14.   Meyer E. (2014). Are You a Holistic or a Specific Thinker? Harvard Business Review. Retrieved from https://hbr.org/2014/04/are-you-a-holistic-or-a-specific-thinker/

15.   Jan C. Smuts (1926). Holism and Evolution MacMillan, Compass/Viking Press 1961, reprinted Sierra Sunrise 1999 (milly edited)

16.   Spencer Z. (2011). An introduction for holistic thinking for innovators. Business Innovation Blog (the BIF blog). Retrieved from http://www.businessinnovationfactory.com/blog/2011/11/introduction-holistic-thinking-innovators#.VOm6cJ2UfIss

17.   Rafferty, M. Reductionism, Holism and System Dynamics. London: South Bank University.

18.   Collins D. (2007). Holistic Approach to Business-: A New Paradigm for Prosperity. Retrieved from http://www.alliedperformance.com/uploads/Microsoft_Word_-_Holistic_Approach_to_Business_A_New_Paradigm_for_Prosperity_Rev3.pdf

UDC 005.8:005.95/.96:005.22

Osakwe Ikenna

DEVELOPING OF A BASIC MODEL FOR HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL PROJECTS

The system model for investigation of human resource management in international projects is created. The hypothesis is suggested on the base of Guide ICB that for developing countries of Africa the most important are result orientation, reliability, values appreciation and engagement and motivation. Leadership is considered as a competency of more general level which embraces setting of goals, managerial activity to reach the goal to assess the results achieved. Table 2, Fig. 2, Ref. 18.

Keywords: human resource management, system model, project environment, stakeholders, hypothesis.

INTRODUCTION

Problem statement. Projects however general the methodological approach to managing them may be, they are also peculiar in nature, differing from project to project, nation to nation as well as continent to continent. This is the reason different countries and continents approach human resources from different schools of thought and methodology. As such they practically and scientifically adapt its management to such. Some of these adaptations have different implications, approaches and cannot be mixed or replaced by another. This research is aimed at presenting certain peculiar differences between some of them. We now look at three major bodies of knowledge as used in different nations, which are European ICB IPMA used in over 57 countries [1], PMBOK of America cutting across virtually all the continents [2] and P2M used in Asia but born in Japan [3, 4].

Analysis of the last researches including attempts to solve the problem, highlighting of its unsolved part. Lots of work has already been done in the past in comparing most project management bodies of knowledge, one to another, however none has ever been focused on human resources as a major detail especially for international projects within developing economies. More so, a lot of these researches may have skipped the subject as a result of some of these bodies of knowledge

omitting details on human resource management and others not mentioning it at all. However the three we focus on have made notable statements about it [5-7].

Goal of the article. To single out a basic model for managing the interactions between stakeholders and using these models will allow you to avoid non-effective project performance, absence of cost effectiveness and high number if failed projects.

MAIN FINDINGS

Basic part of the research. What is human resource management in project management? It is the ability to lead, direct, and orchestrate the project team, the customers, project partners, contributors, and any other stakeholders to achieve the desired results for the project purpose. Human Resource projects often involve all aspects of an organization and its distinct functional departments. Successful project management involves complex collaboration with disparate although related internal operations. Successful project managers, and human resource professionals who work with them, must call forth skills in leadership, organization, planning, and understanding of the essential aspects of project management [8] [9]. According to PMI 1996, Project Human Resource Management includes the processes required to make the most effective use of the people involved with the project. It includes all the project stakeholders—sponsors, customers, individual contributors, and others [10]. As we know, project management is the discipline of planning, organizing, motivating and controlling resources to achieve specific goals [11].

We, in previous works enumerated three major roles and challenges face by HR professionals in organizations to provide maximum contributions to the leadership and bottom-line in the future. These are
- the HR needs to become more vocal in the boardroom alongside the financial and marketing directors.
- quantitative skills such as the measurement of human wants and the understanding of organizational structure and dynamics need to be increased for HR professionals to provide effective service in organizations.
- HR professionals need to develop a new set of skills and competences around visioning, systems thinking and organizational development and change management [12]. They should be able to optimize her human and natural resource potential to achieve rapid and sustainable growth [13].

International Projects within developing economies however general the methodological approach to managing them may be, they are unique, dynamic in nature and differs from all others in terms of location and execution, methods of approach scientifically and practically. This is the reason different countries and continents approach human resources from different schools of thought and methodology. As such they practically and scientifically adapt its management to the various peculiarities of their society.

According to PMBOK, human resource management is the processes that organize, manage and lead the project team. The team is comprised of the people with the assigned roles and responsibilities for completing the project. The project team members in processes can be beneficial, both adding their expertise and fostering their commitment to the project. This involves four main processes, Develop HR Plan, Acquire Project Team, Develop Project Team, and Manage Project Team.

Table1 below explains further.
PMBOK believes that an effect team should have the following:
- shares a common goal - each member is necessary to achieve the goal;
- strives to get a common job done;
- enjoys working together and helping on another;
- has commitment to achieve organization's goals and objectives by accomplishing their portion of the project;

Table 1

Human resource management processes According to PMBOK (5th ed.)

Management process	Input	Process description	Output
Develop HR Plan	1. Activity resource requirements, for human resources from the Estimated Activity Resources process 2. Enterprise Environmental Factors, including organizational culture and structure, existing human resources, personnel administration policies, and marketplace conditions. 3. Organizational Process Assets, including standard processes, policies, and role descriptions, templates and checklists, and historical information.	Identifying and documenting project roles, responsibilities, required skills, and reporting relationships, as well as creating a Staffing Management Plan	Developed HR plan -Roles and responsibilities, including role, authority, responsibility and competency. -Project organization charts, showing the reporting relationships in the team -Staff management plan, describes when and how people requirements will be met
Acquire Project Team	Obtaining the human resources (team) needed to complete the project - The project management team may or may not have control over team member selection, for various resources.	Process of confirming the availability of resources, and obtaining the members of the team.	-Project staff assignments, -Resource calendars, documenting when team members can work on the project -Project management plan updates, including the human resources plan.
Develop Project Team	1. Project staff assignments, with the list of team members. 2. Project management plan, including the human resource plan. 3. Resource calendars, identifying time when team members can participate in team development activities.	Process of improving competencies, team member interaction, and the overall team environment.	1. Team performance assessments, which should indicate improved team performance reflected in meeting project objectives. 2. Enterprise environmental factors updates, including personnel administration for employee training records and skill assessments.
Manage Project Team	1. Project staff assignments. 2. Project management plan, including the human resource plan. 3. Team performance assessments 4. Performance reports, from the Report Performance process, to document current status. 5. Organizational process assets, including certificates of appreciation, newsletters, websites, bonus structures, corporate apparel, and other organizational perks.	Process of tracking team member performance, providing feedback, resolving issues, and managing team changes.	1. Enterprise environmental factors updates, including input to organizational performance appraisals, and personnel skill updates. 2. Organizational process assets updates, including historical information and lessons learned, templates, and organizational standard processes. 3. Change requests (to Perform Integrated Change Control) to implement staffing changes and reflect the effort on baselines. 4. Project management plan updates including the staffing management plan.

- has diverse backgrounds and skills yet concentrates on a common effort;
- has great loyalty to the project;
- attains team spirit and high moral [14-16].

IPMA Competence Baseline (ICB): A competence standard set by the International Project Management Association used in the certification of project managers to ensure consistent application of practices, tools and methods through a prescribed knowledge framework [17]. It refers to human resource management as behavioral competences/ relations management thereby making it take a larger part its body of knowledge.

Relationship management: Relationship management means producing an action plan, geared towards shaping customer consultant relationships, for the initiation, maintenance and care of customer and business relationships and to continually update and implement this action plan [19]. It further subdivides the behavioral competences into 15 parts names Leadership, Engagement & motivation, Self-control, Assertiveness, Relaxation, Openness, Creativity, Results orientation, Efficiency, Consultation, Negotiation, Conflict & crisis, Reliability, Values appreciation, Ethics [18], but has five major aspects which all the others fall under. Based on this we propose a system model for investigation of human resource management in international projects. It is presented in fig. 1.

The model is based on previous analyzes of practical problem, formulated hypothesis, expected scientific and practical results of further investigations.
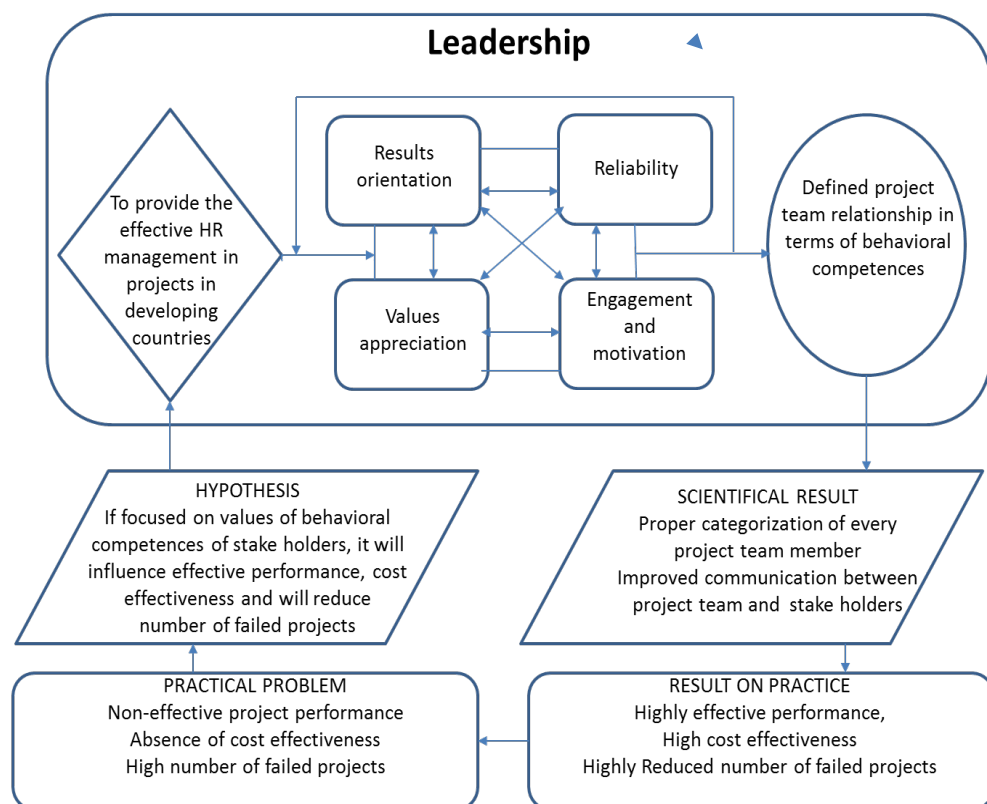

Fig.1 The system model for investigation of human resource management in international projects

Based on the model above, everything rises and falls on the shoulders of leadership which represents the project manager. Note that ICB is most focused on character development.

The developed system model allows the project manager to set the goals of the research, select detected components that influence the performance of projects considering mental and behavioral features/competences of international projects in developing economies.

From the above, you can see that leadership determines what elements of behavioral competencies are picked, determines the goals and the results of the system model

P2M is the Japanese version of project and program management. It is a project management approach that is comprehensive and adaptable to flexible environmental. It has been proven that flexibility, adaptability, and reformation are essential to survive during an economic crisis [20]. According to P2M, Relationship management refers to a series of operational processes that define the type of relationship between stakeholders who are involved with a project, and maintains good conditions to guide the project successfully. Its objective is to achieve the project to the satisfaction of customers/stakeholders and to further aim for the maintenance and development of the project in a continuous and sound relationship with stakeholders [21, 22]. The P2M views human resource management to involve more than just the immediate stakeholders rather from project management perspective. It also considers the market, business and project environment as factors in human resource management for projects.

Table 2

Comparison between PMBOK, ICB AND P2M

Comparison criteria	PMBOK	ICB	P2M
Country of most use	America	Europe	Japan
Name of chapter	Human resource management	Behavioral competences/ Relationship management	Project Relationships Management
Year of last edition	Released in 2013	2011	2014
Practical guides	Build Trust - Facilitate Open Communication - Build Leadership	Selective forging and ongoing maintenance and shaping of relationships with key stakeholders within the customers organization, or with any potential business partners	Seek win-win relationships among project stakeholders · Agreement to define stakeholder relationships · Be continuously alert on stakeholder satisfaction Respond quickly to stakeholders and ensure confirmation of stakeholder expectations via documentation
Number of pages	589	200	90
Number of subtopics	4	15	3
Skills required for effective hrm in projects	- Leadership - Influencing, particularly when the project manager's	Leadership Engagement & motivation Self-control	Market environment, project environment, business environment, etc.

	authority over team members is limited. - Effective decision making, including negotiation and influencing the organization: -- Focus on goals to be served -- Follow a process -- Study the environmental factors -- Develop personal qualities of the team members -- Stimulate team creativity -- Manage opportunity and risk	Assertiveness Relaxation Openness Creativity Results orientation Efficiency Consultation Negotiation Conflict & crisis Reliability Values appreciation Ethics Attitude and appearance Personality Foundation of trust Business partners Network partners Role assignments	· Corporate core capability · Restriction on management resources available (human resources, funds, etc.)
Planning	Plan Human Resource Management	-Develop and continuously work on attitude and appearance -analyze the customer and stakeholder structure -analyze internal relationships in the customer system	Design of Relationship
Execution	Acquire/Develop Project Team	-establish relationship to networks and partners -define the information that should be collected -define reasons and times for contact	Maintenance of Relationship Restructuring of Relationship
No. of general processes	42	46	3
No. of HRM process groups	4	4	3
Processes of human resource management	Develop HR Plan Acquire Project Team Develop Project Team Manage Project Team	Leadership builds these processes: Results orientation Efficiency Reliability Values appreciation	· Design of relationships · Management of relationships via project proposal, a contract/ agreement and coordination · Re-phasing of current relationships for future business

Conclusions and prospects of further researches. From all that has been written, it could be inferred that some of these bodies of knowledge still have a lot to do to achieve some further details in its principles of human resource management. Obviously ICB IPMA has many more skills required while PMBOK has more clarity in performance difference, while P2M is most project oriented in a general sense when it comes to human resource management. They are all good bodies of knowledge depending on where it is most suitable to be applied internationally. It is therefore scientifically and practically most effective to selectively apply different bodies of knowledge at various stages of the project depending on which is most suitable to

apply at that stage and environment of the project. This is to be determined majorly by the human resource and project manager for the project.

Analysis of basic guides in PM showed that from the position of suggested hypothesis the most useful and close is the ICB. Practical experience allows us to state that for developing countries of Africa the most important are result orientation, reliability, values appreciation and engagement and motivation. Leadership is considered as a competency of more general level which embraces setting of goals, managerial activity to reach the goal to assess the results achieved.

REFERENCES

1. IPMA: International Project management Association - Retrieved from: http://ipma.ch/about/answers/ [In English]

2. PR Newswire: a guide to the project management body of knowledge pmbok guide fourth edition translations now available: Retrieved from: http://www.prnewswire.com/news-releases/a-guide-to-the-project-management-body-of-knowledge-pmbokr-guidefourth-edition-translations-now-available-84945467.html [In English].

3. Toshihiko KINOSHITA: International association of projects and program management: positioning of P2M in pragmatic management education and international academic exchange: Retrieved from: http://www.iaP2M.org/english_summary01.html [In English].

4. Toshihiko Kinoshita, Prof., School of International Liberal Studies: Revitalizing Japanese Economy/Firms and Appropriateness of P2M Approach: Retrieved from: http://www.pmaj.or.jp/ENG/P2M_Download/Appropriateness_of_P2M_Approach.pdf [In English].

5. Van Harren Publishing: Enhance PMBOK by comparing it with P2M, ICB, PRINCE2, APM and Scrum Project Management Standard: Retrieved from http://www.vanharen.net/eknowledge/document?filter_date=2012&eknowledge_id=1025 [In English].

6. Sam Ghosh, Danny Forrest, Thomas DiNetta, Brian Wolfe & Danielle C. Lambert (2012). Enhance PMBOK® by Comparing it with P2M, ICB, PRINCE2, APM and Scrum Project Management Standards. PM World Today, Vol. XIV, Iss. I.: Retrieved from: http://www.agile-library.org/Player/eKnowledge/comparison-of-pm-frameworks.pdf [In English].

7. GAPPS: Comparison of standards and assessments: comparison of standards for Project, Program and Portfolio Management – Retrieved from: http://globalpmstandards.org/tools/mappings-of-global-standards/.

8. PMP: Project Management Profession: Introducing human Resource management – Retrieved from: http://www.euroi.ktu.lt/lt/images/stories/Paskaitos/ch09.pdf [In English].

9. Project management resource group inc: Retrieved from:http://www.projectmanagementresourcegroup.com/index.php/programs/human-resources-project-management-hrpm [In English].

10. Project Management Institute (1996), 130 - Retrieved from: http://www.softwareresearch.net/fileadmin/src/docs/teaching/SS06/PM/PMBOK9.pdf [In English].

11. Ejidike Ugochukwu Chinedu (2013) Improving infrastructure development in Nigeria through adequate project management practice: materials of II international scientific-practical conference of the students and young scientists: State and development prospect of social and economic systems in the era of knowledge economy, Odessa, Ukraine, 24-28 [In English].

12. Osakwe Ikenna (2013). Human resources management for projects in Nigeria: materials of II international scientific-practical conference of the students and young scientists: State and development prospect of social and economic systems in the era of knowledge economy, Odessa,Ukraine, 28-34 [In English].

13. Dawodu Adeshina (2013). Powering Nigeria's vision 20:20:20 through efficient project development and implementation: materials of II international scientific-practical conference of the students and young scientists: State and development prospect of social and economic systems in the era of knowledge economy, Odessa, Ukraine,14-18 [In English].

14. Cram: PMBOK Chapter 9- Project Human resources Management: - Retrieved from:: http://www.cram.com/flashcards/pmbok-chapter-9-project-human-resources-management-1851365 [In English].

15.   IT knowledge portal: Project Management Body of Knowledge (PMBOK) Guide: - Retrieved from: http://www.itinfo.am/eng/project-management-body-of-knowledge-pmbok-guide/.

16.   4squareview: 5th Edition PMBOK® Guide—Chapter 8: Human Resources Management Knowledge Area: - Retrieved from: http://4squareviews.com/2013/06/13/5th-edition-pmbok-guide-chapter-8-human-resources-management-knowledge-area/ [In English].

17.   IPMA: International Project Managers association: - Retrieved from: http://ipma.ch/certification/competence/ipma-competence-baseline/ [In English].

18.   Gilles Caupin Hans Knoepfel Gerrit Koch Klaus Pannenbäcker Francisco Pérez-Polo Chris Seabury with the input of our Member Associations: ICB - IPMA Competence Baseline Version 3.0: - Retrieved from:: http://www.lpva.lt/cms/files/lpva/resources/4640_IPMA_ICB_EN.pdf [In English].

19.   Maria do Rosario Bernardo Sandra Bartsch-Beuerlein Alistair Godbold Rudolf Christopher Takac (June 2011). ICBC: Addition to the IPMA Competence Baseline for PM Consultants: Version 1.0 - Retrieved from http://www.gpm-ipma.de/fileadmin/user_upload/Qualifizierung___Zertifizierung/Berater_im_PM/ICBC_final_web.PDF [In English].

20.   Low Foon Siang, Chong Heap Yih (2012). A review towards the new Japanese project management: P2M and KPM. Retrieved from: http://jyotiacademicpress.net/a_review_towards_the_new.pdf [In English].

21.   Shignobu Ohara: P2M: A Guidebook of Project & Program Management for Enterprise Innovation: Volume II: - Retrieved from http://www.because-i.org/P2MGuidebookVolume2_041014.pdf [In English].

22.   Yuji Kishira (2006). Connecting the World of Project Management: A Case Study of Reengineering Public Works Management at a Japanese Government Ministry Through a P2M Based Program and Project Management Method. PM World Today Case Study. PM World Today, Vol. VIII, Iss. 11. - Retrieved from: http://www.supplychaincentral.in/sites/default/files/JapanCCPM.pdf [In English].

UDC 005.934:005.57

Samuel Gyedu

USING INFORMATION SECURITY SYSTEM MODEL AS A MANAGEMENT TOOL FOR ENSURING INFORMATION SECURITY IN AN ORGANIZATION.

Information security system model is generated and interpreted from the organization economic security point of view. The model is a base for measuring and managing the information security system of organization in a well-structured and control manner to meet the strategic plans. Fig. 2, Ref. 17.

Keywords: information security management, physical security, information security, knowledge security and personnel security.

INTRODUCTION

Information security system model is a set of activities that an organization and management aimed at protecting the interests of the organization's information from external and internal threats [1]. Information security management is the term used for the planning and supervisory functions that are required to assure the meaningful development, practical feasibility and effectiveness of a well thought-out and