



PROPER COMMUNICATION MEANS AS A TOOL OF DECREASING COMPANY MANAGEMENT RISKS

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SUMMARY:

This article describes the main results of scientific investigation done in three university institutions in Poland, Serbia and in Slovakia. In last years the attention was paid to different tools of decreasing the risk in the companies. Conclusions of seven different hypotheses are described in following article. Proper (effective, true, timeous) communication decreases company management risks.

ABSTRAKT:

Článok popisuje výsledky skúmaní vykonané na troch spolupracujúcich vysokoškolských inštitúciách v Poľsku, Srbsku a Slovenskej republike. Počas posledných rokov boli skúmané rôzne nástroje na znižovanie rizík vo firmách. V článku sú uvedené závery siedmich hypotéz, ktoré smerovali k problematike komunikácie. Vhodná (efektívna, pravdivá, včasná) komunikácia znižuje riziká v manažovaní firmy.

Introduction

This article is based on results long lasting cooperation of three university institutes. The support materials for this article were in Poland accomplished by the team of scientists under the leadership of prof. Dr. Hab. Zenon Zamiar, in Serbia under the leadership of Dr. Zoran Cekerevac and in Sloviakia by associated prof. Ing. Zdenek Dvorak, PhD. The aim of the research was to identify management process risks. The research was focused on ability of managers to use new information and communication technologies. In our research we took consideration on all historical aspects of communication means development.

Informatisation influence on company environment

The globalization process is closely connected to the informatisation process. The European Union is from 1998 regularly issuing regulation on development of informatisation in membership countries. They were eEurope 2002, eEurope 2005 and iEurope 2010 (more information on www.europa.eu). The Slovak Republic and Poland have accepted mentioned advises and finally issued (as well

as Serbia) own informatisation strategies (more information about Slovak strategy on www.informatizacia.sk). As one of the crucial factors for applying the informatisation strategy is the amount of financial support. The amount of spent money is shown in figure n.1.

Table 1 Government budget contribution spent on informatisation in EU and Slovakia.

Program period	Government budget contribution spent on informatisation	
	EU Average	SR
1994-1999	2,0%	0,00%
2000-2006	7,3%	0,96%
2007-2013	10% planned	n 8% anned

zdroj: (Uznesenie vlády, 2006)

Work with information in company environment

At the begging of 21st century the theory of management consider this age as an information age. The end of 20th century is pointed out as the start of information revolution, the beginning of information society. The value of information is now recognized as

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capital, asset, which is provided, processed, valorized and used by manager. In other words the information has a potential to be very important factor in company's development. The information creates material and other sources but on the other hand for its provision it is also needed to consume those sources.

Modern company use following functions of information:

- communication,
- decision making support,
- learning processes.

The information transfer process is done in several ways using different transfer means. In modern ICT systems is the information transferred into binary code. When the binary code information reach the recipient it is again transferred from binary code to needed form.



Figure n. 2 Information functions in company

Problem solution hypothesis

A management experience describes different risks in information procession. According to the norm STN 010380: 2003, risk management, different processes were divided into activities, acts and actions. Possible risks were identified in all processes. Seven basic directions of research were stated:

1. incompatibility of communication tools,
2. message language ignorance,
3. no or not sustainable feedback,
4. wrong task formulation,
5. not sustainable ability to use function of modern ICT systems,
6. disproportions of information in formal and informal IS
7. management education.

In all participant countries were done interviews with managers on all positions. The questionnaires were distributed among people working closely with managers to find out direct feedback on management work.

Different hypothesis were set according to their position to management quality, company work's quality, changes in company's culture,

and mainly to the risks of company's management. In accordance with risk management it is needed to identify risks. We decided to state following hypothesis from whole range of possible choices. Seven hypothesis are shown on the table n. 2.

Table 2 Chosen hypothesis of the research

Hypothesis n.1 – What is the influence of incompatibility in communication means on quality of work in company?	H1
Hypothesis n.2 – How can low understating of language decrease company's work quality?	H2
Hypothesis n.3 – What are the consequences of lack of feedback on management work on change in company's culture?	H3
Hypothesis n.4 – What is the influence of modern and effective task definition on company's risks? Hypothesis n.5 – What is the connection between quality of company management and their ability to use ICT means?	H4
Hypothesis n.6 – Are disproportions in information in formal and informal IS increasing the risks in company?	H5
Hypothesis n.7 – Is regular attendance of managers on courses lowering company's risks?	H6
	H7

Due to chosen hypothesis and documented examples from practice it is possible to analyze possible threats for company processes. More detailed fragments from everyday experience will be presented in the next part of article.

Examples of practical problems in company's management

Chosen examples for hypothesis n. 1. Due to the present expansion of ICT problem of HW or SW incompatibility occurs. One of the possible scenarios is that company purchases new computers and software, but because of deficiency in users education how to use new software, they are very often not able to work with files proceeded in older SW version. Conclusion is that hypothesis n. 1 was confirmed which means that purchasing of new

HW and SW contains certain risks in company's life.

Hypothesis n. 2 can be demonstrated on many examples, when manager did not used proper language, which could be understood by his colleagues. In present global time, when tasks are solved in cooperation in many countries, managers should know and being able to use some of the international languages. The base for work in global environment is to know at least English language. This is valid also in university environment because English is widely used in all scientific brands. Using of other languages is also used in bigger cities and frequently visited places to make the travel and access easier also for foreign citizens – see figure n. 3



Figure n. 3 Platform marking in different languages

Hypothesis n. 3 – feedback and changes in company's culture. In proceeded research was investigated the occurrence of feedback from clients or colleagues. Unfortunately in many institutions was found out that management does not make any feedback or ignore the results. This hypothesis was fully confirmed in all institutions. For functioning management it is impossible to work without having regular feedback.

Hypothesis n. 4 - Investigations hold on effective and modern task formulation are based on opinions of people who prefer time-proven methods as well as modern methods based on using of ICT. It was proven that applying modern methods has to over go several steps when people are allowed to use both methods and step by step to transfer the task definition system. In case when the system was defined, people were educated, and system started to work it was stated that risk of communication problems was very low. It is very important to follow all steps and from

time to time to repeat whole innovation process. The hypothesis n. 4 was confirmed.

Hypothesis n. 5 – What is the connection between quality of company management and their ability to use ICT means? In given case we found out that some of the managers in investigated institutions do not use ICT means at all. Communication they apply are only phones or cell phones. In fact if those managers are surrounded by people who are able to use ICT in proper way, they do not face any serious problem. On the other hand it is very difficult to state if such approach can be applied in long- term run and effectively. The research states that managers in future should be at least average ICT users able to manage majority of their communication via emails and other ICT services available. This hypothesis was not confirmed, because it is still possible to manage company without using ICT.

Hypothesis n. 6 – Are disproportions in information in formal and informal IS increasing the risks in company? This issue was solved on different levels, because formal snf informal IS exists in all companies at the same time(see figure n. 4

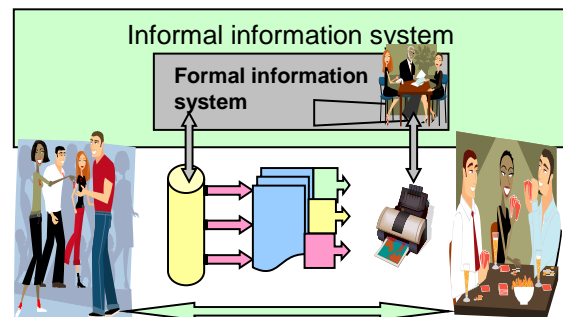


Figure n. 4 Formal and informal IS of company

The answers of respondents vary a lot. Some of them stated that the content of both IS are almost same, the only difference is in time reliability. Such a situation is considered to be a normal state. On the other hand some of the answers stated that the information from both IS vary a lot which could be a serious problem for relationships within he company. In this case management should try to change communication culture. Finally we can confirm hypothesis n. 6. Disproportions in content of

both IS can be a serious problem connected to many risks.

Hypothesis n. 7 – Is regular attendance of managers on courses lowering company's risks? From gained information we can assume that lowering of risks is proportionally based on the frequency of manager's attendance to courses and educational events. If the educational system is missing it can lead to stagnation in company. New ideas can not be introduced and implemented. According to the results of discussions hold on this hypothesis we can state that it is very important to establish education system for all managers and workers in company. The hypothesis n. 7 was also confirmed.

Conclusion

The main aim of presentation of mentioned results was to create space for opinions and advises which will be given by crisis managers, corporate managers and finally applied into everyday use. Research material will be also used for teaching in courses of life education, which is organized by participating institutions.

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