

2020 ж. қаңтар, №1 (57)  
Журнал 2005 ж. қаңтардан бастап шығады  
Жылына төрт рет шығады

**Құрылтайшы:** *Қостанай мемлекеттік педагогикалық университеті*

**Бас редактор:** *Мусабекова Г.А.*, педагогика ғылымдарының кандидаты, Ө. Сұлтанғазина атын. ҚМПУ, Қазақстан

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Тіркеу туралы куәлік №8786-Ж  
Қазақстан Республикасының Мәдениет және ақпарат министрлігімен  
19.11.2007 берілген.  
Жазылу бойынша индексі 74081

#### **Редакцияның мекен-жайы:**

110000, Қостанай қ., Тәуелсіздік к., 118  
(ғылым және халықаралық байланыстар басқармасы)  
Тел. (7142) 54-85-56 (135)

№1 (57), январь 2020 г.  
Издается с января 2005 года  
Выходит 4 раза в год

Учредитель: *Костанайский государственный педагогический университет*

**Главный редактор:** *Мусабекова Г.А.*, кандидат педагогических наук, КГПУ им. У. Султангазина, Казахстан

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Свидетельство о регистрации № 8786-Ж  
выдано Министерством культуры и информации Республики Казахстан  
19 ноября 2007 года.  
Подписной индекс 74081

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110000, г. Костанай, ул. Тәуелсіздік, 118  
(управление науки и международных связей)  
Тел. (7142) 54-85-56 (135)

**ТЕОРИЯЛЫҚ ЖӘНЕ САРАПТАМАЛЫҚ-ШОЛУ ЗЕРТТЕУЛЕР  
ТЕОРЕТИЧЕСКИЕ И ОБЗОРНО-АНАЛИТИЧЕСКИЕ ИССЛЕДОВАНИЯ**

UDC 316.6

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**ABOUT INTELLECTUAL CAPITAL IN MANAGEMENT  
THE «SOCIETY OF KNOWLEDGE»**

**Abstract**

*The late twentieth and early twenty-first century was marked by appearance and development of a new type of economics, founded on the knowledge. These processes are involved in the system of management on different levels. The article treats the research of management based on the intellectual capital in the new type economic development in knowledge society.*

*Key words: intellectual capital, personality, management, methodology of decision-making.*

**1 Introduction**

There are more and more researches about the separateness of intellectual capital as an independent object in social structures management in knowledge society in recent years. Personality and its intellect as a center of the processes of management has an important role in the new type of modern economic. Intellectual resources become the main resource of the society of knowledge, determining its competitiveness and ability to develop.

**2 Materials and methods**

As a toolbox research the authors use the following methods:

- Secondary analysis of research devoted to intellectual capital and management on different levels in knowledge society;
- Using dictionaries and encyclopedias;
- Monitoring management studies in specific socio-economic structures;
- After conducting social research and correlation analysis the authors summarized results.

There is a strict definition of «intellect» in Oxford dictionary: The «intellect» is «the ability to think in a logical way and understand things, especially at an advanced level» [1]. The intellect is an integral manifestation of abilities, knowledge and skills. It means operating activities of human capacity complement by more generalized schemes and programs of behavior, and personality's knowledge about the world, about other people and about himself. In other words, a man of high level intelligence is the one who can identify the problem and find the right solution in the context of the overall objectives of the social structure or the organization. The most important factor of human resources management of the organization in modern structures is its human resource intellectual capital.

Peter Druker determines the moving of the main work forces from industrial workers to «knowledge workers» the managerial revolution [2]. New trends in management and relationship to management as to the management of knowledge continue to our days.

Information and knowledge are the main priority of the European Union for economic development of the community as a «knowledge economy». In these processes it is important «what, how and how quickly» people apply new knowledge, gained experience and learned lessons

from the practices. Huge volume and diversity of information hinders orientation, problems solutions, completeness and choice of values and goals to be achieved. But the competences of any modern level without continuous monitoring of changes and innovations in the professional fields and the economic segments are impossible if the new knowledge does not affect the strategic planning and management. It is therefore essential the creating of targeted alliances with strong competitive market economies in European Union. Training for learning skills and qualities for quick perception and development the experience of personality are at the heart of European programs for development and changes in the modern information society – the society of markets and the knowledge. The theoretical development and practical application of information technologies in society develop personality's interest in the acquisition and application of knowledge.

The study and use of products of information and communication technologies is particular significant in decision making, optimization and selection of the most appropriate option for action. It is therefore necessary to develop targeted skills for cognitively rational application of different techniques and tools for working with information that are directly related to mental-cognitive and creative activities of personality.

The transition to a new type of economy needs restructuring of the management system of the organizations. In the «old» industrial economy, based on the use of the material means of production, management was carried out in the form of bureaucracy, characterized by a hierarchy, a strict division of functions and responsibilities. In the new «innovation» economy based on knowledge, the effective management is that type of strategic management which «characterized by small teams, continuous staff training, flexible division of functions and responsibilities in the organization. Its main content is the creative participation of staff (not only, but of all contractors) in the continuous improvement of joint activities.

In terms of building a «knowledge society» the managerial activities are treated as the use by the managers of its intellectual capital to achieve organizational goals. The manager receives compensation in the form of salary for the use of his intellect. The performance assessment of managers can be external (by experts) and internal, in the form of self-evaluation. Accordance the internal manager's self-assessment and received external results, estimated from the social-economic structures leads to lack of conflicts. If the task demanded from the manager considerable mental efforts, and the result proved to be inadequate compensation, it means either a low manager qualification, or underestimating his activities. This trend is a rather dangerous for today's organizations, because the human capital is relatively mobile and it can be lost if valuable experts retire. Making decisions, the manager uses his skills, experience, organizational capabilities and intellectual capital. Manager's intellectual contribution, as well as other workers intellect, is the human resource capital of the organization. The intellectual capital of the organization consists of the following components:

a) Human capital: combined intelligence and morals of organization, workers knowledge, skills, creativity, moral values, work culture;

b) Organizational capital: the results of workers' intellectual activities, embodied in technical equipment, innovation programme, patents, trademarks, service marks, organizational structure. On the one hand, the organizational capital is the accumulation of experience in the use of human capital's management, and on the other hand, it is designed to improve the employees' performance of their intellectual abilities. Organizational culture is a part of organizational capital;

c) Consumer capital, which is formed by the interaction between organization and customers. It includes information customer base, customer contracts, public relations, etc.

Increasingly the organization's development and achievement are determined by successfully found solutions in the management of intellectual capital.

The principle of application the employees' knowledge and experience is the most important in Human Resources Management for development of their intellectual and organizational abilities.

Knowledge management contributes to the development of organizational conditions aimed at realizing the potential employee and encouraging his creativity.

The researchers emphasize the fact that organizational culture is precisely the factor that determines the functional orientation of socio-economic subjects and, in fact, the form and manner

of their positioning in the external social environment. Our point of view for examination of organizational culture is based on systematic and socio-cultural approaches to analyze this phenomenon. Based on these approaches, it can be determined, on the one hand, as a tool for increasing the effectiveness of the organization activity, and on the other hand – as an aspect of the management process, which can be directed to a certain direction depending on the set purposes. In this case, the organizational culture is a necessary set of organizational elements and internal relationships for successful performance of the structure in the external social environment. In social terms, organizational culture is a combination of spiritual and material values shared by members of the organization, and determining their behavior both in specific professional environment and public sphere.

In general, the development and the functional results of organizations depend on the effectiveness of people's professional activities. But no less important are the value orientation and culture of the staff to the structure's objectives, summarized ideas about its organizational development, its relation to the opportunities for the realization of the professional potential and the satisfying of staff needs in it. An important aspect of organizational culture is the realization of the objectives through the results and their impact on the motivation of the people working in the enterprise or company.

According to Professor D. Shopov, «Organizational culture through its main forms is an important condition which must keep Human Resource Management in formulating the strategy, policies and practical decisions for personnel in the organization. Several important features characterize the modern model of Human Resource Management:

- It is initiated and guided by senior management and the responsibility of line managers;
- It emphasizes the need for integration of business strategy and human resources strategy;
- It emphasis on behavioral characteristics and attitudes of employees and on the individual approach to labor relations;
- It gives priority to mutual trust between partners, flexible roles and teamwork;
- The salaries are determined depending on work performance and skills [3].

The system of decision-making is a part of the intellectual capital of the structure, along the systems of adoption of technological and design solutions, formal and informal internal and external relations, the set of unique solutions and previously performed projects. Reviewing the activities of decision-making as part of the organization's knowledge management the management decision can be defined as a result of individual or collective intellectual activities of management subject in the organizational capacity conditions of the company aimed at improving collaboration.

Many researchers define managerial decision as an act of creative activity analysis of the situation, alternative selection and implementation of ways, methods and means of solving the problem in accordance with the overall strategy. Management decisions characteristics are: purpose, scientific motivation, competence, timeliness, consistency, scientific form (completeness of the content, clarity, specificity).

Management decisions should integrate feelings, thoughts and the will of employees to achieve strategic goals. It is the embodiment of creativity, knowledge, imagination makes it. Creation and execution decisions are mastery of administrative tools (management methods, technologies and models). The successful solution depends on the correct prediction of expected results. Original innovative solutions can be implemented in a creative, collegial environment, in a climate of competition of intelligences and erudition.

Professor H. Makakov in his book «Management – History and Theories» analyzes in details the objective and subjective negative factors affecting decision-making. He refers to some important subjective factors:

- Difficulties in identifying the problem;
- Individuality and characteristics of the personality who decides;
- The importance of the decision, the rank of manager in the organization, the influence of group interests;
- The management style, experience of manager or any problems with the communication skills [4].

In the process of building, a new economy, based on the use of the elements of intellectual capital, is changing the technology of decision-making. In industrial economy, the adoption of non-standard, creative solutions was more the prerogative of senior management level, while the middle and especially the lower level made the standard, routine decisions. In the new economy, taking innovative solutions becomes a necessity even at the lowest levels of management.

The globalization processes and consolidation of companies create conditions in which more and more organizations adopt their decisions helped by specially trained teams.

The more dynamic market makes very important the factor of entrepreneurial initiative. The more developed entrepreneurial culture, the greater the readiness to take risk and initiative.

The methods, based on intuition and experience, receive new impulse and become quite relevant in intellectual capital management, especially in the conditions of increasing uncertainty of the economic environment.

In the arsenal of methods for developing managerial decisions separately are distinguished methods for enhancing the intellectual activities, which include the methods of psychological activation: conferences, round tables, «brainstorming», the method of questions and answers, game-theoretic methods, methods of connecting of new intellectual sources.

To ensure the smooth functioning of such technological methods there is necessity of established coordination of all participants in the process. It is impossible without modern information and communication technologies.

### **3, 4 Results and discussion**

Research on Human Resources Management technologies contributes to:

- Changing the nature of the use and application of information and communication technologies in management of social structures and organizations;
- The strengthening of the role and the nature of innovation. They increasingly are involved to strategic planning activities, production technologies and to the Human Resources Management;
- Raising the significance of the general organizational, communicative and administrative culture in management.

All these processes require not only specific «economic knowledge» and «common knowledge» but managerial and administrative culture in the global knowledge society. Personnel with high intellect level, produced in the field of science and education is the main factor of dramatically improving efficiency of economy.

The development of modern information technologies brings a new level of management methods based on quantitative and qualitative information. Therefore, the development of solutions in the management of intellectual capital, the combination of quantitative and qualitative methods is mandatory.

In our opinion, there is a very important P. Druker's statement: «Leading social groups in a knowledge society will be «working in the field of knowledge» – knowledge managers» [5].

In this aspect, education and qualifications are the main criteria for a high level of human intellect. Education as the potential and qualifications can turn it into a productive force using management, skills and motivation.

### **5 Conclusions**

Management in modern society is increasingly focused on the implementation of mental abilities of individuals and their moral features. The results of intellectual activities of people embodied in the form of organizational, technical, information relations and achievements form the intellectual capital of the social and economic structures.

The content of management processes under conditions of economy based on knowledge management as a key element of evolution is undergoing significant changes.

The approaches to decision-making related to the management of intellectual capital change in modern conditions. Need to develop creative solutions are becoming an everyday reality, not only for the top level, but for a lower level of management. The methods of activation intellectual abilities of the people involved in the management processes are developing further.

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*Article received by the editorial office: 12.12.2019*

**ДИМОВА, Е., АЙДНАЛИЕВА, Н.А.**

### **«БІЛІМ ҚОҒАМЫ» МЕНЕДЖМЕНТІНДЕГІ ЗИЯТКЕРЛІК НЕГІЗ ЖАЙЫНДА**

*Жиырмасыншы ғасырдың соңы және жиырма бірінші ғасырдың басы білімге негізделген экономиканың жаңа түрі пайда болуымен ерекшеленді. Бұл үдерістер менеджмент жүйесіне әртүрлі деңгейде кіріктірілді. Мақала зияткерлік негізде білім қоғамындағы экономикалық дамудың жаңа түріндегі менеджментті зерттеуге бағытталған.*

**Кілт сөздер:** зияткерлік капитал, тұлға, басқару, шешім қабылдау әдістемесі.

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### **ОБ ИНТЕЛЛЕКТУАЛЬНОЙ ОСНОВЕ В МЕНЕДЖМЕНТЕ «ОБЩЕСТВО ЗНАНИЙ»**

*Конец двадцатого и начало двадцать первого века были отмечены появлением нового вида экономики, основанного на знаниях. Эти процессы вовлечены в систему менеджмента на разных уровнях. Статья относится к исследованию менеджмента, основанному на интеллектуальной основе в новом виде экономического развития в обществе знаний.*

**Ключевые слова:** интеллектуальный капитал, личность, управление, методология принятия решений.

## ӘОЖ 8.81

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## **Ғ. МҮСІРЕПОВТІҢ «ҰЛПАН» ШЫҒАРМАСЫНДАҒЫ ФРАЗЕОЛОГИЗМДЕРДІҢ СТИЛЬДІК ҚЫЗМЕТІ**

### **Түйін**

*Тілдегі фразеологизмдер – тілдік бірліктердің ішінде аккумулятивтік қызметі ерекше байқалатын, бірнеше мыңжылдықтар бойы пайда болып, дамып, қалыптасқан, әдеби тіл дамуы кезеңдерінің өзіндік ерекшелігін айқындайтын тілдің ажырамас бір бөлігі. Берілген мақала Ғабит Мүсіреповтің «Ұлпан» романындағы фразеологизмдердің стильдік қолданысын зерттеуге арналған.*

**Кілт сөздер:** фразеология, лингвистика, сөздік, соматизм, парадигма, фразеологизм.

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