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NECESSITY OF CHANGE OF CONTROL IN MODERN CONDITIONS

ANNOTATION: We live in turbulent times, accompanied by permanent and constant changes. The changes have affected all areas of economic and social life. Information technology has fundamentally changed the way of business, organizational design, and communication methods.

Completely gone or disappearing are traditional organizations and management. Nothing is like it used to be, and tomorrow nothing will be like it is today. This paper aims to highlight the need for changes in the system of management control in modern business as the most important element of the management process.

KEY WORDS: CEO, challenges, the third millennium

The necessity of change of control systems

Control is an essential element of the management process, which is only logical since every process that is not controlled tends to become deformed and to produce negative effects. It turns out that only the intensity and the way of control has changed as well its basis. This statement also applies to the future which means that the control will still be retained, but that it will be less and less based on conventional methods.

Practice shows that the control of all the activities, employees' behavior and the control of how to they perform their tasks is the matter of the past, at least in the theoretical field of management. It seems that the control is doomed, especially classical control, because many things in organizations can not be measured due either to technical impossibility or to the lack of criteria for performance measurement, or any other work performance. It has become evident that instead of measuring performance, i.e. instead of using the stopwatch as the classical mechanism to increase business performance, attention is directed to the development of awareness and responsibility among employees regarding higher productivity and overall economy of operation. In this context control too must change its philosophy and way of functioning in order to support the achievement of business success.

However, precise analyses show that a large number of CEOs continue to control people and for formal reasons rather than to control the results and the effects of work and business. It turns out that job descriptions, organizational guidelines and directives, prescribes the scope, and then also the way of doing things. The aim is to compare what is done against instructions that had been given, and depending on this, to establish distribution, i.e. sanctions or stimulations. It is not rare for large organizations to be formed on the basis of control and controlling in all elements of the management

processes and functional areas, instead of facing the market, i.e. customers and clients.

This brings us to the paradox that the management is used to talking sweetly of harm this kind of control brings, but in practice they do not act in accordance with the declared commitment. Practice shows that a CEO cannot control everything because a large number of employees work from time to time, temporarily, and as part-time workers or volunteers. Many who work for a company are not actually employed by that company, but work as dealers, on contractual relations, etc. It is informatics that has made it possible for jobs and certain and often certain operations to be performed from distance, away from the 'eyes; of management and others involved. They simply work without control and tutoring, although their work is being controlled but mostly by other workers or via the built-in technical mechanisms (such as audio or light signals in places where the fault occurs, stopping of conveyor belts, etc.).

Today it is evident that in many companies there are more people out of a permanent job working for a company than the full-time employees. The explosive growth of experts, consultants, agents, attorneys, advisors, etc. who work for companies confirms this. In such circumstances, it is difficult for CEO to exert any greater impact using authoritarian and classical control mechanism which was inevitable in the last century and the classical centralized and concentrated organization.

One must also keep in mind that the product or service often consists of a large number of components delivered by suppliers and other vendors that are not under the control of the finalist of the product. Under these conditions, control is dispersed and removed from the company which deals with final production meaning that the quality of the product can increase only through increased awareness and responsibility of all participants in the business and less by the classical control. Hence the need to strengthen connections and relationships between the various entities in the marketing channel, i.e. the supply chain.

In that same context we witness the change regarding the sources of information about the control process. Instead of the traditional controls and controllers who were responsible for compiling information on control, CEOs increasingly use information coming from partner organizations and external constituents that cannot be

controlled or messed with, and they are not under any influence whatsoever. In other words, less and less information on control shall be obtained from the inside of the organization which is managed and controlled by the CEO, and increasingly from customers. Evaluation done by external parties and above all by customers are more objective and they now become the primary source of information on all performances of the product, or service.

Significant impact on improving the effects of control in the future will also have development of partnerships. These relationships are of higher than traditional contracting and bilateral relations because they respect interests of all parties in a contractual relationship. We know that the classical contractual relations are based on the fact that the gain of one contractual party represents loss for the other side, so each contracting party is trying to gain a greater share of the actual joint effect. Partnerships include common solutions in which both sides get maximum, or suffer the least loss. If a partner or customer gets into a difficult situation and is unable to meet his obligations, the seller, because of partnership-like relations, should seek solutions on how to overcome this situation with willingness to participate in solving these problems. There is no need for us to reiterate the importance of these relationships in the future, especially when it comes to the whole alliances.

Naturally, it would be illusory to speak of elimination of all forms of control and surveillance within the activities of CEO. Control must exist, because it has been proven, just as stated, that any work that is not controlled tends to get deformed. Certainly, there will be less and less control over people and more and more control of the results. Further, the control shall increasingly be taken by mechanisms or robots, computer technologies, and less and less by people, especially when it comes to controlling processes in the so-called hazardous industries.

Resume

The transformation of the classical self-control and self-regulation is future that has long ago started in large international companies. This transformation is necessary because it is evident that management cannot control everything, especially in the changed circumstances with a large number of operations performed by temporary and occasional outsourcers and partners, cooperative

organizations and individuals. Practice shows that even if everything could be controlled, control would not be economically justified, which implies the necessity of transformation of control and redesigning of regulatory processes. In this context, instead of increasing intensity of control and controlling, it is necessary to develop more awareness, responsibility and professionalism in the performance of duties and tasks, because these mechanisms can achieve greater effect. In the end, we must remember famous A. Toffler: «Most managers were trained to be what they most despise, and it's bureaucracy and control.»

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УДК 65.011.47:005.21

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ТЕНДЕНЦІЇ РОЗВИТКУ ФОРМ ОРГАНІЗАЦІЇ ФУНКЦІОНАЛЬНИХ ПІДСИСТЕМ СУЧАСНИХ ПІДПРИЄМСТВ

АНОТАЦІЯ. Розглянуто причини вибору компаніями стратегічного напрямку розвитку — аутсорсингу як форми реалізації конкретних функцій управління сучасним підприємством, доцільність застосування аутсорсингу у бізнес-діяльності з точки зору визначення впливу на рівень ефективності функціонування підприємства.