

Contemporary Challenges towards Management III



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Contemporary Challenges towards Management III

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Introduction

The modern world remains a major source of turbulence in the close and distant environment of functioning organization. It is also in a strong correlation with the individual areas, functions and entire organizations. High turbulence not only affects classic organizations, but also organizations that function in virtual space. Occurring changes in the environment pose new challenges for the management process of organizations. There are new issues, areas, components of the management process and there is redefinition of the previous terms. Huge impact on this hypothesis is the result of:

- technical and technological progress, in particular progress in tele-information technologies;
- increasing availability of the Internet and broader bandwidth of it;
- cultural factors in the functioning of an organization;
- increasing importance of intangible assets in the structure of value (asset structure) of an organization;
- defining new organization structure based on outsourcing.

Particularly the adoption of the concept of outsourcing strongly determines the construction of the new organization and functioning of existing organizations nowadays, both “classic” and operating in the virtual space. In this determining context, the definition of outsourcing is contracting out of certain functions and areas of the organization’s environment, but also as the use of environmental resources, both in the present and in the future. Such concepts as outsourcing, Business Process Outsourcing, Knowledge Process Outsourcing and Management Process Outsourcing, show the contemporary development of organization. These concepts of outsourcing with an enormous share in the structure of all types of outsourcing are those that determine the possibility of addressing current challenges to the process of managing organizations. There is an important aspect associated with the use of outsourcing, i.e. increased innovative behaviour, reducing the risk of functioning and increasing the compet-

itiveness of individual organizations. This aspect is of major importance for the small and medium-sized enterprises, and taking into account its importance for the economies of individual countries, it remains one of the most significant phenomena in the management of modern organizations.

Another problem is the problem of conflict in the formation of certain methods, concepts in the function of individual organizations. It is connected with definable contradictions, on the one hand between quality assurance systems, information systems, expert systems, systems of created functions of organization and its members arising from corporate governance, planned career paths and other workers, etc., on the other hand, on creating innovative, creative behaviours of employees and the entire organization (improving systems, e.g. Kaizen method, management by objectives, incentive systems built on the creativity of individuals and others). This area in the functioning of an organization is very difficult to reconcile and requires a redefinition of the functioning and structure of modern organizations.

Another issue in the management of organizations is its effectiveness, including in particular the mapping of processes and in this context, defining metrics and indicators to assess the process. At the moment, we can observe two trends: first, a very complex one (detailed description of the defined processes or functions), and second, a tendency to an overall (holistic) assessment of the effectiveness of the organization. On the one hand, we build systems for very specific metrics indicators (early warning systems for organizations) of the other building assessment systems based on indicators of comprehensive, e.g. EVA which have many processes in its structure. It is a big challenge to define metrics for the assessment and mapping processes in classic and contemporary organizations operating in the virtual space, taking into account i.a. the use of outsourcing.

Great challenge to the management process of modern organizations is the issue of intangible assets, called by some scholars – the intellectual capital of organization. The organizations create much more intangible fixed assets (with a growing involvement in the asset structure). It provides the opportunity to develop (generates innovation in the behaviour of an organization) but at the same time, it expands conditions of uncertainty by the greater amount of interaction with the environment. The following defined challenges of contemporary organizations depict many new areas of research that should be redefined or defined once again.

Joachim Foltys

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