project cycle are set. The involvement of stakeholders in decision-making with a high degree of probability has an impact on such indicators of a program as an efficiency, the degree of susceptibility to actual public needs, an effectiveness, a transparency, an objectivity, a responsibility of all the participants. At the same time their active participation in the program does not guarantee the absolute success and goals achievement: high probability of occurrence, so-called conflict of interests, due to which the process of compromise can be time - consuming and quite long, which requires an ability to work in a team and to make joint efforts from project developers [7].

A top manager is responsible for a project and should be able to foresee all possible scenarios for the development of business activities and guide the whole process to a positive result. Mutual understanding of a project by all the stakeholders – is the task of communication system.

Conclusions.

Summing up, it can be argued that the activity of an enterprise on the basis of a project - oriented approach is a modern step in enterprise management. A project – oriented management is a management approach where individual business ideas are treated as separate projects within a uniform business program. Communications permeate all the activities of an enterprise. Without communication it is impossible to realize the activities of a business program, because at the very beginning of the business activities there is a need for coordination of all project participants, internal staff of an enterprise and all external stakeholders. Using four subsystems as a complex, namely organizational, technological, information and socio – psychological subsystem and considering the main criteria, according to which the effective system of communication in the company is achieved, will make it possible to improve the quality of personnel managerial activity of an enterprise in the context of a project - oriented approach.

The experience of foreign and domestic scientists within the administrative activity showed that a project-oriented approach is aimed at a team interaction. The

quality of this interaction depends on an effective communication to ensure internal and external stakeholders. Each participant should receive full high-quality information at every stage of business activities, such as information about business project, i. e. all the data should be collected from raw data to the results obtained in the course of all business activities. It is very important to use communication tools, which include advanced information technology. It depends on the quality of collection, processing, and preservation of project information.

Despite the importance of communication in management, interconnection of communication system with management on the basis of a project – oriented approach, further in-depth study of the communication support of personnel managerial activity of an enterprise can be the basis for further research.

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