

TRENDS AND METHODS IN FIRM MANAGEMENT

Igor Liberko, Jana Naščáková
Technical University
Faculty of Mechanical Engineering
Department of management and
economy
B. Nemcovej 32, Košice 040 01
Slovakia

Lucia Liberková
Technical University
Faculty of Mechanical Engineering
Department of Environmental Studies
and Process Control
Park Komenského 5, Košice
Slovakia

ABSTRACT

The article describe trends and methods in the control which should be use in organizations for earning control effectivity and successful target reaching by filling a company vision.

Modern managing set-up should be in any company in-step with company's organizational structure.

Keywords: Management, management methods, organizational structure, effective management.

1. INTRODUCTION

A situation in Slovak companies needs an experts and competent people in top –management that should effectively react on new coming conditions. Increasingly become to situations, which are impossible to handle by traditional manager techniques, and they need to use of modern set-up and access sufficient to arise situation.

Companies, which want to reach a success, must be a flexible organization, learn how to innovate so they can react on constantly changes of setting.

Modern American companies use methods that signify reversion to classical and neoclassical management school. Centre of American access are mainly possibilities of horizontal production organization, total quality control, continual improve of all actions in company also a attentions to relationships with costumer, participative management and on top application of system which are build on computer technique.

2. MODERN METHODS OF ORGANIZATION CONTROL

Trends in area of control have direction over modern tools to other trimmer, harmonization and higher effectivity in organization structure and control methods in company. Toward a more famous method of organization control as a unit (not there elements, parts) from the view of pragmatism and complexity is possible to arrange following methods:

- **Method Management of Change** – method of transformation control consist of reality so the change is a accessory of all processes which are made in organization and all elements from whom progress of working process consist. To every change is possible adopting a proactive or reactive attitude? By proactive attitude in control is change predict, plan, implemented and value its encompassment. By reactive attitude we are trying to handle a struggle. Taking advantage of this method is connecting with set up, people education on continual course of changes. We are talking about transformation stand, cogitation and ability of all subjects in control to orient oneself toward continual increasing added value of products and services. Regulate change means: identify, predict and plan the change, realize a change (get over it), analyze change preparation (its realization), evaluate contribution and problem for planning new changes. The

method of transformation control is enforce continually and continuously from one change to another whereby every change became a starting point to another, deeper and considerably.

- **Turnaround Method** – is utilizing in case when direct or general costs are fundamental problem of their sustainable development. The rareness of method turnaround is reversing costs on the way so company get better.
- **TQM (Total Quality Management) Method** – is conceptions of quality control which is in all phases of life- cycle oriented on costumer. Integrate technical and socio –cultural system in frame of company and raise a human task in process of quality control. Main role for getting higher quality in company must synchronize top management. Principle quality criterions are disposal benefit, durability, aesthetical viewpoint and qualitative image by keeping relatively low price. [5] This method is focus on increasing quality of all elements and processes of complete organization and on fast reaction on market changes. Its performance is in practice described in large manual ISO (International Standardizations Organization). ISO long serves as a verification and control mark of perfect quality at products and production progress. About performance quality ISO not deal at all.
- **Benchmarking Method** – is method builds on comparing own organization with chosen example competitor and there adaptability with analyzes solution. As a example organization we consider that which in long period of time reach better results than analyze organization whereby essence resets not in founding and devolution complete examples bur in way of founding better solution. By using this method is to assure competitiveness and organization development there through will be use other approved method. These take us to creating perfect copies but not to competitiveness. The key positions by application of benchmarking have information about those that are comparing with quality and scope. The depression of this method rests in problem with assurance determine factors for externally oriented success.
- **Reengineering Method** – is oriented on the fundamental reevaluation and the radical process reconstruction in organization so that will be possible to reach a improvement from the view of critical efficiency rate as are costs, quality, services and speed. The basic progress of reengineering is oriented on development those parts which afford value to costumers and change or elimination of elements which value don not bring.
- **Crisis management method** – are methods utilizing in case when in organization became to crisis situation. Genesis signal of crisis situation is for example bad financial situation, capital impairment, and decreasing sales, decreasing profit or longer-range loose and decreasing production atc. Utilization of crisis management method is focused on problem analyses and reasons which evocate crisis status and prepare project on revitalization, consolidation, liquidation, fusion, concurs or balancing.
- **Method of continual improvement all activities in company (KAIZEN)** – system of continual consistent improvement and develop until details level. The conditions for KAIZEN system functioning is application and observance following rules:
 - ✓ Belaud a responsibilities of working team, support, participation and workers initiative by problem solving,
 - ✓ Accomplishment monitoring, quality level and other parameters there comparing with competition level and there presentation to workers,
 - ✓ Informedness about company goals and about present status in production and company problems,
 - ✓ Creating a organization assumption for development communication chances between workers, using principle open door,
 - ✓ Workers motivation. [6]

- **Outsourcing** – principle of outsourcing is „crowding out" internal source process and there substitution by external service its mean service offer by external subject. By outsourcing company became tenuous and flexible. So far in companies were set apart just marginal activities as a (cafeteria, security service) today are entering to foreign companies key areas (product design, marketing).
When are not made decision for or against „outsourcing“ as a part of company’s strategy, threatens uncoordinated progress. Very often is taken to consideration so the company’s competition, which is needed for development of new concurrence generation products and services, is not for purchase.
- **Assessment center** – by the help of Assessment center are searching the best candidate for occupy position in companies. Investigate quality-invited candidate, which present them self, discus and malingers some roles. Over the couple days of stress test are verify expert knowledge, personality, persuasion, to be a part of team and EQ known also as a soft skills. Contemplator on a base of standard valuation answer sheet valuates candidates.
Deficiency is so for occupation of important position is often setting-on as a contemplator entire management, which is not considering to short time for ideal evaluation candidate, enough teach.
- **Method costumer relationship management CRM)** – intensive care in relations with costumers Customer Relationship Management (CRM) present important part of marketing mix. Systematic relationship improvement in company into their costumers should be intersecting over all departments from sell over marketing and services through public relations.

3. CONCLUSION

Effective company control is support by plenty modern manager tools from whom in higher rate should be use reengineering, benchmarking and an outsourcing. Those should be also eliminating weak place in company as are over employment and high costs.

For organization is important accordance new modern tools with company's organizational structure which is helpful in increasing control effectivity and successfully reach targets and strike company vision.

On the end is very important to say so now not exist incorporate control methods for organizations as well as not exist two incorporate identically organizations because not exist repeatability or incorporate identically manager subject.

The article was realized in frame of grant solution VEGA č. 1/0412/03 – Vplyv kvality a nových technológií na hospodárnosť malých a stredných strojárskejších firiem v súčasnom podnikateľskom prostredí.

4. REFERENCES

- [1] Rašla, V.: Tendencie vývoja strategického manažmentu v globálnej ekonomike. In: Trendy v systémoch riadenia podnikov. Zborník zo 6.medzinárodnej konferencie, ktorá sa konala v dňoch 13. – 14. novembra 2003 v Herľanoch. Košice: Pa Pireus, 2003.
- [2] Povrazník, J.: Celostný manažment. Bratislava: Sprint, 1999.
- [3] Kassay, Š.: Marketingová stratégia firmy holdingového typu: Tendencie korporačného rozvoja. Nové Zámky: Strateg, 1998.
- [4] Magul'áková, M.: HR – outsourcing. In: Medzinárodná vedecká konferencia „Trendy v systémoch riadenia podnikov“, Herľany 2004, zborník vedeckých prác (na CD), zborník abstraktov, s. 71, ISBN 80-8037-202-7
- [5] Mihok, J., Dolný, R., Trebuňa, P.: *Smery vývoja ľudských zdrojov*. In: Trendy v systémoch riadenia podnikov, Zborník 7. medzinárodnej vedeckej konferencie, Herľany, 9.-10. november 2004.
- [6] Liberko, I., Šutaj-Eštok, A., Mihok, J.: *Vybrané kapitoly z manažmentu*. Študijná publikácia – skripta. Technická univerzita v Košiciach, Strojnícka fakulta, Košice, 2005. ISBN 80-8073-310-4.

