



**Graduate
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HUMAN RESOURCE MANAGEMENT IN PROJECT-BASED FIRMS: CORE EMPLOYEES FOCUS

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Introduction

▪ Research question:

- ✓ New project based business ⇔ new demands to personnel ⇔ specific HRM models
- ✓ Lack of attention to HRM and HC in project management literature
- ✓ Is it possible to rely on current approaches to HRM?



HRM with **Core Employee focus** is one of such current approaches



- HR in project based business ⇔ sustainable competitive advantage
- HR in project based business ⇔ trust and partnership and risk reduction

Management issue: who are these HR and how to manage them

Competence approach to CE identification

- «Right people in the right place»
- Valuable and unique **human capital**
- Human capital = **knowledge, skills and abilities**
- Main organization activity
- Core organization competences

👉 A lack of attention to abilities

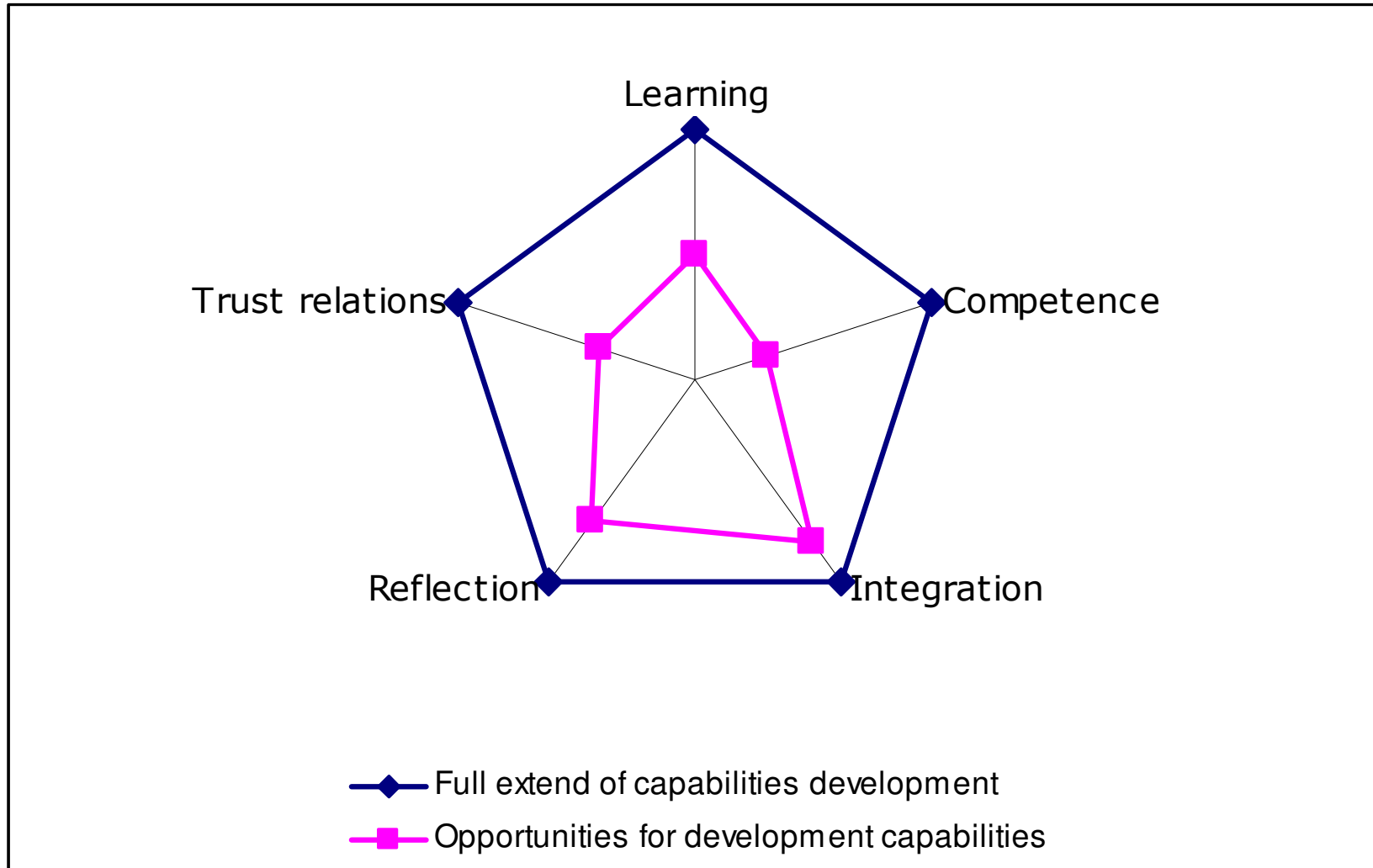
STROI - Network Research Project

- Finish construction oriented firms, operated in Russian market are studied
- 10 companies
- 12 semi-structured interviews

STROI - Network Research Project

Learning	<i>do not afraid of responsibility and decision-making</i>
Competence	<i>strategic knowledge and multiple skills</i>
Integration	<i>transmit the feeling of company high level of social or communicative skills, they create partnerships and networks</i>
Reflection	<i>constantly monitor client's situation</i>
Trust	<i>whom you can really trust</i>

CE abilities

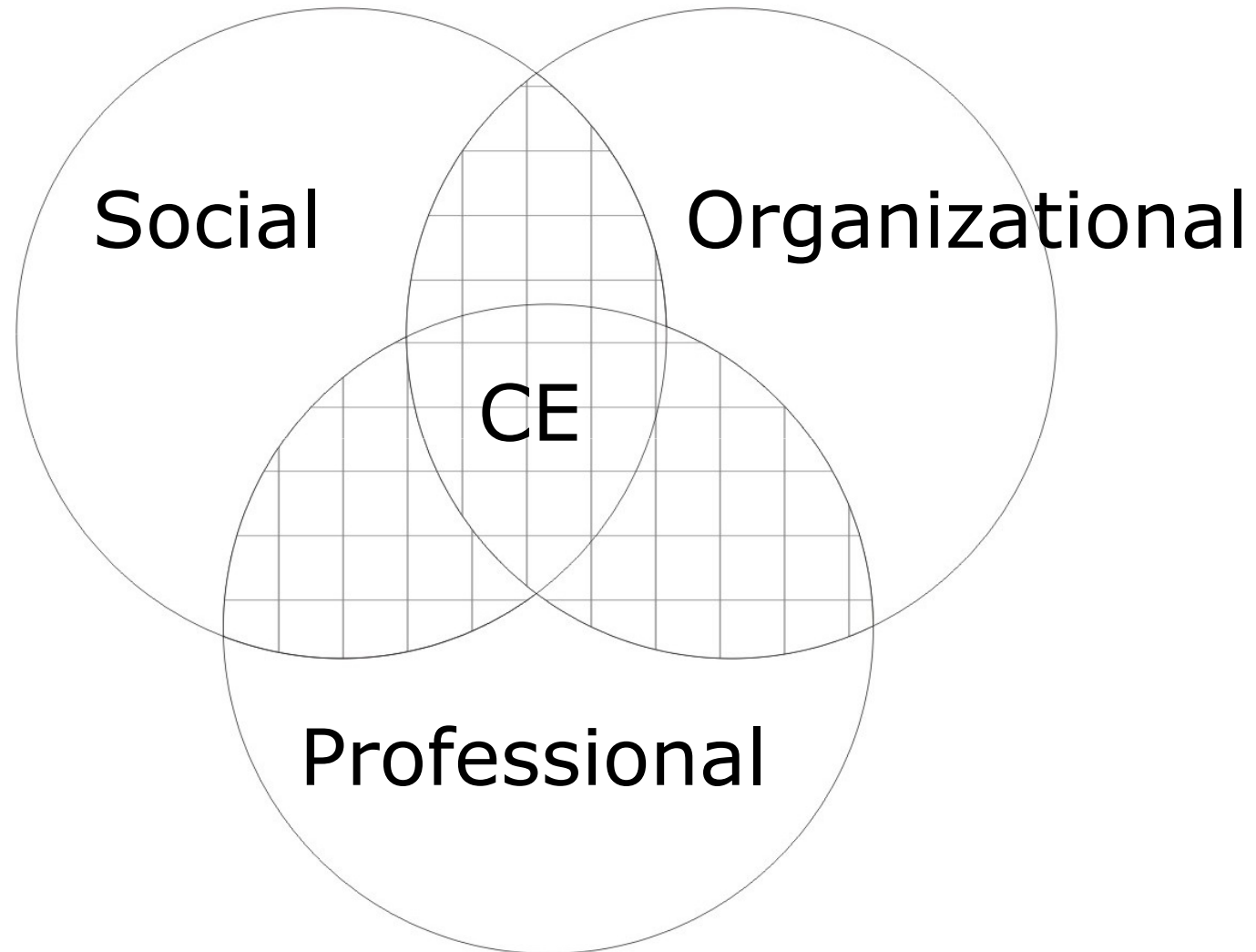


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CE abilities

- Is full extend of abilities development needed?
 - CE Profile – the extend of abilities development
 - Who and how does CE Profile define?
- ⇒
- How – different factors and context
 - Who – individuals from three different fields

Three fields of identification CE



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Summary

- HRM with CE focus is valuable for project based business
- There are parameters which can be managed in this model
- These parameters are CE abilities.
- Based on abilities different Profiles should be developed
- There is no universal CE Profile
- For CE Profile development three fields for identification are very important

Thank you for attention!

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