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The organization's assets can be divided into two parts: people and everything else (Goldsmith & Carter, 2010). Sometimes, at a time prior to the "new economy" era, the organization's measurement of the value of an organization was conventionally measured, by estimating it and using material assets: fixed assets (buildings, machines, plants, etc.), inventories, supply chains, receivables, recognizable brands as well as thousands other measurable objects that are touchable. In the various "new economies" (e-economies, knowledge economics) the value of any organization is expressed, above all, by the availability of inexhaustible, immovable assets: human resources (capital), information capital and organizational capital. The organization's irreproachable assets should be aligned with the organization's strategy to lead to new value (Kaplan & Norton, 2004). The position of these two leading authors in contemporary strategic management, based on theoretical approach, developmental and empirical research in this thesis, is a necessity and a great need to adjust the inexhaustible capital strategy of the organization. Nothing less important is not the question of measuring inexhaustible capital and its readiness to successfully implement this strategy. The readiness of inexhaustible assets, especially human resources, is the measure and value of the necessary basis for some organization to become a "strategy-centered organization". The focus on strategy is focus on change and it implies that all employees in the organization think about their contribution to achieving the organization's strategic goals. The strategy and strategic goals will be achieved if the organization has ready-made human resources for its strategy. By expressing the readiness of human resources, as a key factor of inexhaustible assets, a measure where human resources meet the requirements of the strategy is indicated. The strategic readiness of human resources can be understood as an indispensable condition for successful implementation of the formulated strategy and achievement of strategic goals. Kaplan and Norton emphasized the necessity of: (i) describing and defining inexhaustible assets, human resources, (ii) adjusting inexhaustible assets, human resources to the organization's strategy, and (iii) measuring the degree of readiness of inexhaustible assets and human resources to successfully implement its strategy. The prevailing views of these exemplary scholars are the threads that go through all the parts of this thesis. Starting from the paradigm of strategic management in general and especially from Kaplan and

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Norton's learning premise, the idea behind the subject of research was developed in this thesis, elaborated in the following syntax: – Human resource management model development with support of information technologies. The broadest context is managerial discipline on human resources management, the focus is on the development research of the development, development of human resources management model with support of information technologies – research on technology synergy and the theory and practice of human resource management. While the overriding interpretation of the role of IT in human resources management, it is still necessary to point out the new and already affirmed doctrine of the digital business platform as the working framework of this research. The first research task is to acquire theoretical, heuristic and experiential knowledge of the subject of research. Theoretical knowledge, heuristic ("know how") and experiential knowledge has to be acquired and brought together in order to establish presentational knowledge necessary for the development and presentation of new successful practices, a new process of human resource management process. Theoretical research is going to be carried out using the method of systematic analysis of literature, in order to determine the overview of the approaches and opinions in the literature that is the domain of the subject of this doctoral dissertation. Heuristic knowledge has to be acquired from the analysis of the best software solutions in the world and in the region. The practical part will be based on s practice research through a large number of interviews conducted in fifty organizations that will fall into a research sample.

The key questions of each research are the subject, the problems, the goals and the way of research. The context of exploring any aspect of human resources should always, as has been said, strategic management and performance management. The ability to achieve the goals set by any organization depends on the organization's ability to learn, develop and manage the development of its intellectually-owned capital, or human resources. Innovation and development of products, services and business processes can be achieved through improved knowledge and empathy of employees, superior information technology and well-defined organization processes. Objectives set in the perspective of learning and development are the infrastructure and drivers for success in the remaining perspectives and areas of organization's work. Therefore, in order for an organization to

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have the power to attain the goals of strategic development and growth, it must invest in employees in the organization, systems and procedures. In the perspectives of learning and development, four major categories are essential: (a) ability of employees, (b) research and development, (c) motivation and common pregnancy, and (d) power of information system (Kaplan & Norton: BSC, 1996, 2004). From this point of view, this part of the paper deals with the research of the problem of distribution, representation of modern human resource management processes in practice, supported by modern information technologies and systems. Contemporary organizations increasingly understand that their sound human resource management can significantly contribute to gaining sustainable competitive advantages. The significance of concepts and approaches to human resources management, and hence the appreciation and appreciation of human capital, with the support of information systems, seems to be based on the fact that thanks to them, the changed understanding of the contribution of human resources to the organization's performance has been changed. Human resources and the process of managing them is something that people bring to the organization (and relate with them when they leave) and what is being developed through organization through the process of training the staff and gaining work experience (Elias & Scarbrough, 2004, p. 22). There are several significant Human Resource Management or Human Resource Management schools (Elias & Scarbrough, 2004): (a) HRA (Human Resource Accounting) is a traditional school of thought which, due to the growing emphasis on the importance of people as the key asset of the organization (in "the new economy"), renew and increase the interest both of theoreticians and practitioners; (b) the second school of thought is focused on non-standardized, indecipherable, dynamic and context-dependent human resources and capital attributes, as the competitive value is not easy to support; (c) The third, recently developed school is closely focused on the competitive value of rare and non-existent feelings, abilities and skills; it is aimed at recruiting, developing and retention of all employees, especially the most valued staff; such an orientation is exposed to the criticism that the value of human resources and human capital depends on the context and that such focus on recruiting and retaining gifted individuals leads to neglect of staff development of the organization as a whole; (d) The fourth school is focused on the systems and means of

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measuring human capital that human resources have. Widespread rollouts are the shared commitment to building a robust metric for measuring human resources and the conviction that the development of such metrics will help organizations understand deeper performance drivers, enabling them to identify future sources of value in a competitive environment (Elias & Scarbrough, 2004, p. 22). One of the most important aspects of human resource management and human capital assessment is the assessment of the performance of managers, experts and all other employees in the organization.

Another lessonfrom which one of the approaches and aspects of this doctoral dissertation starts, or more specifically in this research, concerns the importance of data, information, knowledge, information technologies and information systems in human resource management. This is a coherent logical and methodological connection between important IT concepts and constructs: data, information, knowledge. According to the interpretations of these authors, there is no efficient functioning (and development) of an organization without a valid organization management and its processes (in this case human resources). There is no valid management of the organization and its processes without valid decision making. Valid decision-making without valid timely information and knowledge is inconceivable. Valid information for these purposes depends on valid data. Consequential conclusions emerge from the previous causal relationships between these entities for the management of relevant entities – there is no valid data, information and knowledge in the decision-making process and management of the organization without the proper management of this type of intellectual property. As noted by the authors, it is reasonably believed that information and knowledge management becomes one of the major strategic uses of information technology. Contemporary organizations build information and knowledge management systems to manage organizational learning and business "know-how-how". The purpose of such systems is to help the creation, organization and availability of significant business information and knowledge when and wherever they are in the organization needed. Some of the necessary conditions for successful human resource management and performance are ensured through the management of information resources of the organization (data, information and knowledge) as well as business intelligence as a basis for acquiring the necessary

information. Therefore, a significant part of this empirical research focuses on finding scientific information on the distribution of application of management information systems in practice.

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