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INFORMATION TECHNOLOGIES AND IN THE MANAGEMENT OF PERSONNEL OF THE ENTERPRISE

The analysis of problems in the personnel management of a modern enterprise is devoted to quite a lot of research [1-4], which, most often, notes that all problems are interrelated with each other and are a consequence of information processing. Modern human resource management is based primarily on information and computer technologies [1]. For comparison, information management uses in organizational models that are poorly formalized and often depend on the subjective approach that creates them. The paradigm of information management in modern conditions is as follows: the use of information methods and technologies to support organizational management.

In the theory and practice of management, information is defined as a central, very important concept and is characterized as a set of information reflecting the state of the management system and the external environment of its functioning" [2]. Such an understanding of "information" reflects the well-

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defined needs of management and acts as the basis of the management process, in particular, the preparation, adoption and implementation of decisions [3].

When organizing personnel management, top management of industrial enterprises uses various methods and techniques. Among them, information technologies have the greatest efficiency, without which it is impossible to achieve effective results of production process management in today's management. The information process at an industrial enterprise is a complex and multifaceted element of management communication. One of the elements of the information process is the direct information influence of the leader or leader on his subordinates. The methods of influence of managers of a group of employees depend on the performance of employees in general. It is necessary to consider the characteristics of this group (team). A team is a small group of people engaged in performing a specific task. Team members must be open and honest with each other, ready to confront the difficulties that arise and internal group conflicts associated with the fact that group members have a different worldview [4]. Fulfillment of these conditions will create a positive atmosphere of interaction within the team, the group will constantly develop. In our opinion, achieving the result with maximum efficiency is impossible without the implementation of the three basic principles that we propose to include such.

1. *Interdependence.* Each member of a particular workforce makes his own individual contribution to teamwork. Other team members depend on the effectiveness of each. In this team, everyone shares work information with each other. Team members are also perceived as equal participants in the production process and have the opportunity to influence each other.

2. *Distribution of responsibility.* Responsibility for team goals is understood and shared by all, which, on the one hand, excludes the voluntarism of individual members of the group when making joint decisions, and on the other hand, determines the mechanism for finding the most effective solutions.

3. *Result.* Responsibility for the team results is shared by all members of the group and focuses group activity.

The group leader is very dependent on the team. The group requires the leader to be able to express the interests of the entire team. It is after this that the team not only follows the leader, but also wants it. There are several ways of interaction between a leader and a group [1, 10, 22].

The first way is "light from the star". This method involves mainly non-verbal perception by others of the new status of a team member. Here intonation and gestures used by the "star" are important. Otherwise, this scheme may not work. This method is used in the case of a new employee appearing in the team, who is very difficult to adapt among others. Its essence is that the

leader is entrusted with the task along with this new employee. In this case, it is important to think about such a motivation for cooperation, so that it is perceived by colleagues as necessary to solve the corresponding problem. With successful interaction, the popularity of the leader is partially transferred to the employee and the attitude of colleague's changes for the better. The status of a new employee can be increased due to any achievements "externally". Here, the leader's task is to constantly inform other team members about this. Finally, understanding the reasons for the dedication and isolation of individual group members needs to be analyzed. It is important to find out what the reason is: in certain personal characteristics of a person, features and traditions of the family structure, low self-esteem caused by negative past communication experiences, etc.

The next way an informal leader and a group interact is a "common enemy". Finding an external enemy: it helps the group to forget internal discord and unite in the struggle or organization of the common opinion of the group. Here it is verbal communication in the exchange of information that is important, since team members need to be persuaded to unite. The leader needs to find something for which the team is ready to achieve its goals and objectives. Therefore, it is necessary to analyze all possible alternatives and choose the most effective of all. Then the team will have no doubt about that they are doing one common, profitable thing for all. Only proof of the possibility of future well-being is a serious work of managers and business owners.

And finally, the third method, the methodological essence of which is that employees of an industrial enterprise with greater enthusiasm perform tasks and assignments that come from the leader than from the leader. Because the group fully trusts and supports the decisions of its leader. Therefore, an experienced leader should maintain a good relationship with an informal leader, thus influencing employees. Such a strategy is widely used by managers, who were put to lead an unfamiliar team. Thus, the overall structure of information management in a team is presented in the form of four stages: the collection and processing of information of all available types, the preparation and phased decision-making, the development of a management decision. So, as can be seen from the above, the role of a leader is very high and important. He needs to clearly understand the situation in which his subordinates are and act on the basis of everyone's abilities.

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EVALUATION OF THE EFFECTIVENESS OF INFORMATION TECHNOLOGY OUTSOURCING

Outsourcing (use of another enterprise / resource) is the transfer by an enterprise (outsourcing) on the basis of an agreement of certain business processes, works, services for execution to another enterprise (outsourcer), which has the appropriate specialization in the relevant field of activity. The main source of economic effect for outsourcing when using IT outsourcing is an increase in the level of efficiency of the industrial enterprise as a whole, as well as the possibility of freeing up appropriate organizational, financial and human resources, in order to develop new directions or concentrate existing efforts on existing areas that require increased attention from this enterprise [1-14].

In general, we support the multi-criteria method to assess the effectiveness of IT outsourcing, which is widely used in the practice of

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