

## SUMMARY

**Subject matter:** The application of the foreign practice of the effective systems of human resources management in Russian organizations (on the example of “KROVAN-KMV”, ltd.).

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**Customer organization:** “KROVAN-KMV”, ltd.

**Topicality of the research** is conditioned by the fact that today in the conditions of the complicated economic situation of social significance are problems of the practical application of modern effective systems of human resources management, enabling any business to rise in the social and economic respect to the qualitatively new heights.

In Russia there is no established tradition of application of ready administrative decisions, and the greater part of Russian businesses creates their own management systems. The methods and instruments of personnel management applied by them do not always meet modern requirements. The need to study and use vast foreign practical experience of human resources management is obvious. At the same time one has to understand that a thoughtless application of foreign methods and instruments of human resources management disregarding the Russian specificity may prove not only useless, but in the most unfavourable situation demotivate personnel.

**Objective of the research** is the study of the opportunities of the application of the foreign practice of the systems of human resources management in order to improve the efficiency of “KROVAN-KMV”, ltd.

**Tasks:**

- to reveal the essence and content of the systems of human resources management in the practice of management of modern organizations;
- to identify the specificity of the effective systems of human resources management in foreign practice;

- to determine the opportunities and restrictions of the application of the foreign systems of human resources management in Russian organizations;
- to characterize the performance of “KROVAN-KMV”, ltd. and the specificity of the management of the organization;
- to analyze the system of human resources management in “KROVAN-KMV”, ltd. in the context of the organizational development;
- to propose the program of the improvement in the system of human resources management in “KROVAN-KMV”, ltd.

**Theoretical and practical significance of the research.** The results of the conducted research promote a better understanding of the nature and mechanisms of the improvement in the system of human resources management in modern organizations, the search for the optimal models of their management, and they also reflect the new quality of management based on the indispensable regard for the culture factor and orientated towards the increase in the effectiveness of the activity of organizations and their development.

In the practical plane the adoption of the main findings and recommendations of the research will improve the quality of the management of the organization, intensify staff satisfaction with the work in the company and its commitment to it resulting in the increase in labor productivity and, consequently, in the improvement of the effectiveness of the organization’s activity.

**Results of the research:** we analyzed the principal differences between the American, English and Japanese models of human resources management and identified the specific features of the Russian mentality which may serve both as the opportunities and as restrictions on the use of the foreign systems of human resources management.

In conformity with the identified characteristics of the American and Japanese models of human resources management the most suitable for the Russian mentality and also for the situation in “KROVAN-KMV”, ltd. requiring the optimization of the system of motivation and improvement of the socio-

psychological climate we proposed the program of the improvement of the system of human resources management.

**Recommendations:** the proposed program includes a number of measures. These are: the design of the strategy of activity and keeping the staff informed; discussion of the adopted strategy in the collective body; individual interviews with every employee of the subdivision or the team; the application of such elements of the Japanese system of on-the-job training as instruction and rotation; off-the-job teaching and subsequent assessment; development of the flexible system of moral and material stimulation, including the one depending on the length of service.