

**THE STATE COMMITTEE OF COMMUNICATION,  
INFORMATIZATION AND TELECOMMUNICATION TECHNOLOGIES  
OF THE REPUBLIC OF UZBEKISTAN  
TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES**

Permitted for the defence  
Head of the department

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## **FINAL QUALIFYING WORK**

Theme:

### **MANAGEMENT OF EMPLOYEES' PROFESSIONAL CAREER IN TELECOMMUNICATION COMPANIES**

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**TASHKENT-2013**

**THE STATE COMMITTEE OF COMMUNICATION, INFORMATIZATION  
AND TELECOMMUNICATION TECHNOLOGIES OF THE REPUBLIC OF  
UZBEKISTAN**

## TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES

Faculty: “Economics and management”, Department: “Economic”,  
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**APPROVED**

By head of the department

“ \_\_\_\_\_ ” \_\_\_\_\_ 2013

### TASK

**At the final qualifying student's work:** Dadajonov Dadahon Erkinovich

**Thesis title:** “Management of employees’ professional career in telecommunication companies”

**1. Subject approved by order of the university from Dec.7, 2012 № 1304-06**

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**4. The content of settlement and explanatory notes (list subject to development issues):** 1.Theoretical basis of personnel management organization; 2.Analysis of modern methods evaluation of staff; 3. Improving the efficiency of management for enterprise JV «Sarkor Telecom»; 4.Safety of life activity.

**5. The list of graphics::** Tables:1. Examples of critical cases of the manager - on sales; 2.Scale of an estimation of management style; 3.Qualities of the managers; 4. Scale of an estimation of business qualities of the manager; 5. Merits and demerits of methods of an estimation of results of activity of workers.

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Name of section	Consultant	signature, date	
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### АННОТАЦИЯ

Ушбу битирув малакавий ишда ходимларни бошқаришнинг назарий асослари кўриб чиқилиб, уларни баҳолаш мезонлари ўрганилинди.

Ходимларни замонавий ишлаш усулларини тахлили келтирилиб, тахлил натижалари асосида бошқарув фаолиятни самарасини ошириш бўйича таклифлар келтирилди.

#### АННОТАЦИЯ

В данной выпускной квалификационной работе рассматривались теоретические основы организации управления персоналом, изучены критерии их оценок, проведен анализ современных методов работы персонала, на основании анализа даны предложения по повышению эффективности управленческой деятельности.

#### ABSTRACT

In this final qualification paper discusses the theoretical basis for the organization of personnel management, studied the criteria for their evaluation, the analysis of modern methods of personnel, based on the analysis suggests ways of improving the effectiveness of management activities.

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## INTRODUCTION

In this rapidly changing world of global interdependence and competition, the need for the development and widespread adoption of advanced technologies is truly a landmark becomes a question of information in all spheres of activity. The report on the meeting of the Cabinet of Ministers dedicated to the socio-economic development in 2012 and the most important priorities of economic program for 2013 President of Uzbekistan Islam Karimov said: "The growing importance accelerated implementation of measures and projects in the field of information, communication and telecommunication technology. We must realize that without a radical, I would say the explosive progress towards implementing widely in all areas of the economy, in our everyday life of modern information and communication systems, it is difficult to see the future. We need as soon as possible not only to eliminate the backlog occurring in many kinds of information services, but also to enter into the category of advanced countries with a high level of information and communication technologies."<sup>1</sup>

Characteristic feature of modern management is the recognition of an increasing role of the human factor in system of manufacture and development of new forms and management methods the personnel labor, first of all at level of the enterprises and firms.

The main potential of the company is in the frames. What would the great ideas, the latest technology, the most favorable external conditions may exist, without a well-trained staff high activity could not be achieved. There is no doubt that, people do the work, serving ideas and allow the company to exist.

Today the aim of personnel management is focused on building plans for labor, employment policy, maintaining a working environment in the production, promotion managers in the selection, development, training in the release, by the end of the century, the focus will be employment and pay equity, flexible social

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<sup>1</sup> I.A. Karimov. Our main goal - to resolutely pursue the path of large-scale reforms and modernization of the country. - T.: Uzbekistan, 2013. p.9

benefits and labor regimes, the active involvement of employees in career planning, training them in all stages of career development.

The overall goal or objective analysis of the labor force has always been to identify the potential of these enterprises. Successful implementation of the tasks assigned to the communications and information industries, depends largely on the evidence-based personnel policies. The current system over the years, staffing, to some extent, satisfy the requirements of the production in the previous stages of its development. However, with the transition to a market economy, the development of new forms of managing the existing system of staffing has become noticeably lag behind the needs of production. To work effectively in the new environment for communication companies are now increasingly require highly skilled workers, possess knowledge of information technology, economics, organization of production, speaking foreign languages, capable not just carry out orders, and independently take initiative and enterprise. The transition to a market economy involves the rejection of forced labor as a duty to the state, the worker provides a real opportunity to free choice of profession, occupation, working environments, as well as individual career growth.

The aim of this work is to study the nature, principles, forms of incentives for workers in the field of telecommunications, control and improve the professional career of workers in a market economy.

Based on the purpose of the study in the following tasks:

- Expand economic mechanism of regulation of labor;
- Investigate the nature and value of the efficiency of the personnel;
- Consider the concept of career development for staff; For example, JV «Sarkor Telecom» analyze management career employees;
- Identify key areas encourage career development in market conditions, using foreign experience.

The subject of the study is to control the discharge of professional career employees telecommunications companies.

The object of research is the work of JV «Sarkor Telecom» in 2010-2011. Methodological and theoretical basis of this thesis are the works of domestic and foreign economists in the field of labor economics and sociology.

The work consists of the introduction, four chapters, the conclusion, the list of references.

# **I. THEORETICAL BASIS OF PERSONNEL MANAGEMENT ORGANIZATION**

## **1.1 Value and economic mechanism of regulation of labor communications**

The material and the real basis for the process of creating communication services are material, financial and human resources organizations that shape their economic potential. High rates of Communication and Information, the introduction of advanced equipment and technology, people are increasingly demanding in terms of quality of service and service demand determine the adequacy of the manufacturing process of communication resources, especially labor, and increase the efficiency of their use. The value of labor is that it is the work done by workers driven tools, it is their intended effect on the subject of work that creates a use-value, with which the manufacturer is entering the market and the implementation of which determines the social significance of the end product. Whatever the technical and organizational capacities of the organization did not have, it will not work effectively and be competitive in the market without the presence of the personnel capable of implementing inherent in the material-technical base of production potential. A deep understanding of the value and role of labor in the production relations of Western experts led to the characterization of enterprises as a combination of real and human capital.

Work is not only a source of material benefits. It represents one of the major spheres of ability to live who occupies the most part of all conscious life of people. In the course of labor activity their professional abilities and creative potential reveal, possibilities of self-expression and social contacts are realized. Therefore questions of use of a manpower, regulations of labor relations have priority value as the major socio-economic factors of increase of production efficiency and national well-being.

Transition to market economy makes radical changes to sphere of labor activity. The labor as the manufacture factor is considered as the goods the requirement in which is satisfied on a labor market where social and economic interests of employers and hired workers are realized. Being an organic part of a national labor market, the communication labor market functions taking into account macroeconomic principles of its regulation, and also specificity of formation of economic potential of managing subjects of branch and features of its use in production on creation of services. Among the branch features influencing volumes, structure and results of use of industrial resources it is necessary to note, first of all, immaterial character of the services which creation does not demand raw materials expenses. It increases relative density of the expenses connected with payment, in structure of the general expenses of operators and does branch labor-consuming.

The increase in number of workers is often connected with maintenance of a mode of activity of the organizations of communication during which owing to non-uniformity of receipt of loading workers have time on duty, free from rendering of services that objectively reduces productivity of their work. Carrying out of various actions, including application of flexible hours of labor shifts and holidays, the organization of workplaces of the combined work, use of various tariff plans and others, only partially smoothes negative influence of non-uniformity. This results from the fact that the total load of the industrial personnel is provided with consumers, that is their solvent demand and desire to receive concrete service in a concrete place and during concrete time. Differently, demand for work services, requirement for a manpower are derivative of the declared demand for services of branch which represents itself as the limiting factor at a substantiation of necessary number of the industrial personnel.

It is necessary to consider also that communication is hi-tech branch with high rates of scientific and technical progress and strengthening of an innovative

component in processes of formation of all kinds of industrial resources. Concerning workers of communication this tendency is expressed in increase of requirements to their general educational, professional and qualifying level, and also such personal characteristics, as fast adaptation to technological innovations, a susceptibility to innovations, ability and desire to constant perfection according to changing organizational-technical and social and economic conditions of production.

Noted features cause necessity of working out of the effective mechanism of regulation and management of a manpower of communication for increase of efficiency of economic potential of branch and managing subjects entering into its structure.

At macroeconomic level management of a manpower includes employment regulation in branch and regional aspects, working out of laws, statutory acts concerning guarantees of employment, the organization of labor activity, and also recommendations about perfection of indemnification (payment) of work and its motivation.

Management and regulation of labor activity in communication is carried out at all levels of hierarchy of management by branch taking into account the status, the rights and carried out functions of each of them.

Research of a branch labor market consists in an estimation of a parity of supply and demand of labor, branch positioning on a macroeconomic labor market on competitiveness indicators, especially on those from them which reflect level of payment and social security of workers.

Analysis of volumes, qualitative structure and dynamics of a manpower is based on studying of number occupied in the organizations of communication of all patterns of ownership, distributions of workers on under branches, an educational level, qualifying characteristics in the investigated period.

Definition of the price of work or cost of labor on the basis of the fact sheet about an average salary in branch and separate under communication branches

should be accompanied by the comparative analysis with similar indicators in other branches of the economy, officially established living wage. By its results recommendations (within the limits of the operating should be developed legislations) about the sizes of the minimum tariff rates and salaries for workers and to perfection of system of payment of signalmen as a whole.

Research of intensity and character of movement of labor in branch urged to estimate turnover of staff in a cut under branches, to reveal principal causes of instability of collectives for the purpose of their subsequent elimination, to define existing requirement for shots for working out of plans of their preparation.

Definition of progressiveness of norms of work and labor expenses is necessary for an objective estimation of an optimality of volumes of the industrial personnel involved in process of rendering of services and service of means of communication. Norms of work act thus as the major regulator of a manpower and the main criterion in system of an estimation of efficiency of concrete kinds of labor activity. Working out at branch level of recommendations about optimization of norms of work taking into account a complex economic, technological, psychophysiological and social factors and their use in the communication organizations is directed on decrease in labor input of services and is an important reserve of reduction of expenses on manufacture.

The estimation of efficiency of use of a manpower is spent on natural (to balance and working hours structure) and cost (labor productivity, salaries of capacity, etc.) to indicators. The analysis of these indicators in under a branch cut and in dynamics allows to give the characteristic of return of work, its quality, and also to estimate influence of level of use of personnel potential on economic indicators of branch.

Working out of progressive forms of motivation is based on application of various ways and tools of increase of interest of workers in an intensification of labor activity and increase of its efficiency. Strengthening of the importance of material and non-material stimulus in regulation of a manpower is directed on

attraction and fastening of highly-skilled personnel and hardening of competitive positions of branch on a macroeconomic labor market.

Maintenance of social security of workers includes working out of measures on organization and labor safety improvement, increase of level of its safety. Great value actions for strengthening of social guarantees of workers of communication in employment questions thus have, especially by reorganization of the organizations, sale of controlling interests and other large changes which can cause social intensity between employers and hired workers. At branch level recommendations can be developed for the subordinated organizations concerning social support low payable categories of the industrial personnel, the personnel workers who have retired, etc.

At level of the organizations of communication the regulations of a manpower considered above a direction are concretized taking into account their features under a branch accessory, character of rendered services and technology of their manufacture, competition level in the regional market of services. The special attention is given to an estimation of competitiveness of the operator in comparison with other telecommunication companies working on the given territorial market segment, including on quality of labor, level of payment, social security and efficiency of use of labor potential. At level of the organizations the general directions and recommendations are materialized in a complex control system of human resources for the purpose of achievement of the maximum return of investments into their development.

## **1.2. Methods for evaluating the effectiveness personnel labor**

Concept of efficiency of work of the personnel. The most important problem of human resource management - the estimation of firms and its activity. The estimation of productivity of work of each worker is directed on definition of level of efficiency of performance of its work. It characterizes their ability to make

direct impact on activity of any structural division of the organization. The result of work of the worker can influence achievement of the purpose of division or the organization as a whole. The estimation of productivity of work of the personnel pursues following aims:

- Increase of overall performance of the personnel;
- Appointment of adequate compensation for personnel work;
- The decision-making, the employee connected with labor career.

In practice of work of the domestic enterprises the problem of an adequate and exact estimation of work of the separate employee remains till now unresolved. It means that models of labor relations and management of the human factor should be seriously reformed in a direction of essentially best (on an order) uses of creative abilities of the person.

Creative abilities of the person are shown through its competence which is the central concept of all concept of human resource management.

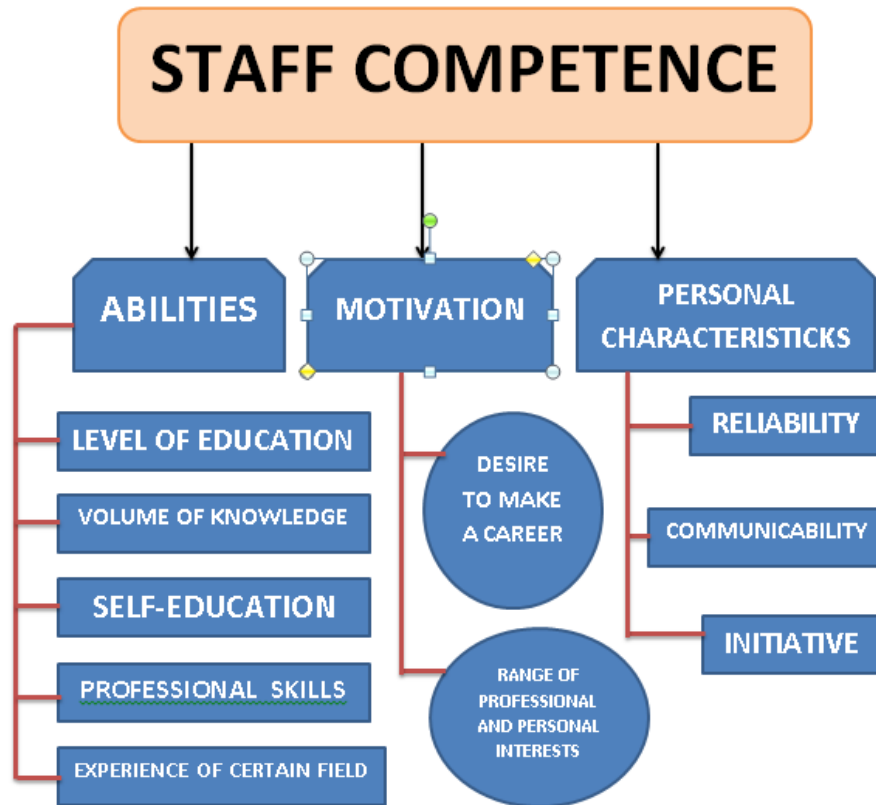
Estimating competence of the personnel, we estimate in the general view:

- Abilities of the personnel (an educational level, volume of knowledge, professional skills, experience in certain sphere);
- Personal properties (initiative, skill to communicate, reliability);
- Motivations (a circle professional and personal interests, aspiration to promote,).

The personnel competence - a category very dynamical, developing. It can be considerably raised at the expense of constant training, self-education, reception of workers from outside and especially motivations. Therefore problems of management of the personnel is optimization of productivity of its actions which depends on the competence and motivation.

The competence is a rational combination of abilities, personal qualities and motivation of the firm personnel, considered in a time interval (pic. 1.1).

Management of the competence can pass both at firm level, and at level of the person. At level of the person management of the competence is carried out in the following sequence:



Pic.1.1 Maintenance and essence of concept "competence"<sup>2</sup>

- The employee estimates the competence in comparison with post requirements;
- Makes active the knowledge received by it and skills in case of discrepancy to their requirements of a post;
- The decision on necessity of additional training if these abilities do not deduce the worker on level of conformity to post requirements makes.
- Management of the competence at firm level is spent by special workers and provides:
  - Estimation of requirements of firm in the personnel according to the purposes and firm problems;
  - Estimation of level of the competence of employees;
  - Comparison of cash and resources on competence level;

<sup>2</sup> E.A.Utkin a management Course, M.:Zerpalo. 2004.

- Decision-making on maintenance of conformity of cash and resources (at the expense of training of employees or attraction of workers from a labor market).

At an estimation of productivity of work important practical value has correct definition quantitative and the quality indicators reflecting ultimate goals of division or firm as a whole. Indicators on which workers are estimated, are called as criteria of an estimation.

The concept of an estimation of work of firm personnel is based that as criteria of an estimation the indicators estimating level of the competence of the worker are accepted.

The researches spent on a number of firms of the USA, have shown that frequency of use of different criteria made: quality of work - 93 %; work volume - 90 %; knowledge of work - 85 %. The personal qualities used in a role of criteria, were: initiative - 87 %; communication - 87 %; reliability - 86 %.

The choice of criteria of an estimation of productivity of work of the worker depends on its accessory to this or that category of workers: heads, experts and other employees.

The result of work of the head, as a rule, is expressed through results of work of firm: profit growth, a share in the market, growth of number of clients, etc., and also through social and economic working conditions of workers (for example, payment growth, increase in privileges, etc.).

Results of work of experts are defined, proceeding from volume, quality, timeliness, completeness of performance of the functions fixed to them.

Certain demands are made to criteria of an estimation of productivity of workers. They should:

- To make direct and solving impact on results of work of division of firm;
- To lead to achievement of the purposes of firm;
- To influence at least 80 % of results of work of workers.

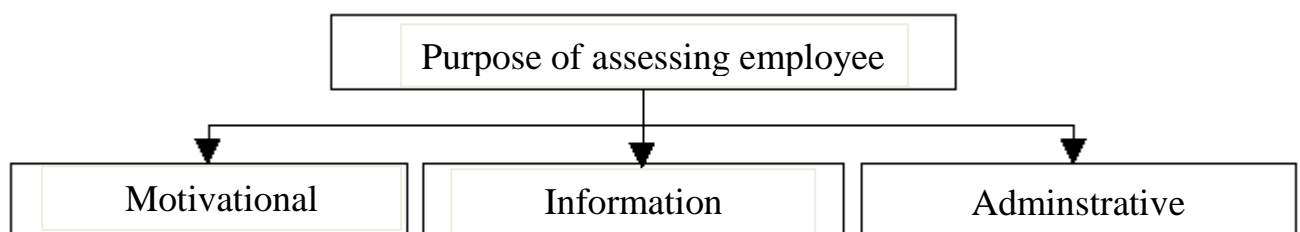
Criteria of an estimation of productivity of work should not be more than 5-6

The choice of criteria is defined by appointment of criteria of an estimation,

for what decision of specific targets results of an estimation are used. So, for example, if main objectives are increase of productivity and definition workers wage estimation should be made by criteria of productivity. If the purpose is advancement on an office ladder, criteria which would define potential productivity on a new place, etc. are necessary.

Periodicity of an estimation depends on many factors: specificity of work of the worker, term of the expiration of the contract, the running cycle period, essential change of productivity of work, the work termination on each separate problem, etc.

The estimation of productivity of work of the worker is directed on realization of three purposes: administrative, information and motivational (pic. 1.2).



Picture 1.2 Main objectives of an estimation of productivity of work of the worker<sup>3</sup>

The administrative purposes. The estimation of productivity of work of the worker is spent for acceptance of administrative decisions:

- Increases, falls on work;
- Transfer into other work;
- Encouragements, punishments;
- Directions on training, retraining;
- The terminations of the labor contract.

The information purposes. The estimation of efficiency of work of the worker allows to inform on relative level of its work. To define strong and weaknesses of

<sup>3</sup> E.A.Utkin a management Course, M.:Zerpalo. 2004. P. 24

labor activity and to correct the behavior.

The motivational purposes. The result of an estimation in itself is the major motive of behavior, and revealing of strong workers allows administration to remunerate them objectively.

As show researches, the regular and regular estimation of the personnel positively affects motivation of employees, their professional development and growth.

Thus, an estimation of degree of productivity of work of each worker - an obligatory element of control of any firm. It is one of the human resource management functions, directed on definition of level of efficiency of performance of work. The labor efficiency level estimation characterizes ability of the worker to make direct impact on activity of concrete division or firm as a whole.

In a general view the estimation of productivity of work of the worker should include following actions:

- The accurate formulation of requirements, standards shown to a concrete post;
- Formation of system of criteria of an estimation of level of the competence of the worker focused on performance of official requirements;
- Complex (quantitative and qualitative) an estimation of work of the worker;
- Estimation of conformity of abilities of the worker to requirements of a concrete post (definition of a measure of affinity between official requirements and level of the competence of the executor);
- Creation of the mechanism connecting results of an estimation of work of the worker with system of compensation for work, i.e. with definition of a salary, the size of awards, privileges and etc.;
- Creation of the mechanism connecting results of an estimation of work of the worker with system of office advancement (career) and development of the employee within the limits of given firm;

- Creation of the mechanism connecting results of an estimation of work of the worker with system of improvement of professional skill and retraining of employees.

Methods of an estimation of work of the personnel. Heads of all ranks, and also workers of department of the personnel participate in the majority of firms in an estimation. Heads and workers of departments of the personnel should master modern techniques of an estimation of workers.

In practice of work of foreign firms the greatest distribution was received by such methods of an estimation, as a graphic scale of an estimation; a method of alternative ranging; a method of paired comparison; a method of compulsory distribution; a method of critical cases; the rating scales adhered to quality of the worker; a management method on the purposes.

The graphic scale of an estimation is the most simple and popular method of certification of employees. The typical graphic scale of an estimation is shown in graph, where quantitative and qualitative characteristics (criteria) are presented. To each criterion there corresponds level of discharge of duties (from unsatisfactory to excellent). The rating of the employee by concrete criterion is expressed in the certain numerical values specified in a scale of an estimation which then are summarized and define level of performance of professional work.

Considering that circumstance what to estimate a considerable quantity of general characteristics and factors it is impossible, many firms allocate only the most important.

The method of alternative ranging provides ranging of employees from the best to the worst by the chosen criteria. The best and worst workers are easier for defining in any collective.

*The method of paired comparison* - is most effective at certification. On the selected parameters' estimation of the competence, the employee is compared to another, working in steam.

In picture 1.3 the scale of alternative ranging is presented.

SCALE OF ALTERNATIVE RANGING	
The characteristic	
For the measured characteristic write out all subordinates whom you want ranking. Specify full name working with the best rating in line with N1, and with the worst rating - in line with N20. Then include the following best worker in line with N2 and the worst in line with N19 and etc. Continue, will not be filled yet all the line long.	
<i>Working with the best rating</i>	
1. _____	11. _____
2. _____	12. _____
3. _____	13. _____
4. _____	14. _____
5. _____	15. _____
6. _____	16. _____
7. _____	17. _____
8. _____	18. _____
9. _____	19. _____
10. _____	20. _____
<i>Working with the worst rating</i>	

Pic. 1.3 Alternative scale of ranging<sup>4</sup>

At comparison "+" it is put to the best employee from compared pair. At this method critical cases which are considered in table 1.1 are considered

<sup>4</sup> Made by author.

Table 1.1

Examples of critical cases of the manager - on sales<sup>5</sup>

Duties	The purposes	Critical cases
Realization of production	The maximum sales volume at observance of level of the average prices.	Realized production for the sum exceeding sales volume of other employees on 30 %, however has thus lowered average sale price of 5 %

Under the given table it is visible that the critical case shows that the manager has allowed to decrease to the average price of sales for 5 %. This fact is a subject for conversation on attention strengthening to sale price level in the future. The method of critical cases can be used in addition to ranging methods as the basis for an estimation of the employee.

The rating scales adhered to qualities of the worker. It is a method scaling personal qualities. The American social psychologist F.Fidler has achieved special successes in working out of this method.

The major component of an estimation - the list of problems which are carried out by the manager. Then at activity studying decision time, ways, degree of expenses of efforts are considered.

At management style finding-out many techniques, for example on R.Bennet are used. We will consider scaling a variant of a similar estimation (tab. 1.2)

Estimations are spent on 7-ball system:

7 - very high degree; 6 - high degree; 5 - above an average; 4 - an average index; 3 - below an average; 2 - low degree; 1 - very low degree.

<sup>5</sup> Innovative management. The handbook. Under the editorship of P.N.Zavlina, M.:Center. researches and statistics. 2006.

Table 1.2

Scale of an estimation of management style<sup>6</sup>

Quickly eliminate the production difficulties	7 6 5 4 3 2 1	Badly copes with difficulties in manufacture
Before decision-making weighs all pro's and con's	7 6 5 4 3 2 1	Makes decisions without the exhaustive account of the data
Allows subordinated to show the initiative	7 6 5 4 3 2 1	Does not allow subordinated to show the initiative
Constantly personally communicates with the executor	7 6 5 4 3 2 1	As a rule, makes written orders
Closely follows the innovations	7 6 5 4 3 2 1	Does not pay attention to innovations
It is sensitive to subordinates	7 6 5 4 3 2 1	It is indifferent to subordinates
Searches for various methods of motivation of each subordinate	7 6 5 4 3 2 1	It is indifferent to motives of subordinates
Searches for ways to cope with industrial difficulties until the problem is not solved	7 6 5 4 3 2 1	In case of "the objective" reasons, stirring to reach the industrial purposes, the initiative does not show

Many experts consider that the manager at least should possess following qualities (on R.Bennet):

<sup>6</sup> Innovative management. The handbook. Under the editorship of P.N.Zavlina, M.:Center researches and statistics. 2006.

Table 1.3

In the estimated centers quite often use following qualities of the manager

1. High degree of intelligence.	12. The positive relation to the validity.
2. Attentiveness.	13. Courage.
3. Honesty.	14. Resoluteness.
4. Availability.	15. Decency.
5. Authoritativeness.	16. Presence of sense of humour.
6. Aspiration to understanding of others.	17. Ability to listen to others.
7. Thoughtfulness.	18. Hardness.
8. Tactfulness.	19. Friendliness.
9. Skill to communicate.	20. Enthusiasm.
10. Interest in people.	21. Aspiration to help another.
11. Integrity of character.	22. The determination to bring matters to result reception.

The management method on the purposes consists that to the worker the concrete, specific, measured purposes are established. Then periodically there is a progress discussion on a way of achievement of these purposes. Thus the estimation of workers is carried out in the following sequence: an establishment of the purposes of the organization, definition and discussion of the purposes of department, a formulation of the individual purposes, measurement and an estimation of results of work, finishing of an estimation of results of work to the executor.

Table 1.4

Scale of an estimation of business qualities of the manager<sup>7</sup>

1. Analytical abilities	7 6 5 4 3 2 1	Inability to thinking
2. Creative abilities	7 6 5 4 3 2 1	Template thinking
3. Administrative abilities	7 6 5 4 3 2 1	Inability to administrative work
4. A business scent	7 6 5 4 3 2 1	Inability to business activity
5. Development of written speech	7 6 5 4 3 2 1	Wretchedness of written speech
6. Ability to make convincing documents	7 6 5 4 3 2 1	Picture up of helpless documents
7. Ability to own oral speech	7 6 5 4 3 2 1	It is good to tell inability
8. Ability to listen to others	7 6 5 4 3 2 1	Inability to listen to the interlocutor
9. Presence of strong-willed qualities	7 6 5 4 3 2 1	Insufficiency of strong-willed qualities
10. Restraint in expression of feelings	7 6 5 4 3 2 1	Inability to restraint
11. Ability to communicate	7 6 5 4 3 2 1	Inability to dialogue
12. Aspiration to promotion	7 6 5 4 3 2 1	Indifference to promotion
13. Flexibility of mind	7 6 5 4 3 2 1	Template thinking
14. Aspiration to communicate with subordinates	7 6 5 4 3 2 1	Aspiration to avoid meetings with subordinates

In the table 1.4 the comparative estimation, considered above certification methods is resulted.

<sup>7</sup> Innovative management. The handbook. Under the editorship of P.N.Zavlina, M.:Center researches and statistics. 2006.p48.

Table 1.5

Merits and demerits of methods of an estimation of results of activity of workers<sup>8</sup>

Methods	Advantages	Disadvantages
Graphic scale of estimation	It is simple in application; provides a quantitative rating for each worker	Norms can be not clear, and problems can arise because of effect of an aura, the central tendency, softness, bias
Alternative ranging	It is simple in application; avoids the central tendency, etc. problems of rating scales	Can cause disagreement working and it is unfair, if all working perfectly fulfilled duties
Method of compulsory distribution	Invariable certain number of subordinates in each group	Results of estimation depend on adequacy of your initial choice of points of cutting off
Method of critical cases	Helps to explain working that "good" and "bad" discharge of duties means; forces testing to estimate subordinates on the basis of behavior	It is difficult to put ranks working, distinguishing them from each other

The dissatisfaction of many firms with traditional methods of certification induces them to search for new methods of an estimation of the personnel. New nonconventional methods of certification consider working group as the basic unit of firm, place emphasis on an estimation and ability to work in group. The estimation of each employee and working group is made taking into account results of work of firm as a whole. In attention are accepted not only successful work today, but also ability to professional development and development of new trades and skills.

<sup>8</sup> Innovative management. The handbook. Under the editorship of P.N.Zavlina, M.:Center researches and statistics. 2006.p85

The methods of an estimation of productivity of work considered above are realized in the following sequence:

- The standard of productivity of work for each worker and criteria of its estimation is established;
- Procedure of carrying out of estimations, i.e. terms of carrying out and responsible for an estimation is defined;
- The estimation is discussed with the worker;
- The estimation of the worker is documented and made the decision.

The choice of a method of an estimation of the personnel for each concrete firm is a unique problem, solve which the head of the organization can only. In stable firms with steady organizational structure effectively traditional methods of estimations, as a rule, can be used; for dynamically developing firms operating in the conditions of changing environment, nonconventional methods is better approach.

At an estimation of qualities of heads and experts in foreign firms use a method of tests. Tests are subdivided into 4 groups: tests of mental faculties; tests of skills and propensities; professional tests; individuality tests. In management practice in many countries tests which gravitate to quantitative expression of results are used. The increasing distribution starts to receive a method of tests and in Uzbekistan.

### **1.3. The concept of career development for staff**

A career development plan is a win for employers and employees. The plan focuses on the employees' needs for growth and development and the assistance the organization can provide so that the employee has the opportunity to grow his or her career.

Career can be divided in two parts:

- The professional;

— The intra-organizational.

Professional career is characterized by that the concrete employee in the course of the labor life takes place various stages of development: training, receipt for work, professional growth, support of individual professional abilities and, at last, leaving on pension. The worker can pass these stages consistently in the different organizations.

Intra-organizational career covers consecutive change stages of development of the worker in one organization. It can be:

— Vertical — lifting on higher step of structural hierarchy;

— Horizontal — moving to other functional sphere of activity or performance of a certain office role at a step which do not have rigid formal fastening in organizational structure (for example performance of a role of the head time target group, the program, etc.). It is possible to carry To horizontal career also expansion or complication of problems within the limits of occupied level in hierarchy of the organization;

— Centripetal — movement to a kernel, an organization management, for example the invitation of the worker on inaccessible to it before a meeting, meeting both formal, and informal character; access reception to informal sources of the information; confidential references, performance of separate important commissions of a management.

Career plans are often developed in the graphic form. Planning of employment of posts is spent in the form of planning of continuity of posts and planning of employment of posts.

This planning essentially depends on, whether the structure and how much is it changeable static existing.

Career of the worker can be divided conditionally into some stages, each of which is interfaced not only to official level, but also with a certain stage in life.

The preliminary stage includes study at school, average and higher education reception and lasts till 25 years. For this period the person can replace some

various works in search of the kind of activity satisfying its requirements and answering to its possibilities. If it finds at once such kind of activity, process of its self-affirmation as persons begins.

Further there comes a stage of formation which lasts about five years — from 25 till 30 years. During this period the worker masters the chosen trade, gets necessary skills, its qualification is formed, there is a self-affirmation and there is a requirement to an independence establishment. Usually at this age families are created and formed, therefore there is a desire to receive a salary which level would be above a living wage.

The stage of career advancement usually lasts from 30 till 45 years. - the period goes to this process of growth of qualification, the worker moves ahead on an office ladder. Rich practical experience collects, skills are got, the requirement for self-affirmation, achievement of higher status and still huge independence grows, self-expression of the worker as persons begins. During this period of effort of the worker are concentrated to the questions, the sizes of payment concerning increase and health.

The stage of development and career preservation is characterized by actions on fastening of the reached results and lasts from 45 till 60 years. There comes peak of perfection of qualification and there is its increase as a result of the vigorous activity and special training. The worker is interested to impart the knowledge of youth. This period is characterized by creative self-expression, lifting on new office steps is possible. The person reaches independence and self-expression tops. There is a deserved respect for, for the associates which have reached the positions by fair work. Though many requirements of the worker during this period are satisfied, its payment level continues to interest, the increasing interest to other sources of the income (for example participation with profits, the capital of the and other organizations, purchase of actions, bonds) is shown.

The stage of end of career lasts from 60 till 65 years. The worker starts to

prepare for leaving on pension. To this period there are active searches of worthy replacement and training of the candidate on a released post. Though this period is characterized by career crisis (the worker receives less satisfactions from work and feels a condition of psychological and physiological discomfort), self-expression and respect for and other similar people from its environment reach the highest point for all period of career. The worker is interested in preservation of level of payment, but aspires to increase and other sources of the income which would replace a salary at leaving with pension and would be a good additive to the pension grant.

Final — a pension stage. On it career in the given organization, as a rule, is finished. There is a possibility for self-expression in other kinds of activity.

Planning of career of heads and experts — a component of personnel selection of firm which is included integrally into system of work with a reserve of shots, providing development of the person of workers, the decision of strategic, innovative, technological, administrative, psychological and social problems.

Career of the head and the expert is an all-round creative and professional development of the person in the course of activity and its official growth (advancement), based on potential possibilities, continuous formation, motivational processes.

The plan of career of the head and the expert represents planning of a vital and labor way, rates of advancement of the worker on categories and posts, is based on gradual lengthening of terms of stay at each step of activity, is focused on multistage tests, stimulation of labor activity, creation of favorable conditions for satisfaction of requirements of the person in self-affirmation and a recognition.

Career planning represents working out of the most probable system of replacement of posts for the concrete head or the expert during its work. Movement is carried out within the limits of an equivalent circuit of posts: official growth and rotation. Official growth - is replacement of a post of higher level in comparison with earlier occupied. Rotation is an appointment of the worker

("across") on a post of one official level, as a rule, with additional motivations of a moral and material order.

The basic source of replacement of posts on hierarchy of management in administrative structures of the enterprises, the organizations and establishments is official growth from younger posts to seniors taking into account development of structural divisions, the experience of work and results of annual certifications of heads and experts. Posts, since the deputy chief of department and the chief specialist, as a rule, are replaced on competition. In linear divisions advancement of heads basically goes «on a vertical", but rotation on again created structures on the enterprises which are in a difficult condition is possible also. Posts of experts are replaced by growth within the list of staff from younger posts to seniors and through system of a personnel reserve.

The initial factor in planning of career of heads and experts is five years' and routine planning of requirement for shots of these official categories taking into account the forecast of development of the enterprise on the basis of expansion of its activity in the conditions of the market, development of new technologies and other achievements scientific technological progress.

Individual plans for development of career after special selection are developed for heads and experts by personnel services together with heads of divisions and workers on key posts and specialties, and also for the most perspective, presented, initiative workers. On other heads and experts development goes according to plan of work (a reserve. Individual planning of career of the worker enlisted in a reserve, is carried out taking into account requirements of a concrete post, its potential possibilities, professional and personal qualities.

At scheduling of career advancement (growth) of the head and the expert it is necessary:

- Considering sequence of possible employment of posts in linear structures or management personnel;
- Defining ways of development of abilities, preparations, retraining and

improvements of professional skill of the head and the expert at various stages of its activity;

— Providing a regular estimation and control of results of work, cultural-technical and professional growth, accumulation of experience, development of the person;

— Estimating fundamental knowledge, aspiration to theoretical, strategic activity in the conditions of market mutual relations, knowledge of management, marketing, human resource management, audit;

— Considering that eventually at transition from one official category in another, with change of fields of activity qualities of the worker and the requirement to it change, as a rule, increase.

Replacements of posts can serve as a basis of forecasting of vacancies methodical recommendations about planning

Open-cast mines. We will consider a variant of methodical recommendations about career planning.

### **1. General provisions.**

1.1. The present methodical recommendations are developed for rendering of the practical and methodical help to heads of different levels and workers of personnel services on planning of career of heads and experts.

1.2. Career of the worker is a process of industrial activity in which course the worker, moving ahead on service, masters new technologies and technics, receptions, functional and functions, management, social roles etc. observance of a condition of mutual interest in career development, both the enterprises, and the worker Thus is necessary.

Career of the worker almost completely depends on its desire of development, and the enterprise should promote it if it answers its plans.

1.3. Development of career of the worker, that is transition from one stage to another, is always regulated by requirement of the enterprise on which the worker, and aspiration to it of the worker works. But and on whom it depends, it is necessary to mean administrations of the enterprise that career should be operated

process, so, planned. Thus planning should be long-term and is co-ordinated to enterprise plans for development. At the same time career planning, being an element of planning of shots, cannot have directive character as in due course can change and the person (its interests, orientations etc.), and enterprise plans. The career plan can be corrected on terms, etc.

1.4. As the basis for scheduling of development of career expressiveness or presence of the following indicators characterizing industrial activity and behavior of the worker can serve:

Motivation on career;

Qualitative and effective work a current of some last years;

The conclusion attestative (competitive, reception or another)

The commission or the director;

Professional competence and erudition (preparation);

The conclusion or the recommendation of other enterprise if the worker has arrived it (is translated) for work from it;

Psychological suitability to demanded industrial activity.

Thus it is recommended to plan career not less than on 5 and no more than for 10 years as adaptation to a new post (especially supervising) occurs in 2—5 years, and in 10 years working conditions etc. can essentially change

1.5. Career of the worker should be under construction proceeding from a number of principles of its development. It allows to allocate basic elements;) features of career as process and to consider them in work of person. As the basic it is necessary to put such principles;

Individuality that assumes certain selectivity at planning of development of career as not all heads and experts can meet shown requirements (on abilities, age, educational level etc.);

Interest of the enterprise and the worker in career development that assumes perspective development of manufacture, motivation on development of career and a number of other factors;

Stimulation (moral and material) and material maintenance, financing of development of career of the worker in enterprise plans;  
 Compulsion of professional growth that assumes improvement of professional skill, growth of the professionalism (skill), corresponding planning etc.;  
 Socially-psychological comfort and satisfaction that it is provided with a social recognition, material welfare growth, etc. (an increase in a post or a category etc.);  
 Objectivity that assumes an exception of influence of subjective factors from the heads planning and supervising development of career.

1.6. Planning of career of the worker is recommended to be carried out to the director (or to its assistants) with attraction of the direct head of the worker and the head (worker) of service of human resource management (staff department). In this case the heads planning career, should possess a corresponding outlook, to know long-term plans of development of the enterprise and branch, to have the data on planning of shots and their requirements etc. All it provides Picture up of the competent and exact plan of career of the worker meeting requirements of the enterprise and interests of the worker,

1.7. The plan of career of the worker affirms the director, with it get acquainted: corresponding deputy heads; the enterprises; the head of service of human resource management; the head of division where the worker works; corresponding workers of personnel service; the worker on whom the plan is made.

The confirmed plan of career of the worker is stored in service of human resource management and (second copy) under the decision of the director at the head of division in whom the worker consists.

## 2. Structure and career development

### 2.1. Structure of career of the worker

2.1.1. Career of the worker as long process includes variety of the interconnected elements. They should include substructures: personal, industrial and valuable. Thus each substructure of career of the worker should include following elements:  
 Personal substructure: motivation on career; personal qualities; self-realization (on

the basis of growth of qualification, professionalism, experience) which is expressed in promotion, material welfare growth etc.; a social recognition as the certificate of approval by associates of aspiration of the worker to development of the career, used means and methods of achievement of career, prestigiousness of these purposes etc.;

Valuable substructure: the social accessory quite often predetermining the forms and ways of development of career; the standard social values (human advantage, a civic duty, material welfare, behavioral norms and installations); prestigiousness of development of career and so forth;

Industrial substructure: manufacture expansion (according to plans for development, modernization); introduction of new technology and technics; transition to the new economic relations defined by development of a society and the country as a whole; quality and efficiency of work of the worker, division, the enterprise; requirement of the enterprise for development of career of the worker.

2.1.2. All substructures define development of career of the worker in a complex and are interconnected. Therefore at planning of career of the worker it is necessary to consider all elements of structure of career as differently the enterprise and a social environment will face negative displays, for example: indifference of the worker to the standard social values will lead to following to a principle «career at any cost». Overestimated level of claims and a self-estimation can lead to that the worker will aspire to career development though its personal qualities do not correspond to workplace requirements. We will admit that the enterprise in the long term has no development and updating of technologies and technics, however the administration plans development of career of the worker. It will lead to that at any stage the plan will be outstanding in the absence of possibility of moving.

2.1.3. Development of career of the worker can occur only when the worker and enterprise administration provide development of all elements (substructures) of career as a whole.

## 2.2. Development of career of the worker

2.2.1. As it was marked above, career of the worker is long process which can include a number of the periods, frequently repeating. It is necessary to carry to such periods (stages):

- Improvement of professional skill (retraining, training) in system of continuous training;
- Transfer in a reserve of shots for promotion on the supervising;
- Posts when the worker has training preparation {improvement of professional skill, retraining, training) according to individual plans;
- Appointment to higher post (by results under preparing in a reserve, or under the decision competitive, attestative to missions, or under the administration decision);
- Rotation of the worker in the division or the enterprise for expansion of its outlook at which functions without salary change, anyway without its reduction change.

2.2.2. All kinds of rotation of the worker, a direction on preparation, transfer in a reserve of shots and promotion are recommended to be made only with the consent of the worker as "power" methods of work in this case are inadmissible

## 3. Problems and features of planning of career.

3.1. At planning of career of the worker it is necessary to mean that problems, which are solved:

The worker puts before itself: to achieve higher office position; to provide high material welfare; to expand an outlook; to lift authority, prestige; to achieve respect of associates;

Face division, the enterprise: to allocate from among workers of qualities (especially young) competent, independent, meeting the requirements and possessing nearby (organizing, communicative, working capacity, a resistance to stress, responsibility) experts and heads and by their gradual development and moving to prepare for appointment to high and responsible posts.

3.2. If, according to heads of division, personnel service, the enterprise, the worker deserves career planning that is equitable to interests of the enterprise the relation to it is necessary to define the worker. For this purpose with the worker conversation which is under construction is spent so that that has opened the relation to the problems solved by the enterprise, to its possible expansion and necessity in this connection preparations, for moving on work (to rotation and to advancements), etc. Conversation is recommended to be held to the head of personnel service or one of its leading experts as the most prepared for carrying out of this difficult method of psychological diagnostics.

3.3. At revealing at the worker of motivation on career development (that is installations on advancement, success, self-realization, a recognition) it is expedient to define conformity of expressiveness of some personal qualities (professionally important) to the requirements shown by professional work. In other words, it is necessary to estimate personal qualities and their conformity to criteria of professionalism and professional suitability methods of psychological diagnostics.

3.4. In the event that the enterprise had a necessity for preparation of corresponding heads from the personnel reserves, and the candidate has, as conversation and testing have shown, motivation and the personal qualities which are meeting the requirements, the plan of career of the worker is made. In the plan should be specified;

The general biographical particulars (a surname, a name, a patronymic, a post, age, formation and its kind, the experience of work the general and in a post);

Conclusion of last attestative (competitive) commission;

Results of last interview and estimation of level of professionalism (including personal qualities);

Data on previous preparation, in a reserve of shots, etc.;

Term (with what till what year) on which the plan is made;

Other data which are of interest.

The plan of career of the worker contains 14 columns in which the following data is specified:

- The name of posts with which is intended to occupy to the worker (at rotation or at increase in a post);
- Term of planned moving (year, quarter);
- Stimulation kinds (salary growth, free training);
- The name of kinds of preparation and retraining;
- Preparation and retraining terms;
- Planned educational institution for preparation and retraining;
- Prospective direction of training.

The estimations received by the worker by preparation and retraining, in a reserve of shots, at the next certifications, competitions, etc. and the other data which it is necessary to specify, according to composers of the plan of career of the worker.

3.5. Participants of scheduling of career of the worker should operate only so that interests and the enterprises, and the worker were satisfied. They should mean that the plan of career of the worker should be a basis for all its moving, a direction on preparation and retraining, a presentation of certain requirements to the worker (on the one hand) and constructions of concrete model of professional work by the worker (on the other hand). Therefore, in spite of the fact that the career plan cannot be the instruction with obligatory performance, its Picture up — responsible business, levity, superficiality, negligence in relation to the worker are here again inadmissible.

Thus, career planning allows employees to see, they can receive what post, if gain corresponding positive experience under certain initial conditions. Plans of career unlike plans for development are not directed on concrete workplaces, and reflect only professional work in the enterprise. They should be developed on the basis of the careful analysis of work as possess strong motivating action which under adverse conditions can lead to serious disappointment.

## **II. ANALYSIS OF MODERN METHODS OF EVALUATION WORK PERSONNEL**

### **2.1. General characteristics of JV «Sarkor Telecom»**

The company of the joint venture of Open Company «Sarkor Telecom» has been founded in 1996.

In 1997 has occurred:

- Introduction of wireless network technologies qualitatively new to Uzbekistan - Radio Ethernet (the standard 802.11). (For the first time in republic);
- The organization of a high-speed wireless network of data transmission for the Municipal Department of Internal Affairs of Tashkent;
- The wireless communication organization between a staff apartment of doctrines Centra BAT-97 (together with the NATO) in Chirchik, Tashkent, Republic of Uzbekistan.

In 1999 License №0000168 on rendering of services of access to the Internet and data transmission has been received;

In 2001:

- Introduction of services of switched access (Dial-Up) on the basis of technologies of access CISCO Systems;
- Introduction of technologies of access ISDN;
- Commissioning of the new international fibre-optical channel in capacity in 1 Mbit/sec (the first in republic);
- Expansion of the international channel to 2 Mbit/seconds;
- Input of dynamic tariffs for switched access: automatic recalculation of day and night tariffs.

In 2002:

- Introduction of round-the-clock service of technical support of clients;
- Expansion of international channel China-Telecom to 3 Mbit/seconds

In 2003:

- Introduction of system of registration and payment on the Internet to cards (for the first time in Uzbekistan);
- Start of the new international satellite channel in capacity of 1 Mbit/sec to knot Cable & Wireless and expansion of the general capacity of channels to 4 Mbit/seconds;
- Start of network ADSL in the city of Tashkent.

In 2004:

- Start of a modem pool to Samarkand in the general capacity of 60 modem ports;
- Start of a modem pool in Bukhara in the general capacity of 30 modem ports;
- Start of new service of a commercial hosting.

In 2005 has occurred:

- Expansion of the international channel on 1 Mbit/with;
- Expansion of the general capacity of a modem pool in Tashkent to 630 ports;
- Start of service house high-speed ADSL Internet extreme.

In 2006 has occurred:

- The catalogue of web resources of network “Sarkor Net” – SNET on [www.snet.uz](http://www.snet.uz) has been started;
- Expansion of capacity of the international channel to 16 Mbit/with;
- Expansion of the general capacity of a modem pool in Tashkent to 810 ports;
- The company celebrates the ANNIVERSARY – 10 years from the date of the basis.
- Company reorganization - the company becomes joint venture with participation of the foreign capital in the name of “Eventis Telecom”.

In 2007:

- Expansion of a modem pool to the general capacity in Tashkent in 990 ports;
- Working out and introduction of unique possibility to pay in a mode online of service ADSL from “Sarkor Telecom” any sum of any point of payment system PayNet;

- Introduction of new unique service «TRAFIC» - for the first time in Uzbekistan;
- Acquisition of the equipment of a telephony on the basis of NGN from company Huawei;
- The external channel on 12/31/2007 has reached 36 Mbit/seconds

In 2008:

- Expansion of the general capacity of a modem pool in Tashkent to 1320 ports;
- Input of own telephone numbering with a prefix 122 XXXX on the basis of equipment NGN;
- The external channel on 12/31/2008 has reached 83 Mbit/seconds

In 2009 has occurred:

- Expansion of the general capacity of a modem pool in Tashkent to 1380 ports;
- Granting of access to the Internet on the guaranteed international channel;
- Start of service of access to the Internet on technology FTTB/FTTH;
- Introduction of new service «Automatic change of the tariff plan from a personal office» - for the first time in Uzbekistan;
- Introduction of new service “NIGHT UNLIM” – for the first time in Uzbekistan;
- Start of content-resource PIXLAND.UZ;
- Start of service "Super-button" - for the first time in Uzbekistan;
- Opening of new office of sales in "Continent";
- The external channel on 12/31/2009 has reached 115 Mbit/seconds

In 2010:

- Start of the Call-center for Subscribers of the company;
- Start of service of telecommunication on the city of Tashkent on the basis of equipment NGN.

Company mission consists in understanding of requirements and possibilities of the clients, leaning against state interests and value, effectively using knowledge of employees and resources of investors, the company aspires to provide stability,

quality and availability of the telecommunication services for the clients.

One of the main advantages of the company are:

**Responsibility** — always carry out that promise. Are always fair with subscribers because their trust is the basic value and the keystone to success.

**Simplicity** — develop and offer services which are as much as possible useful to subscribers, are easy for understanding and use.

**Wide availability** — aspire to provide wide availability of the Internet to consumers.

The company management is carried out:

- General director;
- Commercial director;
- Technical director.

The company "Sarkor-Telecom Co" aspires to provide stability for the clients, quality and availability of the telecommunication services leaning against state interests and value, effectively using knowledge of the employees and resources of investors.

#### **Services:**

- Access to a network the Internet in Tashkent
- Hosting, registration of domain names
- IP-telephony in Tashkent.

#### ***Access to Internet network.***

The given company actively develops a network of internal resources Sarkor-Net which represents the whole complex of network services. All information and structure of a network of internal resources Sarkor-Net is presented on an official site of a network: [www.snet.uz](http://www.snet.uz). Also this site unites in itself sites and others on-line resources of the organizations and the private persons using service of a hosting.

The tendency shows that demand of households for services of access to the Internet also grows in republic areas. To the beginning of October 2011 total of

users in Uzbekistan has exceeded the Internet of 2,6 million person and has made 9,3 % from all number of resident population. According to the World bank this indicator for 2009 has been defined at level of 4 %. By Plan for development ICT of Government Republic of Uzbekistan is provided that by the end of 2012 the quantity of users the Internet has increased thousand to 3,8 million persons.

The convenient and safe client for an instant exchange of messages between users of a network the Internet.

[forum.sarkor.com](http://forum.sarkor.com)

Forum on which the latest news about tariff plans, actions and the new services given by company “Sarkor Telecom” are published and discussed. Here it is possible to contact administration and to receive answers to all interesting questions. Besides, in various subsections it is possible to discuss any themes, beginning from novelties of the IT industry and finishing a fashion.

[www.game.uz](http://www.game.uz)

The information project shining events and news of the game world. The site regularly replenishes with new reviews, screenshots and descriptions of novelties of the game industry. On it the necessary information on game servers of company Sarkor Telecom also is presented, including statistics and instructions on connection. At a site the game forum functions. [www.pixland.uz](http://www.pixland.uz)

The simple and convenient service specially developed for people which love, appreciate and simply are fond of photos. We do not do distinctions between professional photographers and fans. The project main task is a convenient storage and access to your photos.

[www.soft.uz](http://www.soft.uz)

The catalogue of the most necessary programs can be necessary in work daily. The existing spectrum of programs is necessary to taste to ordinary users and professionals. All programs are conveniently systematized on categories and supplied by corresponding complete descriptions and screenshots.

[www.kinoman.uz](http://www.kinoman.uz)

The big and convenient project for fans of cinema on which it is possible not only to download films for all tastes but also to receive the various information on them, including shots, posters, trailers and opinions of visitors. Besides, on a site there is a possibility of purchase of paid access on downloading of novelties of cinema. [www.snet.uz](http://www.snet.uz)

Multipurpose portal of network Sarkor Telecom. Besides the full catalogue of resources of network Sarkor Network, on a site the information which can daily be necessary, including horoscopes, TV-program and a weather forecast is given.

[gazeta.uz](http://gazeta.uz)

«Gazeta.uz» — the information site which primary goal is operative illumination of news about Uzbekistan.

Our purpose — to raise interest to events in the country, to show that news can be interesting and useful to a modern dynamical society.

The main thematic directions: economy, a society, technologies, sports, culture, incidents, a policy. [afisha.uz](http://afisha.uz).

Afisha.uz is the largest portal on granting of information services in sphere of culture, entertainment and leisure. On a site news and announcements of forthcoming events, reviews on films, performances are published and a capital institution, the schedule of cinemas, performances, concerts, exhibitions, parties, the extensive help information on institutions and other services also is accessible. [Staff.uz](http://Staff.uz)

Staff.uz — Simple and convenient online service for job search and the personnel in Uzbekistan.

On a site the base of vacancies and the resume is accessible. All data in the form of vacancies and the resume takes place the registered users of a site.

### ***Hosting and domains***

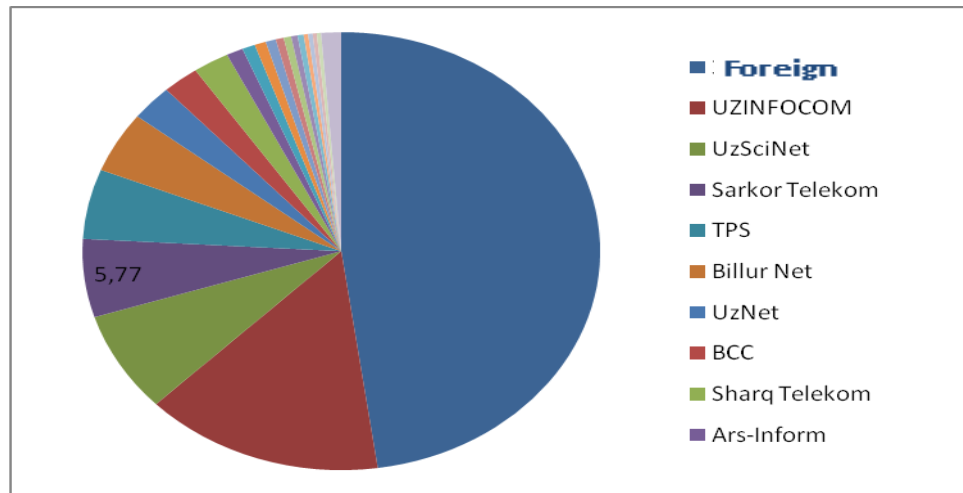
The hosting in a general view represents allocation to the user of a disk place on the server of the provider for storage of the information and providing of access to it from a network the Internet (table 2.1 and the picture 2.1).

Table 2.1

Rating of hosts-providers by quantity of the registered sites<sup>9</sup>

№	Hosts-providers	Sites	Share (%)
1	The foreign	2012	47,75
2	UZINFOCOM	630	14,95
3	UzSkyNet	313	7,43
4	Sarkor Telekom	243	5,77
5	TPS	217	5,15
6	Billur Net	190	4,51
7	UzNet	111	2,63
8	BCC	96	2,28
9	Sharq Telekom	95	2,25
10	Ars-Inform	44	1,04
11	IPLUS	34	0,81
12	TShTT	30	0,71
13	UZBEKTELECOM	27	0,64
14	Buzton	21	0,5
15	SIMUS	20	0,47
16	UNITECH	17	0,4
17	Albatros	16	0,38
18	CCC	12	0,28
19	NetCity	12	0,28
20	LIT-TEL	11	0,26
21	SKS	11	0,26
22	Others 20 companies	52	1,25

<sup>9</sup> According to [WWW.UZ](http://WWW.UZ))



Picture 2.1. A rating of hosts-providers by quantity of the registered sites<sup>10</sup>

There is no doubt that, this general definition cannot reflect so many-sided and wide concept, but, dividing on a way of access to the information, we can allocate three versions of a hosting.

**Web hosting.** The web hosting means the majority of people, using concept "hosting". In the most simplified variant the web hosting means placing and technical support of a web site. In other words is a place for "parking" of your site. In a more comprehensive sense it not simply banal possibility of placing of files, and granting of a wide set of services for maintenance of high-grade work of a site.

It concerns:

- ✓ Support of various programming languages;
- ✓ Access to a control system of a database;
- ✓ Support of protected report SSL;
- ✓ Management of your domain;
- ✓ Periodic reserve copying of files of your site;
- ✓ And also many other services.

All these services in aggregate allow to create in a network the Internet high-grade representation of your company or your person.

**Post hosting.** The post hosting allows to ensure functioning of your post

<sup>10</sup> According to [WWW.UZ](http://WWW.UZ))

domain. This service means allocation of a disk place on the server of the provider for storage of your mail, and also technical maintenance of work of your mail boxes.

E-mail is today one of the basic ways of information interchange in a network the Internet. For certain you or your company too have the electronic mailing address of a kind to the doggie after thedoggie. To the doggie, clear business, costs either your name, or the name of your company. And here that costs after? Most likely, it is one of following domains: yahoo.com, mail.ru, yandex.ru, hotmail.com etc. From the point of view of work of post service anything bad in it is not present. Free post services not bad consult with the problems. However let's look at your mailing address from the point of view of image of your company. Own post domain is considered a good form in the business world, and is a sign of solidity of the company.

If you leave as contact a mail box on free post service, to you not to avoid some the prejudiced relation to, not to mention that the letters sent from free post services, are often filtered as spam, and do not reach the addressee. If to look from the point of view of organizational structure of your company, to have own post domain too very conveniently. It is possible for each department or the employee to give out the separate and clear mailing address, for example sales@company.uz — to a sales department, support@company.uz — to department of support of clients, karim.abaydullaev@company.uz — a personal mail box of the employee. Such mailing addresses are easier remembered and correspond to the world standards of Picture up of e-mail addresses.

**FTP a hosting.** Within the limits of the given service you can get access to the disk space on the server of the provider by means of report FTP. When it happens it is necessary? We will assume, it is necessary for you to send very big file to the partner in one of the regional centers. Sending it by mail will take away a lot of time and nerves both for you, and for your partner, especially if it uses dial-up-access to the Internet. To download the post message in the size more than one

byte by means of e-mail — it is very tiresome, and at times and it is impossible. Other way consists that you write down necessary files on the server of the provider, and further simply give to the partner the reference for downloading. Your partner can download without special problems files from the server under report FTP, using special programs for downloading which allow to make this process more convenient and fast.

**IP-telephony.** IP the telephony is a technology which connects absolutely different two worlds - the world of a telephony and the world the Internet. Until recently networks with switching of channels (telephone systems) and networks with switching of packages (IP-network) existed almost independently from each other and were used for the various purposes. Telephone systems were used only for transfer of the vocal information, and an IP-network - for data transmission. The technology of an IP-telephony unites these networks.

To translate the digital vocal data from a traditional telephone system in the Internet, it was necessary to create the device, allowing to pass from switching of channels to switching of packages – so there were the devices which have received the name «vocal sluices». Their use has allowed to deduce telephone conversation in the Internet, to transfer it to the big distance and to accept in an every spot on the globe in a usual telephone system. This technology also is called as an IP-telephony, to be exact, Voice-over-IP, or VoIP (a voice a top IP).

Their advantages high quality of local, long-distance and international telecommunication:

- Possibility of transfer of facsimile messages through IP environment (in an operative range of our network)
- Possibility quickly and effectively providing office with cellphones, the house or apartment;
- Access to additional kinds of service (call readdressing, call expectation, conference, etc.);

- IP Centrex - service allowing essentially to save on purchase of the equipment of office automatic telephone exchange and its subsequent expansion (temporarily it is not accessible) «Multichannel number» - the service created specially for organization Call Center (temporarily is not accessible) the flexible tariff policy;
- Own quickly growing transport fiber-optical network covering the most part of the city territory.

Various technologies of connection (FTTx, ADSL, Pre-Wimax)

To the client kind number 122XXXX from the plan of numbering of a city of Tashkent is allocated.

In a convenient personal office, you can operate all services, and also receive detailed elaboration on entering and to out coming calls.

The enterprise is the independent legal body, has the isolated property, independent balance, settlement and other accounts in banking establishments, the press with the name, stamps, forms.

## **2.2. Analysis of the current system control of JV «Sarkor Telecom»**

The national model of social and economic development of Uzbekistan defines a special role of the state in support of reforms. Joint-stock company "Uzbektelekom" conducts active work on support of reforms of development of national economy by the further modernization and expansion of networks of data transmission and assistance to penetration the Internet.

For maintenance of qualitative work in sphere of communication and information the Republic Uzbekistan Government puts before itself a problem of mass introduction and use of information technology in all spheres of economy and life of a society and creation of favorable conditions for occurrence in a world information society.

At this conjuncture in the near future sharp decrease in tariffs for services the Internet is not expected, as demand for the service Internet will grow only for now

attraction more the population well-to-do suffices operators that also is confirmed by the majority of operators during poll. In process of market maturing, providers will compete for client base, and at this time it will be possible to observe reduction of prices as it occurs in mobile communication sphere.

Now the IP-operator «a Telecom» operates with Sarkor in the market of the largest cities of Uzbekistan – Tashkent, Bukhara and Samarkand. The company gives to the population and corporate users of service of switched access (dial-up) and broadband access to the Internet on wireless and xDSL to technologies. "Sarkor a Telecom" owns wireless networks in the city of Tashkent, rendering services of data transmission in technologies Radio Ethernet (2,4 Hhts) and Pre-Wimax (3,5 Hhts). Also the company offers services of a corporate hosting, registration of domains in a zone.uz and co-location.

The company obtains license for rendering of services local, long-distance and an international telecommunication.

Management efficiency as the social and economic category, is a productivity of the given activity, degree of an optimality of use material, financial and a manpower. Management efficiency is formed under the influence of a number of factors which can be classified to following signs: duration of influence; character of influence; formalization degree; dependence on influence scale; the maintenance; the influence form.

Economic efficiency of management can be defined with use of the basic indicators: economic efficiency of use of material resources, production assets, capital investments, personnel activity, and as generalizing and dynamic indicators of an estimation of efficiency.

The basic actions of increase of economic efficiency of management are: technical, organizational and social and economic.

The estimation of social efficiency reflects social result of administrative activity and characterizes degree of use of potential possibilities of collective for realization of mission of the organization.

Introduction of the modern equipment and rendering of new types of service demands presence of the professional and prepared shots. Company personnel selection is under construction on modern principles of democratic selection and advancement of employees on service taking into account their business qualities, regular updating and effective control behind their activity., as constant training of managers and experts practices educational institutions of Uzbekistan, and abroad. The analysis of structure and the personnel «Sarkor Telecom» is presented to JV in table 2.2, resulted more low.

Table 2.2

The analysis of structure and qualification of the personnel JV «Sarkor Telecom»<sup>11</sup>

Indicators	2010	2011	2012	The absolute Deviation By 2010		Rate Gain, % By 2010	
	The number of people	The number of people	The number of people	2011	2012	2011	2012
List number, total	130	165	150	35	20	27	15,3
Including:							
Highly qualified workers	73	95	105	22	32	30	43,8
Semi-qualified workers	45	40	30	-5	-15	-11,8	33,3
Low qualified workers	28	30	15	2	-13	7,1	-46,4

From the table data it is visible that average number of workers has increased by 27 % in 2011 and on 15,3 % in 2012. Thus it is necessary to notice that quantity of workers of high qualification in 2011 increased on 22 persons, and in 2012 on

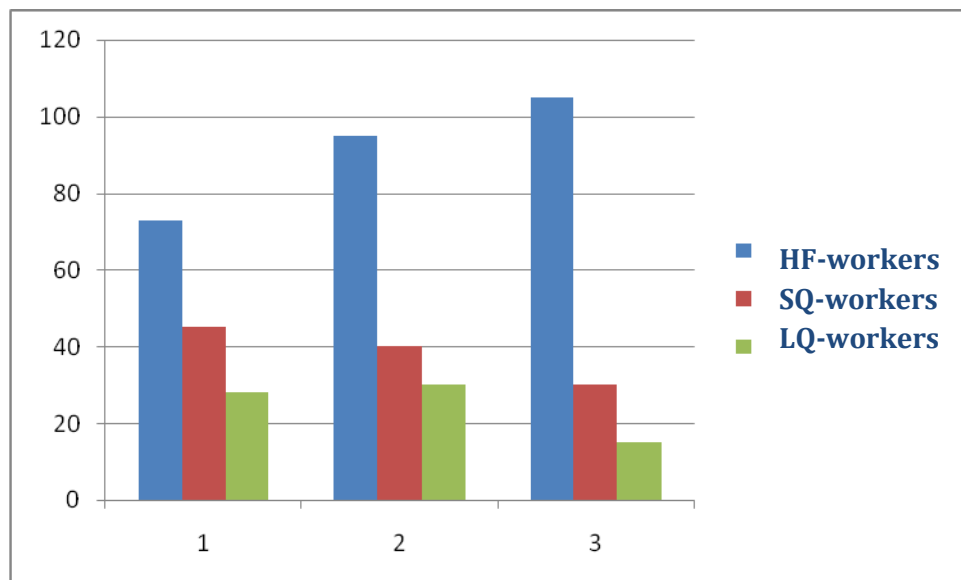
<sup>11</sup> Data of the joint venture of Open Company «Sarkor Telecom»

32 persons in comparison with 2010) at increase in an aggregate number at 20 persons in comparison with 2011.

The number of workers of low qualification was most of all reduced: in 2010 – on 2 persons and in 2011 – on 13 persons at the general increase in quantity of the personnel at 35 and 20 persons accordingly.

The quantity of workers of average qualification taking into account change of average number of workers remains approximately at the same level.

The given indicators can be considered in Picture 2.2.



Picture 2.2 Educational level of the personnel of the JV «Sarkor Telecom»<sup>12</sup>

There is a considerable quantity of methods of an estimation of efficiency of activity of management, will use the optimal for Open Company joint venture «Sarkor Telecom».

First, it is necessary to consider organizational structure of management at the enterprise and to define, whether it for it is effective.

JV «Sarkor Telecom» has linearly-functional organizational structure of management (traditional), that is for the lowest steps of management remains linear, and in a management of departments – functional principles (Picture 2.3).

<sup>12</sup> Data of the joint venture of Open Company «Sarkor Telecom»

Heads of divisions on management steps carry out the activity on one-man management principles, but for maintenance of necessary competence of administrative decisions at the head functional divisions are created (departments, groups), are involved experts. The last represent itself as assistant administrators on separate functions of management; they prepare the decision.

Advantage of this system is improvement of quality of accepted administrative decisions and orders, observance of a principle of one-man management. A lack of this structure of management is: staff "swelling"; absence of close interrelations and interaction at horizontal level between industrial divisions; excessively developed system of interaction on a vertical: submission on hierarchy of management.

Secondly, it is necessary to spend an estimation of social (qualitative) indicators of management efficiency what to make much more difficult as there is no accurate data for such estimation.

One of the most important questions of management and definition of career growth of the personnel is the estimation of criteria of professionalism.

1. An estimation of professionalism of administrative shots.

All managers of the joint venture of Open Company «Sarkor Telecom» have the higher vocational education, experience in the field of activity, and also periodically pass courses of improvement of qualification and professional retraining. Since 2004 at the enterprise have entered annual obligatory certification of administrative shots with delivery of awards for the best results in the field of activity. It is good stimulus for managers which induces them to work more effectively.

2. Innovative activity.

Innovative activity in Open Company joint venture «Sarkor Telecom» is developed well enough as the management trustfully concerns new ideas put forward from below and considers it necessary to co-ordinate introduction of any novelties with the personnel. Therefore at the enterprise there is an atmosphere of "creative

search».

### 3. Information systems.

As a whole the system of communications at the enterprise weak enough as there is some information barrier between heads and ordinary employees, and also is absent free distribution of the information. It promotes formation of certain psychological barriers at workers and conducts to an information lack that negatively affects the general results of activity of the enterprise.

In Open Company joint venture «Sarkor Telecom» there is a uniform computer network which managers and employees who have to it an access can use.

### 4. System of motivations.

The system of motivations is developed poorly enough that promotes considerable decrease in management efficiency.

As motivations at the enterprise are used:

- Possibility of unlimited career growth;
- Courses on improvement of professional skill at the expense of the enterprise;
- The guaranteed granting of annual paid holiday in 15 calendar days.

The management of the joint venture of Open Company «Sarkor Telecom» pays attention to system engineering of awards and extra charges to a salary (for display of good results in work a little; awards by holidays, etc.), and material stimulus, are, as a rule, on the first place at employees.

### 5. System of selection of the personnel.

Employment of the hired personnel is carried out according to the current legislation under the labor contract. Employment of the persons who are not time seasonal workers, is carried out only under work record cards.

The staff department is engaged in personnel selection. In administrative shots employees with corresponding higher education and experience not less are accepted than three years only. Workers of manufacture should have at least average vocational education.

For new employees at the enterprise training courses, and further – courses of improvement of qualification are run.

Thus, from the point of view of structure and system of selection of the personnel at the enterprise for last three years it is possible to consider management effective as dynamics of increase in quantity of highly skilled workers and reduction of workers of low qualification is distinctly observed. Management efficiency growth is promoted also by system of training of the personnel and improvement of professional skill.

The spent estimation of efficiency of management by different criteria allows to draw following conclusions:

As a whole in Open Company joint venture «Sarkor Telecom» it is possible to consider management effective as, first, administrative shots consist of highly skilled experts who periodically improve level of the professionalism, and also pass annual certification that is stimulus to more effective performance of work. The analysis of system of selection and level qualification of the personnel has shown that in 2011 the share of highly skilled workers has increased and the share of employees of low qualification has decreased.

The complex analysis of all indicators of efficiency of management, and quantitative and qualitative, has shown that it is necessary for enterprise to raise management efficiency and to eliminate lacks of management system, to provide activity good results.

### **III. IMPROVING THE EFFICIENCY OF MANAGEMENT FOR ENTERPRISE JV «Sarkor Telecom»**

#### **3.1. Foreign experience stimulating career staff in market conditions**

Transition of economic system of our country to market relations has made changes of existing systems of motivation and stimulation of efficiency of work of the personnel. Thus it is necessary to notice that it has most difficult appeared to generate at workers of the enterprise new system of stimulus of work. So, in the course of formation of systems of stimulation and motivation have been admitted a number of errors. Heads of the enterprises at change of patterns of ownership of the organizations began to use mainly material stimulus of efficiency of work at full or essential narrowing of methods of non-material stimulation. It is necessary to notice that modern systems of motivation and stimulation of efficiency of work of the personnel at the republic enterprises are built with the account of use of experience foreign the developed states and models of human resource management used in them.

#### **American model.**

One of the main advantages of the given model is use of enough effective system of material stimulation. In the USA and Canada rate of commission of the worker depends first of all on productivity of its activity. The mechanism of stimulation within the limits of the basic salary (which has got functions of bonus encouragement, being a variable) provides two important elements:

- Differentiation of salaries taking into account qualitative distinctions in work;
- Differentiation of individual payment within the category or a post depending on labor achievements, personal and business qualities on the basis of periodic certification (at the enterprises of the USA of certification are spent regularly, salaries are reconsidered annually almost at 90 % of workers).

The orientation of stimulation of workers of the companies is displaced from orientation to current results of activity to long-term efficiency (not always it is

possible to fix its results, often enough they have the form of a reserve for the further work) that is shown, in particular, in the system of options providing granting as encouragement of the right to acquisition in the future of certain quantity of shares of company at the price operating at the moment of compensation. Such system is expedient for stimulation of the higher and average link of the heads responsible for long-term results.

The considerable role is played by awarding for rationalization and inventive activity which conducts to increase in profits of firms.

Stimulation of perspective experts is carried out by means of not only monetary compensation, but also privileges and free services from social consumption funds. The large companies pay to the employees of the award by holidays at a rate of 25-50 % of a monthly salary, 13th salary; make payments to the next holidays; give in private use motor transport with gasoline payment; in full or in part compensate habitation cost; pay expenses on rest with a family; establish a flexible operating schedule. The system is applied to stimulation of talented experts "two directions in career": either is administrative-official growth, or work in former quality with gradual increase of a salary to level of payment of heads. These measures promote preservation in the company of the most valuable shots.

The flexible system of payment in the USA is constructed in such a manner that the fixed salary, as a rule, can increase only and practically never decreases; thus the earnings part is put in direct dependence on results of the general work. To principal views of additional payment in the USA carry: awards to the administrative personnel; compensatory payments at a retirement; the special awards to the managers which have been not connected with their successes; the awards depending on size of profit, at invariable size of a base salary; surcharges for improvement of professional skill and the work experience; sale to workers of actions of the companies.

Prompting of workers of the enterprise to more assiduous work in interests of the company includes bonuses and a number of other forms of encouragements,

in particular, the right to the income in the form of actions. Bonuses are not the fixed size (unlike a salary) and can vary in considerable limits. They are considered as an award added as compensation for services, the rendered companies within a year.

At some American enterprises salary level is put in dependence not so much from development, how many from improvement of professional skill of the worker and quantity of the mastered specialties. The system "payments for qualification" covers highly skilled workers, and also heads of an average link and masters: at development of each new specialist the executor gets a rise to a salary, thus acquired knowledge should be used to some extent in work. At definition of results of work the basic attention is given to what qualities of the worker influence result.

### **Japanese model.**

At the heart of personnel selection of Japan the system of lifelong hiring, personnel rotation, reputations, training on a workplace lies, forming the powerful motivational environment which allows to prepare highly professional shots, effectively to realize their creative and a mental potential.

The sense of lifelong hiring consists in real maintenance of interest of workers to work in the given organization as it is possible longer. It depends basically on ability of administration to interest the worker payment, compensation for long service, awards, vocational training increase, various social privileges, informal care of the employee and his family. Thereupon systems of payment, training, being independent, are closely connected with system of lifelong hiring, act as its components. It is necessary to notice that now the system of lifelong hiring in a classical kind is applied only at some large enterprises and in public service.

The essence of system of rotation consists in moving of workers across and verticals each two-three years. It is characteristic that graduates of the high schools which are annually finding a job on the enterprises and in the organization, do not

appoint at once to supervising posts. They begin the working career with the posts which are not demanding high qualification. Subsequently such expert or the head knowing the organization from within, it is difficult to mislead, and the probability of acceptance of nonprofessional decisions is minimized by it. The rotation system provides flexibility of labor, raises level of its qualification and competitiveness.

The system of reputations guarantees qualitative, creative and perspective activity of all employees that at transition of the worker in two-three years on a new place the reputation of the initiative and decent person was fixed to it in the conditions of rotation.

The main role in maintenance of overall performance of the enterprises and the organizations is taken away to preparation system on a workplace. Educational functions are accurately differentiated between the school education giving fundamental knowledge, and intra firm, directed on vocational training.

The effective system of motivation of the personnel (and first of all payments) provides high productivity of work. Earlier the size of payment of workers depended on their age and the experience, but value of qualification and efficiency of work gradually increased. Now the salary size on 40 % is defined by the work experience in the company.

In the seventies in Japan attempts to introduce the American system of tariff rates considering qualification and productivity of work were undertaken, however they have not crowned success. Distribution was received by the synthesized system which is based on use of two rates: the basic personal (a step defined on the basis of the experience and age of employees) and labor (the category corresponding to a post/qualification of the worker, established depending on qualification and productivity of work). In typical grids of payment of 11 gradation and 32 steps. Besides, the great value is given to additional payments (grants - family, transport, regional, for special working conditions). Two-three times a year workers receive some official salaries in the form of bonuses by results of work.

Annually Management on personnel affairs - the special governmental structure which is functioning as the ministry and engaged in all technical and methodical activity of civil service, analyzes level of payment of employees of a state sector. Then this indicator is compared to earnings of workers of industrial (private) sector as payment level in a state sector is put in direct dependence on payment in industrial (private) sector. Salary growth in industrial sphere involves improvement of macroeconomic indicators, economic growth, high earnings and a worthy standard of living of the population.

Thus, for Japanese models of stimulation of work are characteristic: salary differentiation on branches; change of payment depending on the actual labor contribution and real results of work - at the expense of gradation in one category; payment of managers co-ordinates with results of work of the enterprise (system "floating salaries" in which frameworks base rates of directors, heads, chiefs of departments fluctuate depending on dynamics of the cost price, volumes of output, the nomenclature and other indicators for which this or that manager answers is used).

### **Western European model.**

It is necessary to notice that the West European model consists of several sub models of stimulation of efficiency of work of the personnel, extended in the various countries of the West European region.

For the West European companies three sub models of stimulation of work are characteristic:

- Free bonus - functions of stimulation of work are carried out by a salary);
- The bonus, including payments, which size it is connected with the size of the income or there have arrived the enterprises;
- The bonus, providing payments, which sizes are established taking into account individual results of work.

Each of them has the features of systems of stimulation and motivation of efficiency of work.

After the period of transition of economy on a market way of managing in which result by managers on human resource management have been admitted a number of the system errors expressed in partial or full refusal of use of non-material stimulus of efficiency of work, and also universal infringement of the labor legislation, the system of stimulation and motivation of efficiency of work of the personnel has started to be formed with the account of experience of construction of similar systems in the foreign states including both system material, and non-material stimulus.

Thus it is necessary to notice that for today in many spheres of a social production and management the great value is given to not so much administrative and material methods of stimulation of efficiency of work, how many socially-psychological methods, such as formation of labor collective, social protection of workers etc. And in sphere of the government the great value also is taken away to stimulation of improvement of professional skill and professionalism of civil servants that is considered as a necessary condition of efficiency of activity of state structures. And thus that a basis of motivation of civil servants is their "promotion" also office position of the civil servant is put in direct dependence on level of its professionalism.

### **3.2 Ways to improve management activity in the JV «Sarkor Telecom»**

Human resource management as it was marked above, is one of the basic components of operation of business as a whole. Taking into account stable position of the joint venture of Open Company «Sarkor Telecom» under the done analysis it is possible to make some offers on increase of management efficiency and to develop the plan of measures which includes following stages:

1<sup>st</sup> stage. Organizational diagnostics.

The purpose: revealing of problem zones, definition of resources of development and key directions of perfection of a control system of the enterprise.

1. Diagnostics of a condition of managerial processes in the organization.

1) the Estimation of structure of management and interaction between divisions.

The analysis of the documents regulating system of relations and information interchange between various links of the organization.

2) Definition of a condition of elements of an organizational order, readiness of the personnel for changes; presence of information deficiency, the form of its indemnification.

3) Revealing of laws of a control system by the personnel of the company, their influence on working capacity of the organization in the present and definition of key parameters of desirable result.

The carrying out form

Problem interviews to a management, heads of divisions, key experts of the organization, carrying out in addition questioning and group interview is possible.

*2. Structuration of a problem field and definition of zones of changes.*

It is spent by advisers on the basis of diagnostics materials

Results of 1 stage:

To management the report on the revealed administrative problems is represented, to hierarchy of problems, key problems.

The final wording of desirable result is discussed and accepted.

2<sup>nd</sup> stage. Working out of the project of introduction of changes, definition of necessary actions, resources.

At this stage the structure of the necessary actions directed on achievement of desirable result is defined. And also: who how and in what terms carries out these actions. Degree of participation of advisers in work at a stage of introduction of changes is defined. The carrying out form:

The offers prepared by advisers are discussed with an organization management, the definitive plan of measures is made.

3<sup>rd</sup> stage. Introduction.

The purpose: introduction of changes, working out of standard base and

administrative technologies, work with resistance to changes, control of results and carrying out of correcting actions.

1. Working out of methodical maintenance and standard base, adaptation of technologies of management by human resources under specificity of the company.

Possible actions (are defined by results of a stage 2):

- 1) the Analysis and optimization of organizational structure of the enterprise.
- 2) Working out of instructions, positions about divisions; modification or working out functional, distribution and the coordination of results of activity, responsibility zones.
- 3) Working out of the organizational order defining rules of behavior in the organization, power and submission relations, standards of work, a mutual relation rule between divisions, an order of an information exchange, etc.;
- 4) Working out of the procedures providing activity of workers, and also actions opening sequence at the decision of the problems arising during labor activity.
- 5) planning and control System engineering.
- 6) Working out of a policy of work with the personnel, the identification of workers aimed at development with the organization.
- 7) Estimation and personnel development.
- 8) System engineering of motivation and monitoring of motivation of the personnel.
- 9) Optimization of system of selection and personnel adaptation.

2. «A technological transfer downwards», on performing level:

Training of heads of divisions to administrative technologies, carrying out of the consultations, training practical works and trainings.

Efficient control is possible at effective functioning not only the strong state, but also all civil institutes of a society (labor associations, a family, the creative organizations, a science as public institute, the local community, each citizen, parties and political movements, mass-media, national referenda and etc.). The last incur regulation in a separate field of activity, carry out here management

and organization functions, receive necessary resources and the rights from the state, carry out social control over activity of the state both in all spheres of its powers, and in the most competent for each institute.

At the enterprise of the joint venture of Open Company «Sarkor Telecom» some lacks of a control system there is a necessity of working out of actions for increase of efficiency of management have been revealed.

According to the allocated lacks it is possible to offer following measures on management efficiency increase at the enterprise:

*1. Creation of effective information system*

*2. Working out of additional motivations of the personnel*

*1. Creation of effective information system.* Knowledge of employees and free distribution of the information are the major components of effective activity of the enterprise.

As in Open Company joint venture «Sarkor Telecom» the system of communications is characterized by low efficiency it is possible to develop actions for following directions for its increase:

- Improvement of knowledge of the personnel about the politician of a management (client, investment, price, innovative etc.). For employees the information on social guarantees, office advancements and vacancies, system of compensation and payment level has special value;
- Announcement of operating rules of law and instructions (explanatory work thanks to which employees receive the information on system of legal regulation and the legislation, operating on the enterprise).

Following actions concern concrete actions for creation of effective information system in Open Company joint venture «Sarkor Telecom»:

The organization of release of small information sheets (magazines, bulletins or bulletin board newspapers), containing the information on current activity of the enterprise, and also news on any changes in the company. For new employees it is possible to let out the special information literature which will contain the

description of history of the company, the basic directions of its activity, structure of management and management functions. Creation of boxes for offers and remarks that employees could state actively the wishes on perfection of work, services, technologies etc.

Method introduction «open doors». The essence of this method consists in that, all employees of the enterprise can free communicate with heads, openly stating thus the ideas, offers and remarks concerning any element of activity of the organization. It promotes comprehension by employees of the importance for a management, and as consequence, to formation of favorable, friendly conditions in collective.

The organization of possibility of access of employees of the enterprise to information databases, reports and other materials, connected with firm activity in various areas, for increase of level of knowledge.

The frequent organization of joint actions for the personnel (celebrating of birthdays, memorials in organization lives, sports meets between the commands representing various divisions of firm). It leads to collective rapprochement, creation of favorable psychological atmosphere that renders a positive effect on results of activity of the organization.

2. *Working out of additional motivations of the personnel.* As it has been noted above, for employees of the joint venture of Open Company «Sarkor Telecom» there are no material (economic) stimulus. Therefore it is offered to add following changes in system of motivations:

Developing accurate system of awards and extra charges to a salary. Besides a salary at the enterprise there should be monetary payments (award) by results of work or special individual compensations as a recognition of value of this or that employee, for example, for a work overtime, for a production plan over fulfillment, improvement of professional skill.

Developing system of bonuses and additional payments. Bonuses and additional payments can be carried out for the work experience, reception of

additional qualification, as indemnification of the expenses expressly or by implication connected with the enterprise etc.

Developing system of gifts. Gifts to employees for any merits or on the occasion of holidays, and it can be simple so (for example, the permit in sanatorium for the period of holiday) are excellent motivation to effective work as workers feel significant, necessary to the organization, see that the management to care of them.

Creating system of free dinners and delivery of workers of evening change by enterprise motor transport. The given offers substantially should affect productivity of activity of the enterprise as employees will aspire to work well in the company which promotes creation of favorable and comfortable conditions for work and rest.

Calculating economic efficiency of the offered actions difficult enough, but social advantages of such actions are indisputable: thanks to creation of information system at the enterprise level of knowledge of employees will raise, there will be preconditions for formation of favorable psychological conditions in collective, and also for active development of innovative activity in the organization. Psychological barriers between heads and subordinates thanks to what management efficiency human resources at the enterprise will raise will be overcome.

System engineering of motivations will allow not only to raise management efficiency and the general productivity of activity, but also to improve a working condition and rest at the enterprise, to raise confidence of each separate employee of the importance for firm, to create good mutual relations between managers and subordinates.

## IV. SAFETY OF LIFE ACTIVITY

### 4.1 Sedentary lifestyle (monotony) and its causes to human health.

Sedentary lifestyle is a type of lifestyle with no or irregular physical activity. A person who lives a sedentary lifestyle may colloquially be known as a couch potato. It is commonly found in both the developed and developing world. Sedentary activities include sitting, reading, watching television, playing video games, and computer use for much of the day with little or no vigorous physical exercise. A sedentary lifestyle can contribute to many preventable causes of death. Screen time is the amount of time a person spends watching a screen such as a television, computer monitor, or mobile device. Excessive screen time is linked to negative health consequences.

Health effects:

A lack of physical activity is one of the leading causes of preventable death worldwide. Sitting still may cause premature death. The risk is higher among those that sit still more than 5 hours per day. It is shown to be a risk factor on its own independent of hard exercise and BMI. The more still, the higher risk of chronic diseases. People that sit still more than 4 hours per day have a 40 percent higher risk than those that sit fewer than 4 hours per day. However those that exercise at least 4 hours per week are as healthy as those that sit fewer than 4 hours per day.

A sedentary lifestyle and lack of physical activity can contribute to or be a risk factor for:

Anxiety, cardiovascular disease, mortality in elderly men by 30% and double the risk in elderly women, deep vein thrombosis, depression, diabetes, colon cancer, high blood pressure, obesity, osteoporosis, lipid disorders, kidney stones.

Solutions:

One response that has been adopted by many organizations concerned with health and environment is the promotion of active travel, which seeks to promote walking and cycling as safe and attractive alternatives to motorized transport.

Given that many journeys are for relatively short distances, there is considerable scope to replace car use with walking or cycling, though in many settings this may require some infrastructure modification. Implementing wellness programs is becoming another popular trend among organizations. Wellness programs can be unique to each organization and can focus on a variety of objectives. For example, some organizations try to get their employees moving through exercise classes at lunch, or walking challenges among co-workers. Other organizations offer a number of different screenings for employees, such as cholesterol or blood pressure screenings.

It is essential that wellness programs have specific goals that provide a specific direction for the program. Goals can include tracking the number of participants who improved their fitness level, or the number of participants screened.

Incentives for increased activity may include doing activities that the person enjoys, such as walking with a friend or playing in a sports league.

History:

The term couch potato was coined by a friend of underground comics artist Robert Armstrong in the 1970s; Armstrong featured a group of couch potatoes in a series of comics featuring sedentary characters and with Jack Mingo and Allan Dodge created a satirical organization that purported to watch television as a form of meditation. With two books and endless promotion through the 1980s, the Couch Potatoes appeared in hundreds of newspapers, magazines and broadcasts, spreading its "turn on, tune in, veg out" message, garnering 7,000 members, and popularizing the term.

The condition, which predates the term, is characterized by sitting or remaining inactive for most of the day with little or no exercise.

Lack of exercise causes muscle atrophy, i.e. shrinking and weakening of the muscles and accordingly increases susceptibility to physical injury. Additionally, physical fitness is correlated with immune system function a reduction in physical fitness is generally accompanied by a weakening of the immune system. A review

in Nature Reviews Cardiology suggests that since illness or injury are associated with prolonged periods of enforced rest, such sedentariness has physiologically become linked to life-preserving metabolic and stress related responses such as inflammation that aid recovery during illness and injury but which due to being non adaptive during health now lead to chronic diseases.

Despite the well-known benefits of physical activity, many adults and many children lead a relatively sedentary lifestyle and are not active enough to achieve these health benefits.

In the 2008 United States American National Health Interview Survey (NHIS) 36% of adults were considered inactive. 59% of adult respondents never participated in vigorous physical activity lasting more than 10 minutes per week.

Monotony:

"Monotone - stress caused by the monotony of the operation, you can not switch attention, increased requirements as to the concentration and to the stability of attention"

State of monotony.

In the course of business, in addition to the state of a state of fatigue monotony, negative effect on the mental state and human performance. "The state is caused by the actual experience of monotony and the apparent monotony of the work performed on the movements and actions. Under the influence of experiences monotony person who can not is a mental state to restrain or eliminate becomes lethargic, indifferent to the work. Monotonicity condition also adversely affects the human body, resulting in premature fatigue".

"In the physiological basis of monotony is the inhibitory effect of monotonous repetitive stimuli. Monotony and can be experienced in mild, not tedious work ". Adversely affect the performance and experienced as unpleasant feeling. Reduces mental tension accompanied by a half-asleep state, decreased mental activity.

Historically, the monotony of work has attracted the most attention of psychologists. This was facilitated by the spread of assembly-line labor with the

monotony of working operations, poverty, education and experience of the "psychological vacuum" in the minds of working on an assembly line. Value problems monotony of work increases with the advent of monotonous sensory and intellectual activity.

"The severity of this problem is not only in lost productivity and increased accidents, but also a change in personality, infringement of its contact with others, which leads to conflicts at work and at home"

A great contribution to the study of monotonous activity contributed research in the field of differential psychology. Even in his earliest works were shown the role of typological features of human resistance to repetitive work, the development of the state of monotony (VI Christmas, I.A. Liovochkin, NP Fetiskin, etc.). These studies revealed that the state of monotony is developing faster and more pronounced in individuals with a strong nervous system compared to those with a weak nervous system. NP Fetiskin also found that more resistant to monotony face the inertia of the nervous processes. These features form a typological complex monotony stabled. Opposite typological features (strong nervous system, the mobility of nervous processes, etc.) do not contribute to the stability of the monotony and form monotoophobic typological complex. "Research in this area have found that individuals with monotofilm typological complex state of monotony there is one and a half hours later than in those with monotoophobic typological complex. Distinct and operational performance. We monotofilly operating class performed on 33% more likely, and marriage was out in 31% of cases, while the lack of monotoophobic marriage not found a single person. It is also significant that among the first positive attitude to work to meet more often occurred. Persons with a typological set of not contributing monoto stability, in a shorter time than the others, fired from his job. In particular, AI Samoilov found that among workers engaged in monotonous work, dominated by people with a weak nervous system. "In general, obtained by monotonic manufactures data confirm the results of numerous laboratory experiments on a

large resistance to the monotonous factor of persons with a weak nervous system" . In studies Fetiskina NP an association of resistance to monotony with the properties of temperament, proved more resilient person with high rigidity (which can be associated with strongly expressed their inertia of the nervous processes), low neuroticism and introversion. In addition, resistance to monotony was higher in individuals with low and high self-esteem, the average level of claims. Also influenced by sex workers: women's resistance is higher than that of men. Contact monotostablity with a weak nervous system due to the fact that these people are more sensitive than people with a strong nervous system. Monotonous work leading to the development of such a state as a mental satiety, which in its characteristics opposite of monotony. So instead of apathy, boredom, irritation of the workers there, aversion to work, even aggressiveness. Analysis of these cases showed that mental drunkenness itself appears in individuals with a weak nervous system.

### **Fatigue and functional reserves of the body.**

The problem of fatigue is one of the important in physiology and is inextricably linked with the concept of adaptation of health, rehabilitation and functional reserves of the body. With biomedical positions fatigue associated with a particularly appropriate mobilization and utilization of cellular functional reserve, tissue, organ, system and organism levels. In the process of adaptation to the mobilization of functional reserves is carried out in accordance with the characteristics of, and the level of specificity and adaptability functions of the current state of the body. The appearance of fatigue due to the depletion of a specific queue mobilized functional adaptation reserves. Continued activity on the background of the developing fatigue is provided by the inclusion of higher-echelon mobilized reserves adaptation. The exhaustion of functional reserves of adaptation is consistent with the nature of an activity or action adapt genic factor.

Recreation and prevention of fatigue. Work and leisure two sides of a single process of life of the organism. Rest state of rest or of this kind of action, which

relieves fatigue and helps restore performance. More I. M. Sechenov established that the activities of some groups of muscles or limbs helps to eliminate fatigue that occurs during operation, in other muscle groups. This phenomenon is called active rest. Active holidays a holiday filled with any activity other than work performed. In fatigue, mild to moderate shift work leads to a more rapid and complete recovery efficiency compared to staying alone. Active recreation is also used for mental work. Change of intense intellectual activity with its other views or light physical work leads to a rapid removal of fatigue, the disappearance of fatigue. Mechanisms of active rest, according to one of the hypotheses related to the phenomena of induction in the nerve centers: the active centers that control the activity to be used as outdoor activities, "suggest" to induce and deepen the processes of inhibition in weary centers than contribute to a more rapid recovery of their functionality. According to another hypothesis, the effects of outdoor activities are developed as a result of additional new groups of afferent receptors, thereby increasing the overall tone of the central nervous system, accelerate recovery processes. It appears that these two hypothesis are complementary. In the prevention of the development of fatigue, reducing its depth plays a big role rational organization of work and rest, taking into account the specifics of the work. So, stopping the physical work, the person you once cladded from the labor process, and therefore can be quite effective methods of passive recreation, especially with heavy physical labor. When mental work brain tends to inertia, continuing mental activity in a given direction. After the end of "working dominance" is completely extinguished, causing a longer CNS fatigue than physical labor. Proper organization of work includes inner breaks, the use of so-called functional music. Shifts of work at different times of the day is undesirable since developed jet lag. Human performance is largely determined by the recovery processes that occur at different stages of life.

Functional music - music created for professional use in field sales, stores or factories. Using functional music solved the problem of increasing productivity,

customer loyalty and creating a specialized, prompting a purchase, the atmosphere in the retail space. Functional music is a powerful tool for managing the mood of the potential buyer. Picture attention of visitors to the products and brands represented in the commercial premises (shops, supermarkets, boutiques, cafes, restaurants, businesses, services, etc.), with the characteristic elements of a sound program, displays functional music as part of the sound atmosphere of commercial premises to the rank of marketing instrument. Compliance with the general atmosphere of functional music shopping facilities and the use of organic advertisements in the program is sound and strong motivating factor motivating the purchase. First functional music began to be used in the elevators of New York skyscrapers, in order that the people would rise in debt to feel more comfortable.

Rigidity (from the Latin. Rigidus - hard, hard) - unwillingness to change the program of action in accordance with the new situational demands. Distinguish between cognitive, affective and motivational rigidity. Cognitive rigidity - not ready to build a new conceptual picture of the world in obtaining additional information that contradicts the old picture of the world. Motivational rigidity - not ready to give up already formed and the needs of the conventional ways of meeting them, or the adoption of new motifs. May find expression in the formation of overvalued ideas. Affective rigidity - unwillingness to change in the binding of certain events with certain affective reactions. Manifests itself in difficulties in emotional learning, in excessive fixation on objects of constancy emotional evaluation of certain events, as well as in the case of the rigidity of motivation, education overvalued ideas.

## **4.2 Fire safety**

Fire safety refers to precautions that are taken to prevent or reduce the likelihood of a fire that may result in death, injury, or property damage, alert those in a structure to the presence of an uncontrolled fire in the event one occurs, better

enable those threatened by a fire to survive in and evacuate from affected areas, or to reduce the damage caused by a fire. Fire safety measures include those that are planned during the construction of a building or implemented in structures that are already standing, and those that are taught to occupants of the building. Threats to fire safety are referred to as fire hazards. A fire hazard may include a situation that increases the likelihood a fire may start or may impede escape in the event a fire occurs. Fire safety is often a component of building safety. Those who inspect buildings for violations of the Fire Code and go into schools to educate children on Fire Safety topics are fire department members known as fire prevention officers. The Chief Fire Prevention Officer or Chief of Fire Prevention will normally train newcomers to the Fire Prevention Division and may also conduct inspections or make presentations.

Key elements of a fire safety policy:

1. Building a facility in accordance with the version of the local building code
2. Maintaining a facility and conducting yourself in accordance with the provisions of the fire code. This is based on the occupants and operators of the building being aware of the applicable regulations and advice.

Examples of these include:

- Not exceeding the maximum occupancy within any part of the building.
- Maintaining proper fire exits and proper exit signage (e.g., exit signs pointing to them that can function in a power failure)
- Compliance with electrical codes to prevent overheating and ignition from electrical faults or problems such as poor wire insulation or overloading wiring, conductors, or other fixtures with more electric current than they are rated for.
- Placing and maintaining the correct type of fire extinguishers in easily accessible places.
- Properly storing and using, hazardous materials that may be needed inside the building for storage or operational requirements (such as solvents in spray booths).
- Prohibiting flammable materials in certain areas of the facility.

- Periodically inspecting buildings for violations, issuing Orders To Comply and, potentially, prosecuting or closing buildings that are not in compliance, until the deficiencies are corrected or condemning it in extreme cases.
- Maintaining fire alarm systems for detection and warning of fire.
- Obtaining and maintaining a complete inventory of fire stops.
- Ensuring that spray fireproofing remains undamaged.
- Maintaining a high level of training and awareness of occupants and users of the building to avoid obvious mistakes, such as the propping open of fire doors.
- Conduct fire drills at regular intervals throughout the year.

Common fire hazards:

Some common fire hazards are:

- Kitchen fires from unattended cooking, such as frying, broiling, and simmering
- Electrical systems that are overloaded, resulting in hot wiring or connections, or failed components
- Combustible storage areas with insufficient protection
- Combustibles near equipment that generates heat, flame, or sparks
- Candles and other open flames
- Smoking (Cigarettes, cigars, pipes, lighters, etc.)
- Equipment that generates heat and utilizes combustible materials
- Flammable liquids and aerosols
- Flammable solvents (and rags soaked with solvent) placed in enclosed trash cans
- Fireplace chimneys not properly or regularly cleaned
- Cooking appliances - stoves, ovens
- Heating appliances - fireplaces, wood burning stoves, furnaces, boilers, portable heaters
- Household appliances - clothes dryers, curling irons, hair dryers, refrigerators, freezers
- Chimneys that concentrate creosote

- Electrical wiring in poor condition
- Batteries
- Personal ignition sources - matches, lighters
- Electronic and electrical equipment
- Exterior cooking equipment - barbecue

#### Fire code:

In America, the Fire code (also Fire prevention code or Fire safety code) is a model code adopted by the state or local jurisdiction and enforced by fire prevention officers within municipal fire departments. It is a set of rules prescribing minimum requirements to prevent fire and explosion hazards arising from storage, handling, or use of dangerous materials, or from other specific hazardous conditions. It complements the building code. The fire code is aimed primarily at preventing fires, ensuring that necessary training and equipment will be on hand, and that the original design basis of the building, including the basic plan set out by the architect, is not compromised. The fire code also addresses inspection and maintenance requirements of various fire protection equipment in order to maintain optimal active fire protection and passive fire protection measures. A typical fire safety code includes administrative sections about the rule-making and enforcement process, and substantive sections dealing with fire suppression equipment, particular hazards such as containers and transportation for combustible materials, and specific rules for hazardous occupancies, industrial processes, and exhibitions. Sections may establish the requirements for obtaining permits and specific precautions required to remain in compliance with a permit. For example, a fireworks exhibition may require an application to be filed by a licensed pyrotechnician, providing the information necessary for the issuing authority to determine whether safety requirements can be met. Once a permit is issued, the same authority (or another delegated authority) may inspect the site and monitor safety during the exhibition, with the power to halt operations, when unapproved practices are seen or when unforeseen hazards arise.

List of some typical fire and explosion issues in a fire code:

fireworks, explosives, mortars and cannons, model rockets (licenses for manufacture, storage, transportation, sale, use), certification for servicing, placement, and inspecting fire extinguishing equipment, general storage and handling of flammable liquids, solids, gases (tanks, personnel training, markings, equipment), limitations on locations and quantities of flammables (e.g., 10 liters of gasoline inside a residential dwelling), specific uses and specific flammables (e.g., dry cleaning, gasoline distribution, explosive dusts, pesticides, space heaters, plastics manufacturing), permits and limitations in various building occupancies (assembly hall, hospital, school, theater, elderly care, child care, prs that require a smoke detector, sprinkler system, fire extinguisher, or other specific equipment or procedures, removal of interior and exterior obstructions to emergency exits or fire pitchers and removal of hazardous materials, permits and limitations in special outdoor applications (tents, asphalt kettles, bonfires, etc.)

Electrical safety codes such as the National Electrical Code (by the National Fire Protection Association) for the U.S. and some other places in the Americas  
Fuel gas code

## CONCLUSION

To conclude it would be desirable to notice that the main potential of the enterprise consists in shots. Processes of motivation and stimulation of efficiency of work of the personnel in the organizations allow to improve qualities of services further developments of telecommunication services. They are directed on encouragement of employees and the working collectives of the organization executing the functions at highly professional and qualitative level.

Recently the role of management of the personnel has increased in modern management of the enterprises and firms. The human factor became one of solving signs for development and advancement of the enterprises and firms. Whatever fine ideas, the newest technologies, the most favorable external conditions existed, without well prepared personnel of high activity it is impossible to achieve. People do work, ideas suggest and allow the enterprise to exist.

Transition to market economy makes radical changes to sphere of labor activity. The labor as the manufacture factor is considered as the goods the requirement in which is satisfied on a labor market where social and economic interests of employers and hired workers are realized. Being an organic part of a national labor market, the communication labor market functions taking into account macroeconomic principles of its regulation, and also specificity of formation of economic potential of managing subjects of branch and features of its use in production on creation of services. Among the branch features influencing volumes, structure and results of use of industrial resources it is necessary to note, first of all, immaterial character of the services which creation does not demand raw materials expenses. It increases relative density of the expenses connected with payment, in structure of the general expenses of operators and does branch labor-consuming.

According to the spent analysis following lacks of questions of management and

stimulation of workers have been revealed:

- As a whole the system of communications at the enterprise weak enough as there is some information barrier between heads and ordinary employees, and also is absent free distribution of the information. It promotes formation of certain psychological barriers at workers and conducts to an information lack that negatively affects the general results of activity of the enterprise.
- The system of motivations is developed poorly enough that promotes considerable decrease in management efficiency.
- The management of the joint venture of Open Company «Sarkor Telecom» pays attention to system engineering of awards and extra charges to a salary (for display of good results in work a little; awards by holidays, etc.), and material stimulus, are, as a rule, on the first place at employees.

As a whole in Open Company joint venture «Sarkor Telecom» it is possible to consider management effective as, first, administrative shots consist of highly skilled experts who periodically improve level of the professionalism, and also pass annual certification that is stimulus to more effective performance of work. The analysis of system of selection and level qualification of the personnel has shown that in 2011 the share of highly skilled workers has increased and the share of employees of low qualification has decreased.

The complex analysis of all indicators of efficiency of management, and quantitative and qualitative, has shown that it is necessary for enterprise to raise management efficiency and to eliminate lacks of management system. Application of new management methods, stimulations and motivations of the personnel, can promote maintenance of development of professional career of shots that will favorably advance enterprise or firm activity.

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