

## PRESUMPTIONS OF THE HUMAN RESOURCES DEVELOPMENT (HRD) MANAGEMENT

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Theoretical and practical presumptions of the human resources development management (HRD). raised for entrepreneur skills and regularity are actualized. On the basis of literature analysis and the carried out investigation and taking into account globalization processes under society transformation conditions. This article surveys and accentuate the principle directions and fields of the human resources development. Thus one or two approaches and statements presented have no strict statement. They are the accents of interpretation approach inviting for discussion. The aim of the article is to single out and name management characteristics attributable to human activity, which should be mastered within the process of the human resources development.

**Keywords:** *systemization, holism, entrepreneurship skills, activity, management, positional, regularity, change, development, progress, strategy.*

### Introduction

The present-day period of our generation at the turn of the century (as the progress of the science and technology is speeding up and new social and economic options and perspectives are appearing) is characteristic for the expressions of radical changes and oblige to perceive the strategy of fluctuation as the basic process of human activity, the unity of the worlds' of nature and human activity and the necessity of complexity in social development and progress (Melnikas B., 2002).

**The aim** of the article is to clear out the presumptions of the human resources development management influencing regularity and entrepreneur skills oriented towards up-to-date problems and prospects.

The European Union connects the coming decade with the formation of knowledge-based society, knowledge-based economy and training of human resources (A Memorandum on Lifelong Learning) by formulating the following characteristics: being able to adapt to changes by relieving ways of labour; functioning of knowledge-based economy; realization of the idea of continuing education training; formation of responsibility for the teaching/learning of abilities and skills; use of employment strategy factors for the development of ability to work, entrepreneurship skills, adaptability, full-fledgebility and completeness.

In the formulation of the long-term state development priorities (Resolution of Seimas of the Republic of Lithuania 2002), Lithuania links state vision to knowledge-based society, secure society and competitive economy.

Present time is characterized by Drucker (1993) as the society of knowledge and organizations. Special knowledge becomes the main measure of production and activity. However, any knowledge by itself does not produce or create anything. From the economical point of

view it is useful in so far as it is being realized while creating new value. Knowledge and skills become valuable only while carrying out particular purposeful activity. According to H.V. Perimutter (Mastering Management, 1997), any organization becoming the part of global civilization and pretending to become a competitive one on world market must orient its activity towards world problems, standards and to develop three main management abilities in change paradigm. They are as follows: global civilization mindset; global trade literacy; competencies for mastering conventionalism.

The present situation requires not only knowledge about world objects, regularities or theories, but also awareness, ability and skills of plan realization.

Therefore, in the process of global civilization, under conditions of society transformation, while developing human resources not only the meaning of (speciality) knowledge is becoming more urgent, but also the need for professional practical skills and abilities. The necessity of the system holistic approach is oriented towards world problems and local realization of the change process while teaching entrepreneurship skills competences from employment organizing towards occupation self-organizing.

**The object of investigation** – the human resources development in the aspect of regularity and entrepreneurship skills.

Taking into account estimations and possible prospects of the present situation, it is supposed that human resources are developed on the apprehension of the systems-holistic approach, activity organization (enterprise) and professional training in the change of human life development and evolution processes of progress.

**Investigation methods** – literature analysis and investigation by participation – when investigator himself is organizer, executor and participant of the process of the investigated object.

The change under society transformation conditions become one of the main strategies that can be understood in two ways: the change is influenced by present situation formed in human life development; the change is initiated by human activity developing the progress of human life. This double approach to the change demands wider perception and evaluation of the real potencies of society development and progress.

### Change as of characteristic human activity

In the modern world the change has become a usual and constant phenomenon and transformations going on in the society can be considered as the basic condition of global development and progress. The word “transformation” itself associates with changes, therefore, while applying this concept to society as social system (B.Melnik, 2002), the society transformations are understood as quantitative and qualitative changes conditioning the formation of basically new society. The process of change is a complex one, therefore, initiation of the changes of society as a whole system rarely turns out well. Most likely, change paradigms should be changed. The concepts, such as “change”, “reform”, “innovation” are close, but not identical ones. Change is a natural and constant process. Innovation and reform are planned and controlled processes. Innovation is an attempt to make influence on micro-level, reform – on macro-level. Innovation is connected with the improvement of particular aspects. Reform is rather political process related with the distribution of powers. While analysing change (reform) principles and regularities attention should be paid to the fact that the 9<sup>th</sup> decade of the 20-th century is the period of system reforms. To put the reforms into practice successfully, not only the systems-holistic approach is important. The awareness of what should be changed and foreseeing how it should be done the change (reform) strategies have a significant meaning.

M.Fulan, D.Hopkins, M.Ainsow, M.West (Parsons W., 2001) and P.Juceviciene (1996) affirm that system reform must have system organization which is the main characteristic of organization development. It means that all parts of organization must be system-oriented towards planned changes, which should be involved by system reform. According to the authors – the change in organizations is characteristic in two ways: as natural and as planned phenomenon. Natural change is step-by-step, often subtle transition from one condition into another. Planned change seeks to interfere with the course of natural events and to change the routine into the new order after some time.

P.Dalin (Parsons W., 2001) regards the change as adaptation and learning. Most likely, the learning as change

organizing is best distinguished by P.Senge (1990) with the help of five disciplines of learning organizations, such as:

- Building shared vision, as management problems;
- Systems thinking, as scientific research and consultation problems;
- Mental models, as formation models;
- Team learning, as methodological problems;
- Personal mastery, as responsibility problem.

The presented features characterizing the change process, should be ascribed to the institutional change. They are characteristic to the countries distinguished for the already formed stable market economy system, where change is possible as innovations, perfection, improvement, design, etc.

Situation in Lithuania is not distinguished for the above mentioned features and should be treated as transitional period from totalitarian, strictly planned system towards democratic market economy system. Today there are no dominating totalitarianism features; however, the stable market economy system is still missing. One aspiration could be easily distinguished, i.e. to copy western countries. However, it is an inadequate attitude, because modern world does not give and cannot give examples, experience and practice able to show the transition from planned economy towards market economy. Therefore, the experience of others, theoretical models or examples, from the practical aspect, will not function under our conditions. Hogwood and Cunn (Parsons W., 2001) accentuate in a similar manner affirming that management change conceptions are interested in “practical”, “situational” questions, i.e. while asking how changes could be carried out and resistance could be overcome in reality in order progress should be reached. The question “how” and affirmation “should be done in such a way”, in order “to happen”, take activity and educational character.

Therefore, change strategy, while developing human resources in on enterprise and professional aspects, could be characterized with the help of active position, overcoming the narrowness, tenacity, through systemization and formation of holistic approach.

Systemization as system and filling. System – as model, filling – as method. The aim of “system” is to ground, investigate and describe expressions according to theoretical model, putting it on the social object. The aim of filling is to form system approach towards object with the help of principle the of system completeness. Depending on aims and purpose systemization is expressed in two ways: system – is, exists; filling – is made, appears. Thus, human resources can be looked at in two following ways: - as already existing ones, which can be cleared out, investigated and portrayed, i.e. – cognition direction and as still formed ones – action direction. (Fig.1).

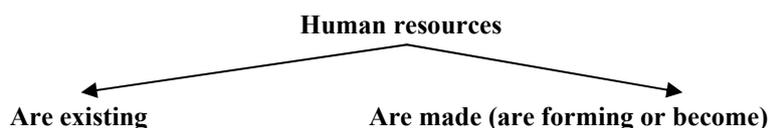


Fig.1. Human resources formation principle

One can suppose that system and filling are characterized by system completeness. System completeness is characterized through the plane of processes, functions, organizations and material (matter). System completeness

principle is maintained, when each of system planes includes the whole system with the help of processes, functions, organizations, matters while keeping doubleness – “is, exists – made, becomes” (Fig.2).

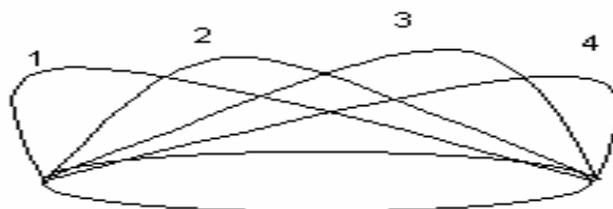


Fig.2. System completeness principle (S.Grighaliūnienė, 2002)

To sum up, the conclusion could be drawn out that the formation of system-holistic approach, the two-fold principle (object – is, exists – knowledge direction; object – is made, becomes – action direction) in modern situation is an essential condition while developing human resources in the training of regularity and entrepreneurship skills.

#### System-holistic approach towards entrepreneurship skills in management aspect

Management, including social one, has been existing since the times when human community started its existence. However, the management itself started to be accentuated only in the 20<sup>th</sup> century. That was when two directions as well as their synthesis were cleared out. They are as follows: the first one is linked to social sciences (state and law theory, sociology and social psychology, history); the second one is linked to the expansion of practical intellect (in the spheres of politics and administrative law as well as in industry and quantity production formation).

In the process of this synthesis two following types of activity have been united: investigational-sequencing (objective-ontological) and projective (organizational), which existed before, however, the results of their activity have transformed independently of one another.

Namely, the generalization of the experience of these types of activity allows marking the contours of the program of new profession (management).

Engineers were the first to make management tasks actual. While creating information-management systems of various kinds, engineers have fixed a paradoxical

situation: while designing technical system the activity system is created simultaneously. Instrumentation and constructs which have been made earlier belong to natural, i.e. traditional activity context. When engineer during the designing imitates the future use of designed machinery and means, he imagines there himself first of all. He himself is the measuring instrument of function evaluation or construct efficiency. While creating, designing and constructing all this in his mind or practically, the engineer foresees the outcomes. Therefore, in the result everything is interdependent and matched.

However, having started create the creation of complex socio-technical systems which organizes communal life, all the worked off imitational ways become ineffective, because these systems are not knowledge / awareness-based (Г.П.Щедровицкий). Therefore, the task has been formulated, how to design activity systems or how to put these structures into the activity systems, existing in the of labour results technical structures. Today, when talking about organizational management tasks, this situation is given prominence from the point of view of scientific knowledge.

Taking into account management science development starting with A.Smith (Simon H.A., 1947) period and drawing attention to the main fundamental works about strategic management A.D.Chandler (1962), H.I.Ansoff (1965), K.Andrews (1965), R.Jucevicius (1998), one can notice that management is concurrent with economical theories of organizations or forms of economical organizing. One can suppose that the change of activity conditions influencing the necessity for strategic management or human life development and progress

is influenced by entrepreneurship skills as the reproduction of human life-style conditions.

The position of entrepreneur in business was introduced by German economist I. Shumpeter (Щедровицкий Г.П., 2000) at the beginning of the 20-th century. The essence of entrepreneurship skills thinking and entrepreneurship skills activity was looked at through the prism of innovations and novelty. According to Shumpeter, only the social-cultural subject that makes new activity orientated towards the production of new type product can be called entrepreneur. Therefore, the so-called economical system or organization of economical activity has appeared under the circumstances of the whole of means orientated towards activity.

At the same time it is important to note that economic system of organization is not only "thinking field", "market" is fulfilling the analogical function of "substantiation" and "comparison" of various types of resources, however, already not in the of way thinking, but activity through the system of experiments and mistakes and its reflection.

Already in the middle of the 21-st century it was shown that "economic progress" had other side, i.e. "economic crises".

Present socio-cultural situation makes to change the meaning and purpose of entrepreneur skills cardinaly, i.e. the entrepreneur is obliged to refuse the united measurement system and to introduce new systematizing factors. Modern entrepreneur oversteps the limits of economic sample. He is obliged to refuse the strict focusing towards one type of resources – finance. He introduces a number of different operational systems and systematizing factors, i.e. intellectual, activity, socio-psychological, cultural, ecological. The necessity appears to talk not about entrepreneur's, but about types of social resource analytics, and socio-technician - the new position should lean on new position perspective thinking and activities. This position consolidates on the activity basis, overstepping its limits. The activity of this position is comprised of two parts. One - practical influence and investigations corresponding it. At the same time organizations are being designed, and later materialize. These organizations integrate into another activity, where they organize in the same way. This second activity is a designed activity system, i.e. the one which is tried to be managed. In other words, in fact one activity is constantly being carried out over another (Fig.3).

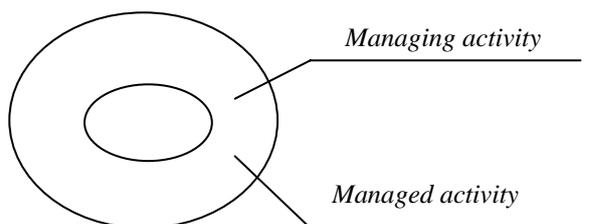


Fig.3. Socio-technical activity principle

Practically, such activity is treated as management or socio-technical one, which allows to differentiate (to specialize in levels) in the human resources development.

#### Activity levels in the human resources development

Literature analysis and studies of management theories and conceptions enable to single out and formulate three levels of human resources activity. The studies of modern management science theories and conceptions, to which "The Guru Guide: The Best Ideas of the Top Management Thinkers" is attributable allows to formulate the first activity level, where management activities, mega-skills, principles, features, values and facts (Boyett J.H., 1998) are presented; main management conceptions and strategies of organization activity (Boyett J.H., 1998) are named; main processes influencing the change and perspectives of organization (Boyett J.H., 1988) are singled out. It is fulfilment activity level orientated towards

conceptual knowledge, which must be known. One must know how to use them as principled rules, requirements or "ABC", without which any kind of performance is not possible. It is attributable to speciality knowledge and skills, which must be constantly confirmed, repeated and resumed.

The second activity level including management skills and abilities, ability to orientate in changing environment and perform under the situation, allows to single out studies of modern management science theories and conceptions orientating towards modern world situation, socio-political context, international economic structure, competitive ability, making actual globalisation and multinational corporations, international financial market, changing strategic management in indefinite future world. These are scientific works (Mastering mastering Management, 1997), which in the context of regularity and entrepreneurship skills of the human resources development actualize the direction of organizing practical organizing based ac-

tion for the assurance of activity functionality. It is attributed to the practice of professional activity.

The activity based on innovation, formation of new attitude, creation of the future orientated towards the strategy of change paradigm is attributed to the third activity level of the human resources development. These are fundamental scientific research works performed by P. Drucker (1964, 1985, 1993), J. Naisbitt (1995), R.M. Kanter (1995), S. Dombergs (1998), A. Tiwana (2002), Watermann R.H. (1988) and others, actualizing the conception of educated person, the importance of the creation of new knowledge, the value of mental formation. It is attributable to “the out” – the overcoming of the narrowness of conventionalism, disabilities, inaptitude and ignorance.

Having in mind society transformations in the fields of politics, economics, technology, information and sociality and future indetermination, human factor becomes one of the most significant ones. On the other hand, we are becoming the members of the transformation of modern post-industrial society. “Economic man” and the phrase “we know what he wants” give up their place to “mosaic man” and the phrase “nothing to be changed, only to think about it in a different way and the world will be different”.

From the point of view of management strategy, the organised change within the human resources development – development of the entrepreneurship skills and the activities-oriented stand, is predestined not only to organize or be organized by the others, but becomes the development of skills and capacity to organize an occupation and realize the idea implementation, within which strategic thinking is not the change itself, but the organization of change and its management.

According to modern theoreticians, known and applied theories and concepts have no necessary measures and methods for the work with becoming objects. It means that creation of “new” knowledge with the help of “old” instruments and methods continues the past. That confirms P. Drucker’s (1993) proposition – “the present is formed from the future”. It means that ontological and methodological problems are becoming more actual today. Thus the 21-st century poses new requirements within the spheres of the human resources development behaviours, performances and mindsets:

- derivation of new frames for cogitation and performance;
- derivation of new epistemological strategies;
- setting of new channels of dissemination (broadcast) and application (mastery) of new knowledge / awareness.

### Conclusions

The following summarising statements result from the article:

1. Change as one of the elements of evolution process system within the human development and progress processes should be initiated from the point of view of the systems-holistic approach in two-fold principle directions.

2. The formation of systems-holistic approach, the two-fold principle is essential condition in present situation to develop human resources by the training of regularity and entrepreneurship skills.

3. The human development and progress as the reproduction of human life-style conditions are ensured by entrepreneurship skills and regularity.

4. From the point of view of entrepreneurship skills and regularity the human resources development management presumptions are differentiated in specialization levels:

- performance-oriented direction – action based on speciality knowledge, for the constant confirmation and improvement of the profession gained;
- organization-oriented direction – action based on practical action organization for the assurance of activity functionality;
- organization consultation-oriented direction – action based on activity re-functionalisation for the future activity formation.

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