Human Resource Planning in Implementation of Industrial Enterprises’ Strategy

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Abstract: Article investigates the role of human resource planning in implementation of industrial enterprises’ strategy. The author defines the essence and content of human resource planning, defines place of human resource planning in strategic management of industrial enterprise, studies specifics of development and implementation of industrial policy in modern Russia, develops recommendations for optimization of principles of human resource planning in industrial enterprise.

Key words: Human resource planning · Industrial enterprise · Strategic management · Industrial policy · Efficiency of labor

INTRODUCTION

In the establishment and formation of the Russian market economy become important issues of human resources management solution that promotes economic and social efficiency of any enterprise. Human resource management through effective workforce planning to allow companies to optimize the use of staff to identify and productively apply professional staffing capacity, to create the basis for the planned recruit, reduce the overall costs of hiring employees from its own systematic personnel policy.

Essence of Human Resource Planning and its Place in Strategic Management of Industrial Enterprise: Function of personnel management to a new level, today it is a complete and orderly system that contributes to the goals of the enterprise and is completely independent element of total intra-enterprise strategy. Fundamental component of this system is human resource strategy and planning.

Human resource policy is designed to determine whether any collective enterprise needs to have been successfully implemented strategic goals. Through the implementation of personnel policy objectives and tasks performed management personnel structure, so it is considered to be a key element of management human resources. The essence of politics is human resource continuous operation with human resources corresponding concept development organization [1].

Human resource planning is the development and implementation of the policy steps, which will be implemented personnel policy, through which activities identified staffing strategy [2]. Workforce planning is an integral part of planning at the enterprise as a whole. Formed staffing goals form the basis of the development of human activities that are set of measures aimed at the realization of human goals, objectives and strategies, taking into account needs of workers at every work place (Fig. 1).

Workforce planning is intended to help implement key initiatives strategy. Meanwhile, experts in the field of human resource planning tend to link human resource management to the process of strategic management [3]. Strategic management is a cycle in which several activities are complementary. Strategic management process is usually divided into five stages: mission and objectives, foreign media analysis, strategy formulation, execution, evaluation strategy (Fig. 2).

Strategic planning is the process of assessing the operating environment of the company, clients, competition, as well as their capacity and competence to determine strategy and then make decisions on the
allocation of resources (including human capital) to implement the strategy developed. Ideally, strategic planning process should be iterative, include internal and external information, as well as functional departments of personnel management experience [1]. The ultimate goal is to identify the strategic planning and capacity utilization while reducing risk by agreeing on goals and initiatives of the enterprise and providing the necessary and appropriate resources to achieve the desired results of the parties concerned.

**Specif ics of Development and Implementation of Industrial Policy in Modern Russia:** Based on the conceptual components instrumental technological support of the management process in the context of representation theory, it is possible to form an integrated mechanism for the implementation of industrial policy, which involves such tasks as: competitive allocation of resources between programs and projects, the development of the key to be measured performance indicators and performance development of the industrial
Table 1: The degree of involvement in the formation of complex instrumentation mechanism to implement industrial policy including resource support toolkit

<table>
<thead>
<tr>
<th>Instrumentation mechanisms</th>
<th>Performance management</th>
<th>Cost management</th>
<th>Deviations management</th>
<th>Changes management</th>
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<td>Complex evaluation tools</td>
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<td>Abstraction and aggregation tools</td>
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<td>Competitive procedures</td>
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<td>Logistical support</td>
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<td>Planning tools</td>
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<td>Optimization cycle</td>
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<td>Toolkit resource allocation</td>
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<td>Risk management tools</td>
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<td>Instrumentation distributed control</td>
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<td>Operational management tools</td>
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<td>Strategic analysis and management</td>
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sector development management mechanisms within the functional relationships, creating a harmonized regulatory and methodological framework for the implementation of programs and projects as a tool for the sustainable development of the industrial sector [3].

Decision given tasks can be performed by executing programs and projects using tools under decision support, combining form instrumental and technological support of the management process (Table 1).

At the intersection of lines and columns is shown the appropriateness of the use of management tools in the implementation of projects and the implementation of programs tailored to the specific features instrumental - technological decision support in key theory management ("+" - recommended to use, "A" - perhaps to use"--" - hardly used). Based on the theoretical foundations of modern concepts of management and management should agree with the definition of the category of industrial policy at the meso level, as a complex set of elements, including controls, functions, methods, structures, resources, targeted strategic aims, principles, techniques and tools, tightly interlinked with each other, forming an integration mechanism representing integrity and impact on the regional economy [4].

Thus, conceptually industrial policy should be presented as a complex set of elements and successive stages of development, which also includes the subject-object structure of decision-making, technology and tools, targeted strategically oriented functions, the resources on which the strategically - oriented management of industrial enterprise: resource-based approach [5]. Strategic deterministic problems in the resource - raising approach is manifested in resources that provide tactical and strategic levels of hierarchy holistic management process. Thus, sectorial development programs target identifies some areas of federal policy incentives and motivations in order to address national and society tasks: development of human capital.

Industrial policy of any country comes from a particular a conceptual model shown in Fig. 1 which is explained in this way.

- Manufacturing Company is the manufacturer of the product for the final and intermediate consumption. This category, which includes a variety of entities (from industrial and commercial enterprises to private entrepreneurs and institutions) providing, paid and low cost services [6].
- State the right to pursue industrial policy through the implementation of these functions. I.e. industrial POLICY is a public exposure each of the blocks, which are included in the manufacturer's model, shown in Fig. 3. Data set of interventions is an industrial policy tool, the main component of which is market policies labor (block "work"), including normative legal regulation of labor relations, implementation of educational program [7].

**Optimization of Principles of Human Resource Planning in Industrial Enterprise:** Process optimization of workforce planning is only possible due to the changing role of professionals and this is achieved by changing the content and form of their work, filling and provide new content management features traditional appearance or other advanced features [8]. Thus, together with the skills of personnel work, specialist personnel department should be aware of the relationship of its performance with the strategic goals and objectives and be responsible for implementing effective human resource management and efficient operation of the enterprise.
Fig. 3: Model of influence of industrial policy on the enterprise

Under the planned economic system, the number of employees of industrial enterprises was one of the key indicators that are directly controlled by the parent body. But the kind of analysis refers to a greater extent to industrial enterprises, economic activity was relatively stable over a long period of time [9]. Under the conditions of market economy development planning enterprise personnel, determining the number of employees who need training and development is carried out must own now.

The efficiency of the staff of the first depends on the competence of all employees. So, you need to manage staff competencies in all subsystems, aimed at the development and management company personnel, namely the determination of their qualitative and quantitative requirements in the company's management personnel, identifying the necessary requirements for the competence of applicants and selection of relevant experts, identifying the areas of competency of human resources, establishing techniques to motivate and stimulate the needs of professionals to improve competencies, assessment by the staff of the analysis of the level of knowledge and competence, comparing in accordance with the market situation, the required level of service, level of innovative development, etc.

Competence can be controlled by their evaluation and monitoring, with a view to further education, training, effective selection and recruitment specialists. It is pointed out the inextricable link the concept of “motivation” with the term “promotion”. In encouraging the employment benefits as are any human needs [10]. That is, the benefit under the workfare labor becomes a stimulus, thereby generating motive labor. Speaking about the motives of employment should be said about the role of the employee seeking to obtain the desired benefit through employment (motive). And speaking of incentives, it should be said about the role of government, are the owners of a set of benefits that the employee wishes to receive and receives them in case of an effective work.

If the government can maintain the highest quality of work for which the pay, it can be argued that the methods and means used are effective [11]. That is to stimulate human motivation is performing their functions more and better and not just to encourage work that can only be achieved by using a systematic approach to stimulating labor. This study identified the following methods to improve work efficiency:

- Method of reorganization of the labor process by incorporating corrections staff job functions, that is long and complex work functions are not split into smaller and simpler;
- Method of establishing the boundaries of labor functions and error detection for the purpose of adjustment;
- Method of training and upgrading of knowledge staffing company;
- The method of formation and improvement of programs and motivational increase staff loyalty against the company image and image -level management;
- Backward substitution method to more experienced personnel.
CONCLUSION

Study methodological aspects of workforce planning is an important basis for an effective socio-economic activities, at both the micro-and meso-level. Thus, the prevailing modern economic relations involve both increased international economic integration of Russia in the field of industry and the role of qualitative change in the international division of labor. Such interference may be due to the formation of an effective institutional system of workforce planning in every enterprise that will influence the formation of human resources in the framework of the entire industry.

REFERENCES