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КРИВОРУЧКО О.М., докт. екон. наук,

СУКАЧ Ю.О., канд. екон. наук,

*Харківський національний автомобільно-дорожній університет*

## ОСНОВНИ ПОЛОЖЕННЯ РЕІНЖИНІРИНГУ ПРОЦЕСІВ УПРАВЛІННЯ ПЕРСОНАЛОМ

*Анотація.* Встановлено сутність реінжинірингу процесів управління персоналом як фундаментального переосмислення і радикального перепроєктування процесів планування, організації, мотивації, контролю та координації роботи персоналу для істотного покращення основних параметрів їх функціонування (тривалість, вартість, якість), з метою підвищення ефективності діяльності підприємства. Визначено склад процесів управління персоналом як об'єкта реінжинірингу. Обґрунтовано доцільність застосування реінжинірингу процесів управління персоналом на різних стадіях життєвого циклу підприємства.

*Ключові слова:* управління персоналом, процеси управління персоналом, реінжиніринг.

КРИВОРУЧКО О.Н., докт. екон. наук,

СУКАЧ Ю.А., канд. екон. наук,

*Харьковский национальный автомобильно-дорожный университет*

## ОСНОВНЫЕ ПОЛОЖЕНИЯ РЕИНЖИНИРИНГА ПРОЦЕССОВ УПРАВЛЕНИЯ ПЕРСОНАЛОМ

*Аннотация.* Определена сущность реинжиниринга процессов управления персоналом как фундаментального переосмысления и радикального перепроектирования процессов планирования, организации, мотивации, контроля и координации работы персонала

для существенного улучшения основных параметров их функционирования (длительность, стоимость, качество), с целью повышения эффективности деятельности предприятия. Определен состав процессов управления персоналом как объекта реинжиниринга. Обоснована целесообразность применения реинжиниринга процессов управления персоналом на разных стадиях жизненного цикла предприятия.

*Ключевые слова:* управление персоналом, процессы управления персоналом, реинжиниринг.

O. KRYVORUCHKO, Dr. Econ. Sc.,  
Yu. SUKACH, Cand. Econ. Sc.,  
*Kharkiv National Automobile and Highway University*

## FUNDAMENTAL PRINCIPLES OF REENGINEERING THE PERSONNEL MANAGEMENT PROCESSES

*Abstract.* The essence of reengineering the personnel management processes as fundamental rethinking and radical redesigning the processes of planning, organization, motivation, control and co-ordination of the personnel work to improve substantially basic parameters of their functioning (duration, cost, quality) for increasing the efficiency of the enterprise activities has been established. The composition of the personnel management processes as the object of reengineering has been determined. The expediency to apply reengineering of the personnel management processes at various stages of the enterprise life cycle has been substantiated.

*Key words:* personnel management, personnel management processes, reengineering.

**Statement of the problem.** Guarantee stable development of enterprises and the maintenance of a competitive position in the market nowadays are largely dependent upon the effectiveness of human resource management, as this activity permeates all enterprises processes functioning signatures and its impact on the main results. The development of a market economy requires modern enterprises new approaches to personnel management, one of which is reengineering. But it should be noted that the focus of modern scholars paid mostly of business-processes reengineering (core processes of the company), so the problem of implementing reengineering in personnel management in research and decided not practical realization of this approach is limited to adapting methods of business-process reengineering to another object – personnel management processes. Therefore, the question of the application reengineering for effective Human Resource (HR) management, is of particular relevance.

**Analysis of recent research and publications.** Problems of raising the efficiency of HR management pay special attention to foreign and domestic scholars, such as: A. Braverman, L. Vladimirov, A. Kibanov, V. Kolpakov, A. Krushelnytska, T. Popadina, F. Hops and others.

The application reengineering the personnel management processes are reflected in the works of V. Andrienko, N. Vlasova, I. Trehulova, P. Kutelov, I. Mishurova, E. Yablochnikov, Y. Fomin and others. However, there are two approaches to reengineering the personnel management processes: reforming direct service personnel management [1-6] (creating personnel centers, appointment of case managers on personnel management, organizing teams of personnel management, etc.) and the personnel management processes redesign [7] (where the rejection of the kind of functions (processes), combining multiple processes into a single, simplified processes, etc.). However, in both cases under reengineering means "radical rethinking and redesigning processes that ensure efficient use of personnel to achieve sharp, discontinuous improvement" [1, p. 101; 7; 8]. Thus, the reengineering object not defined service management personnel, and certain processes. It should also be noted that this definition: firstly, there is a fairly generic; secondly, the essence repeats the basic definition of business-process reengineering ("fundamental rethinking and radical redesign of business-processes to improve key performance indicators" [9]), not focusing on the specifics of reengineering object –the personnel management processes (the main improving parameters, reengineering aims, etc.).

Regarding the implementation of reengineering, the methodological support of the implementation of this method was also developed enough. The recommendations on reengineering, according to these approaches, or reduced to identifying key elements of HR and presenting them as processes [1, 2, 6], or redesign the HR processes to improve certain parameters [7].

In the first approach says that reengineering needs transition from functional structures to process commands [1-6]. For example, in [2, p. 148-162] proposed the creation of personnel center that headed by situational manager. Human resource center brings together all the services and departments that perform any task management personnel. Undoubtedly, the creation by the management staff proves to be effective because: firstly, the organization of personnel management involves the in-

teraction of all stakeholders; secondly, each participant is responsible for the results of its process; thirdly, such a control system is more flexible and mobile and allows you to respond to consumer demands. However, the discussion is the question of the correctness of understanding under reengineering only a new structure of HR, as this may be the one of the areas (methods) reengineering.

Part of this shortcoming is eliminated by implementing methodology that is set out in [7, p. 276-288] when reengineering the personnel management processes is to justify a set of parameters established processes and identifying related bottlenecks, determining basic personnel management processes, selecting appropriate methods of reengineering and formulating specific recommendations. The advantages of this approach are: firstly, the complexity of the proposed method (described sequence and contents of the stages of the re-engineering); secondly, specific measures for reengineering offered only after the establishment of processes indicators (parameters) deviation. However, the application of this technique is complicated by the fact that the model of HR processes formed depending on the stage of the life-cycle of the product and a set of parameters defines precisely this relationship rather than specific characteristics of processes.

**Remaining components of the overall problem.** Analysis of existing approaches to reengineering the personnel management processes allow for the exigencies conclude lack of common theoretical and methodological and logical propositions: underdeveloped conceptual apparatus of reengineering; not reasonable structure and content of reengineering the personnel management processes as an object; there is no comprehensive approach to the implementation of reengineering in HR management.

**The purpose of the article** is to improve the conceptual system of reengineering the personnel management processes and justification the personnel management processes structure as the object of reengineering.

**Statement of main results.** Install the essence of the concept means given it definition. The concept is the opinion which reflects overall while the essential features of objects and phenomena. Definition—is a logical operation that reveals the meaning of the term. The structure of each concept identified two aspects: content and scope. The meaning is a set of essential features of the object conceived notion. To

reveal the meaning of the term, it is necessary by comparing determine which features are necessary and sufficient for the release of the subject, and find out its relationship with other objects. The amount is determined by a set of objects covered by this concept. The content and scope of the concept are interrelated, as expressed by logical laws inverse relationship, which is formulated as follows: with increasing content of the concept, its volume decreases with increasing volume concept reduces its content. Therefore, disclosure of the concept of "reengineering the personnel management processes" must be defined: reengineering object for establishing of the concept; reengineering target orientation (substantiation of its purpose); essential features of reengineering the personnel management processes.

The object of the reengineering personnel management processes is appropriate. Modern scholars [1, p. 102; 2, p. 77; 6, p. 56] the composition of the personnel management processes is allocated based on the structure of the HR and the definition of its basic elements. According to this approach, such processes are: personnel scheduling; selection and placement; regulation of labor and wages; career guidance, training and adaptation; evaluation of work activities; staff development. With this restriction is unclear just the listing process, because according to [10, p. 26] the major subsystems of HR are: subsystem providing process management personnel, marketing personnel subsystem, the subsystem staff development, staff motivation subsystem, management subsystem communications, subsystem creation and development of corporate culture. So subsystem processes provide process management, communication management subsystem and subsystem motivate the creation and development of corporate culture in general not defined. Process planning, selection and placement are part of the subsystem marketing personnel, career guidance, training and adaptation – of the subsystem of development (in this case stands alone the staff development). Evaluation work is performed under general implementation of one of the functions of human resource management – control. The analysis showed that this approach is not perfect, and hence the need to study the composition of the personnel management processes (HR processes) as a reengineering object.

It is appropriate to define the processes for managing personnel handling in accordance with the general management functions (plan-

ning, organization, motivation, control and coordination), as enterprise content management staff revealed through human resource management functions, and the implementation of these functions is provided by fulfillment of certain processes. It should be noted that the structure and content of the relevant processes depends on Personnel Policy and Strategy of personnel management and decisions about reengineering is received also at the strategic level. The list of the personnel management processes as reengineering object shown in Fig. 1.

Based on the fact that the "process" in the narrow sense is a "course of any phenomenon, a succession of state, developmental stages, etc.; set of sequential actions to achieve any result" [11, p. 641], it is proposed to understand the personnel management processes as reengineering object as a set of sequential interrelated activities of planning, organizing, motivating, supervising and coordinating staff.

The next step in establishing the concept of essence "reengineering the personnel management processes" is a definition of its task orientation. According to the basic definition [9] in general reengineering is a method of improving any activity aimed at increase its efficiency and the basic performance of the facility improvements. However, under the main indicators refers to "the duration, quality, value, service, rates" [9]. With the implementation of HR processes reengineering advisable to choose parameters such as duration, cost and quality of implementation. However, it should also be noted that by in improve the basic parameters of the personnel management processes increases the efficiency of the company as a whole. That's why the main purpose of the reengineering personnel management processes, on the one hand, there are certain parameters to improve it processes, on the other hand – the resulting increase performance of the enterprises.

The main features of the basic concept of "reengineering" is a fundamental, radicalism, cardinality, focus on processes.

Fundamentality predicts that as a result of reengineering should be addressed the most important issues and significant question. Radical means changing things in their very roots (rejection of the existing structures and procedures and implement new ways to perform processes). Cardinality is that reengineering is advisable to apply only when there is an urgent need for sudden "jumps" transformations. Focus on processes means that the method is aimed at improving the processes of the enterprise, not its function.

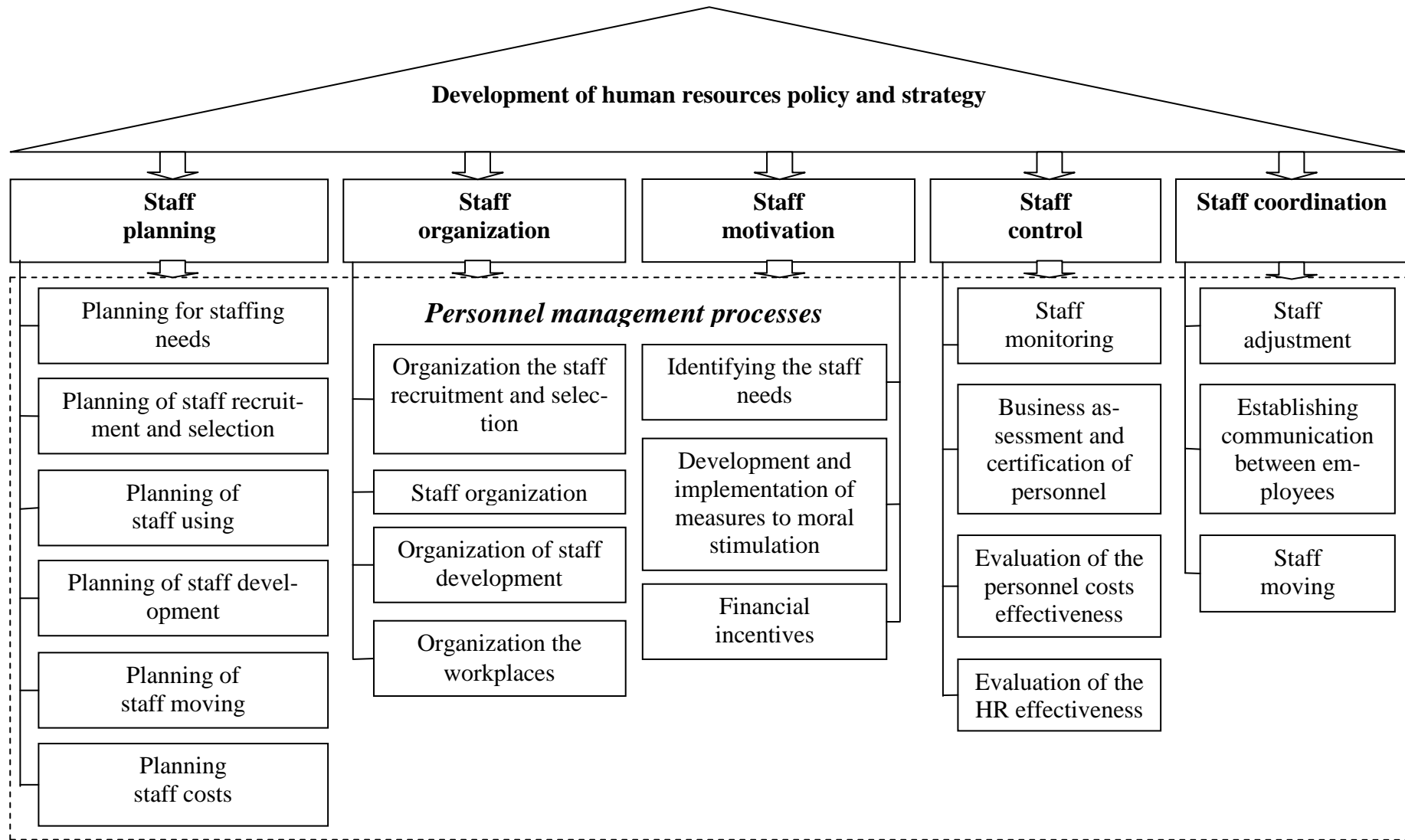


Fig.1. Personnel management processes as the reengineering object

So the definition of "reengineering the personnel management processes" is proposed based on the following provisions:

- focus on the object redesign – the personnel management processes;

- fundamental, radicalism, cardinality, focus on processes to identify as the main characteristics of reengineering the personnel management processes;

- identify the purpose of implementing reengineering (on the one hand, improving certain parameters namely the personnel management processes, on the other hand – improving the effectiveness of the enterprise as a whole (to achieve the set targets, improve the resulting indicators, etc.);

- determine the duration, cost and quality as a measure of processes that need improvement based on the basic definition of business-process reengineering.

Thus, the reengineering the personnel management processes proposed to define as a fundamental rethinking and radical redesigning the processes of planning, organization, motivation, control and coordination of the personnel work to improve substantially basic parameters of their functioning (duration, cost, quality) for increasing the efficiency of the enterprise activities.

The important question now is justification the expediency of reengineering using in practice signatures of enterprises. Nowadays, modern scholars [9; 12, p. 46] defined three types of organizations that need reengineering: those which are on the verge of collapse due to the fact that commodity prices are substantially higher and their quality is significantly lower than competitors; organizations that do not currently have serious problems, but suggest that future possible collision with intractable problems; organizations that do not have a problem (application reengineering driven by the desire to achieve the best result). Such a situation identified in the implementation of reengineering core business of the company. Personnel management is supporting activities that ensure the functioning of business-processes and the effect of reengineering the personnel management processes will be lower than that of reengineering core business. In addition, this method is rather costly improvements and risky, because the implementation of reengineering, without any problems and crisis situations will be economically viable. That is why the



advisability of applying the reengineering the personnel management processes offered to justify according to the stages of the enterprise life cycle (Fig. 2).

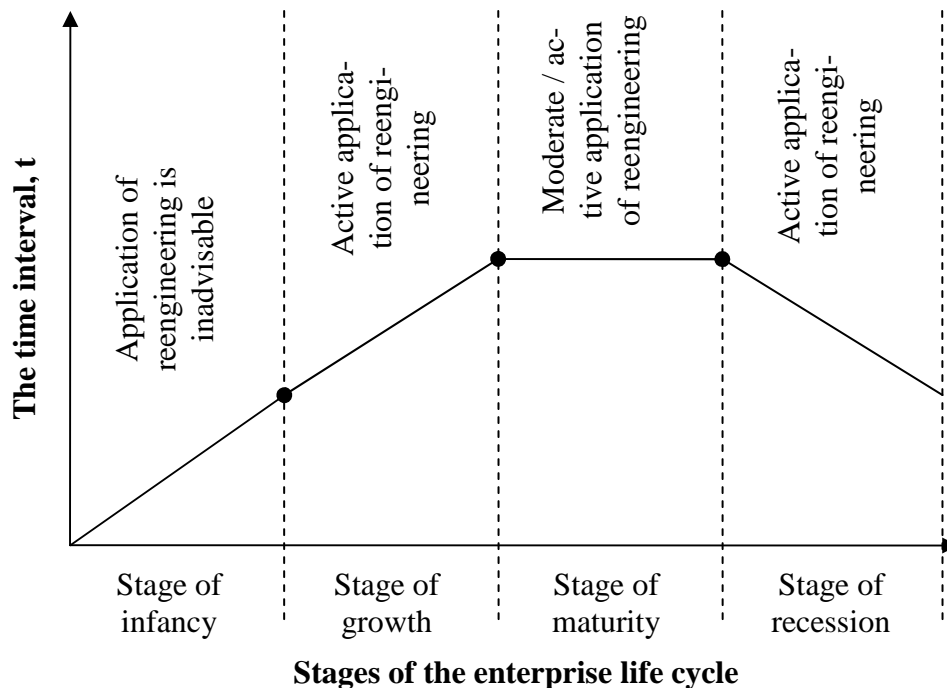


Fig. 2. Feasibility of using reengineering the personnel management processes at different stages of the enterprise life cycle

Thus, in the infancy the reengineering is inadvisable as the main objectives of personnel management at this stage of development is only the formation of personnel, development of systems and principles of personnel management, design organizational structure and so on.

At the stage of intensive growth (adjusted production, the product came on the market, the demand for goods (services)) encouraged active use reengineering as to meet the growing demand is necessary restructuring of enterprises (creation of new departments, divisions, attracting new staff, etc.). The recommended areas of reengineering can be: vertical compression process, the transition from functional departments to process teams, reducing the number of managerial influences variation process execution, delegation of authority.

At the stage of maturity of reengineering depends on the HR policy of the company, either the maximum concentration achieved on hold or prevent the crisis stage through some changes. In the first case, the recommended moderate using of reengineering. Key measures should focus

on reducing the cost and duration of the process, while reengineering areas can be recommended horizontal compression processes, reducing resources for the implementation of processes, eliminate unnecessary or long flow variability of process execution. In the second case the company should move to the active application of reengineering, due to the need to develop and implement new ways of working.

At the stage of decline reengineering is used actively, but its basic directions are to minimize and optimize organizational approach structure by reducing staff.

**Conclusions.** Thus, the essence of reengineering the personnel management processes as fundamental rethinking and radical redesign planning, organization, motivation, supervision and coordination processes for essential improvement basic parameters of operation (duration, cost, quality) to increase the efficiency of the signatures of enterprises has been established. The composition of the personnel management processes as the reengineering object according to the general functions of personnel management has been determined. The expediency to apply the reengineering of the personnel management processes at various stages of the enterprise life-cycle has been substantiated. Further research needs to address the issue of developing of methodical approach to implement the reengineering the personnel management processes.

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ФЁДОРОВА В.А., канд. экон. наук,

*Харьковский национальный автомобильно-дорожный университет*

## СОДЕРЖАНИЕ ПОНЯТИЯ «ИМИДЖ ПРЕДПРИЯТИЯ»

*Аннотация.* Предложено следующее содержание понятия «имидж предприятия»: целенаправленно формируемый в сознании различных целевых групп (субъектов непосредственного окружения и работников) образ предприятия на основе использования элементов комплекса маркетинга для достижения поставленных целей за счет обеспечения приверженности к нему представителей данных групп. В отличие от существующих, в предложенном содержании уточнен источник формирования имиджа, субъекты его восприятия, инструмент, а также цель формирования имиджа.

**Ключевые слова:** имидж предприятия, целенаправленно формируемый образ, субъекты непосредственного окружения, работники предприятия, элементы комплекса маркетинга.