

Participation Management in Corporate Strategy

Dorota SMOLEŃSKA*

Abstract

In my publication I want to show role of management and participation management for corporations. It is necessary to present the type of management, due to dependency, participation and decisions and the needs of corporations. Last years are the period of processing and building management, we can see new tendency and trends in management and participation management. One of the most important factors and variables is international policy and polish policy for managers. Internalization and cooperation's webs need management and new style of managers. The management for organization and representation on the market, to clients and cooperation company are still important for corporation in Europe.

In future in management will be necessary to implement internalization, international cooperation and representation. Many corporations are planning to develop in EU and European market. Important issue is building the mark and market position on country market. IT market, mobile solutions and knowledge market (for education, company, marketing, institutions and research market) are developing in Europe. Important issues are internalizations in marketing, sales, logistic and transport, assets.

Keywords: Companies, Company Politics, Development, Management, Management Politics, Organizations, Participation Management
JEL: M10

Introduction

In my publications I will show human relation policy and public relation policy important for managers and management. Types of managing are in relation with knowledge, webs, online and IT ideas. Styles and development of management policy are important. Link management, online management and knowledge management are the most important tendency. Main role has participation management and the future of it.

Main research problem stands on: how changing management influence company politics? Main problem stands on modern economy, modernizations and changes. The idea of development and innovations is still important to management science. The latest reports and publications of company and development include the idea of management, place and role of managers. The literature contains sources and publications like Eurostat Reports: Basic figures on EU from 2015, Eurostatistic from 2015 and Panorama of European Union (2011). Important source are: Modern Global Economy (Zielińska-Głęcka, 2012). The main theme is correlated with Applications of Management Science (Lawrence Keneth, 2012), Management Science (Belz Grzegorz, 2012) and Diferencial Games in Economics and Management Science (Dorckner Engelberd, 2000).

Methods

The main methods stand on comparisons, data and literature analyses. Reports of financial market and tendencies of investment (EUROSTAT) are useful. In addition Eurostat research shows indicators, variables of changes, development, investments useful to analyze and prognoses economy, market and companies. EUROSTAT data can be shown by descriptions, comparisons and prognoses. Important part is presenting the definitions and idea of management from specialize literature. Important are publications of management science (Lawrence Keneth, 2012; Dorckner Engelberd, 2000; Belz Grzegorz, 2012).

Literatures

One of the most important courses is EUROSTAT reports. These publications show various data about European economy and the most important data of development and changes (EUROSTAT, 2011). By macroeconomic statistics the reader can see main indicators of economy and the level of international competition and cooperation (EUROSTAT, 2015). Data shows the European and national markets and company. Relationship and the level of development in EU is shown in research. Prognoses and analyses are useful for understanding of economy, changes and development in Europe (EUROSTAT, 2015).

* PhD Student, Faculty of Finance and Economy, Leon Kozminski Academy, Warsaw, Poland.
 E-mail: dorota.smolenska@wp.pl

In the publication: Management Science is seen in different politics. There are needs and aims of creating and developing management in company, in education and in Europe. Author presents traditional and modern style of management. Important part of publications is related to changes, new ideas and main goals nowadays (Belz Grzegorz, 2012).

Publications: Modern global economy presents main tendencies in international economy for society, companies and market. High importance stand on possibility and need of management, to create and build national, international and global economy (Zielinska-Głobocka, 2012).

Publication by Dorckner Engelberd is important and interesting presentation of the past. Author shows management and development by game theory. It is the theory of changes and effects of management. Important in game theory is the area of uncertainty and possibilities in decisions. Idea of management stand on probability, strength and changing variables (Dorckner Engelberd, 2000).

Publication of Lawrence Kenneth is important in education management. New ideas and possibilities for company management was researched and analysed. Author shows the main place, needs and aims of management in modern economy. Also the author creates and builds areas for future management research (Lawrence Keneth, 2012).

Results of Research

Participation Management Ideas

Participation depends on level, styles and role in company. The main variables are possibility on decisions and type of organizations or institutions. Participation is connected with role of employee, management and stock holders in analyzing, solving companies aims, strategy and problems. Last research shows needs about connecting management, employee and stakeholders knowledge in decisions and analyses, for example – employee ownership, grants depend on the company profits. Aims of participation management are: the dependency of companies, quality of work, care about quality and company by the employee.

Barriers for participation management are due to different level of specializations and problems in organization. The threats stand on responsibility, fear of making decisions, fear of change. The prime for managers is stable control, understanding and work. High barriers create stock holders and employee – they do not care about company, do not want to cooperate.

"The traditional view of a team considers it as a whole, ignoring the interactions between the members and the working environment" (Lawrence Keneth, 2012).

Link Management Projects

The idea of link management is correlated with building, developing connections in the sector, market. It creates cooperation and partnership. Main aims are taking new target market and new possibilities. It is needed to implement new financial, marketing and organizing politics. Link management creates new level and strength in the market. It stands and develops new ideas.

Management needs changes and implementation into new markets and new ideas. Barriers for link management is fear for changes and problems of cooperations. It stands on different aims, difference in politics and level of development. Companies and corporation has different role on the market and different place, reputations. For cooperation and linking problems main issues are: dependency, responsibility.

Knowledge Management Implementation

Management stands on controlling, analyzing, researching, planning and decision making. It is necessary to educate, sustain skills and knowledge. It is used for building human relations and public relations for companies, corporations. Knowledge management is known in learning companies. Main aims are: better organizing, innovative solutions and profits on the market. It develops new place on competitions, partnership, cooperations and marketing market.

Knowledge management is used for changing, developing and innovative market and creating international cooperation. It became one of the most popular types of management. It changes the IT market and solution for companies, cooperations. Knowledge management became a style in international webs, sells and logistic. In future we can see rapid development in Poland and in international companies.

The internalization still needs innovations and implementation in Poland, UE and Europe. Management role stands on control, planning and company policy. There is a need in creating the company and organizing education for managers, studies and companies courses. MBA studies, international studies and polish universities are used for management and international management.

Online Management Role

The main role of online management are connecting sectors, areas and companies by IT programmes – intern, extern and internet, extranet. It is used in the company or by outsourcing. This type of management is one of the most innovative, modernized and profitable in long terms. Now it is one of most competitive, flexible and searched on the market. It is the idea for regional, country and international companies and cooperation. Corporations webs is used by the biggest and developing corporations in Poland, Europe and world. Webs by the intranet and extranet is developing nowadays to sales, logistics and building management.

In coming years we can see the ideas into productions, manufacturing IT management. The aims are ecology, innovations and the quality of products. Higher product, better productions line and faster work are implemented for future, for innovative product and company. There should be new cooperations, new sales area and new style and reputations. New standings are useful for online development.

For future years we can expect changes for companies in mobile sectors. The main aims of online management are higher control and better planning. It is implementing in innovative companies. It stands for flexibility and good organization. The effects are: faster and easier changes.

On this market we can see new financial, marketing and development policy for short and long term.

Aims of Management

Management stands on planning, control and implementing company strategy, new ideas, innovations and sustain organizations and work. Management needs strict education, skills and need to take responsibility for work, employee and company. Short and long term planning and work is used by managers.

The role of management today changes in the area of representations and presentations. Companies need to be seen by consumers, cooperations and competitive companies. It is used for building market place, reputations and mark ratio. In future we can see stabilizations on the market, it will influence the management. Stable and skills work, planning and financing will be implemented. To realize company policy managers can use long term planning taking risks into decision making, new ideas, costs and innovations.

Companies still need strict control in finance and realization of strategy and plans. Effectiveness and control are still developing and implementing by IT, outsourcing and cooperation. To control corporations managers need politics for employee and human relations.

Knowledge management is used for many years, it is still developing. Nowadays it needs long term work. Today's companies, corporations are developing by innovations, creativeness and new chances or ideas. Solutions in the area of risk and threats are a part of planning, development and management.

Corporations are developing for wide market public relations. It is necessary to implement control, solving problems and decisions. It is a part of work for managers in every sector and department.

"Effectiveness in interactions between an environment and the members is based on model of developing to evaluate the efficiency of a team, together with the effectiveness of the operating environment, team members to impacts into overall efficiency. By introduction and explain" (Zielińska-Głębcka, 2012).

IT Ideas for Organizations

One of the most popular IT ideas for planning, control and development of the company are intern and extern webs. In future IT will be developing in outsourcing IT for back office, programming and modernizations. It is used in manufacturing, logistic, magazines, transport. These changes we can see in sectors, national and international webs. Wide changes we can see in the area of paper work, archives, data base and analysing and presentations of data (Fig. 1).

The highest dynamic of development is sustained in mobile technology for companies and internet IT. New programmes, webs and solutions for back office, IT platforms are developing and implementing in all country. The aims are better organization and work – faster, easier, better cooperation in the company and in the market. Developing companies need stable organizations to become innovative and strong.

The solutions create new quality of work, cooperation and competitions. It also used to develop and create new quality of management and company politics and changes.

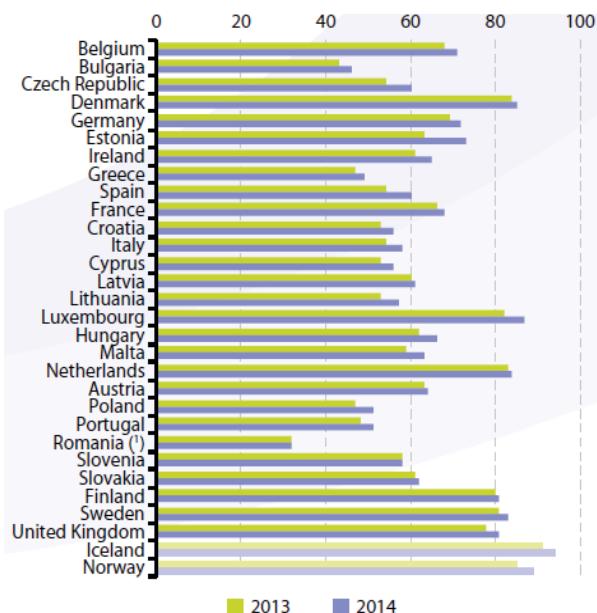


Figure 1. Daily internet access in EU (% of populations) 2013/2014.

Source: EUROSTAT. (2015). Basic figures on the EU. Luxembourg: EUROSTAT.

Role of Management

Two types of management are popular in national and international cooperation and companies: concentrations and dispersed management. First type stands on strong and wide decisions of one person, high independency of this person. Department and offices depend on chairman and his politics and ideas. They implement this politics into the office, and control the effects. Disadvantage of it is much work and responsibility of one person. Advantages are clear aims, politics and plans.

Second type – dispersed management stands on strict areas for managers. In several sectors, departments and different levels of dependency are developing management and management cooperations. Often managers are working by outsourcing, for example in the area marketing, finance, sells, logistics and development. Departments has high independency and higher role in strategy, planning and development. Disadvantages are problems with cooperations. Advantage is higher role of departments.

Company Development – Strategy

After 2000 the most important issues for national and international companies and concerns were effectiveness and optimizations. Strategy and politics stand on sales, profits and costs. The effectiveness was planned by maximalist profits and to minimize the costs (Fig. 2).

EU-28		2005	2012	2013	Target
Employment	Employment rate (% of population aged 20–64)	67.9	68.4	68.4	75
	— male	75.9	74.5	74.2	:
	— female	60.0	62.3	62.6	:
EU-28		2005	2012	2013	Target
R&D	Gross domestic expenditure on R&D (% of GDP)	1.76	2.01	2.02	3
	EU-28		2005	2012	2013
Climate change/ energy	Greenhouse gas emissions (index, 1990 = 100)	93.2	82.1	:	80
	Renewables in gross final energy consumption (%)	8.7	14.1	:	20
	Primary energy consumption (million tonnes of oil equivalent)	1.709.0	1.583.9	1.566.5	1.483
EU-28		2005	2012	2013	Target
Education	Early leavers from education & training (% of population aged 18–24)	15.7	12.7	12.0	< 10
	— male	17.7	14.4	13.6	:
	— female	13.7	10.9	10.2	:
Poverty or social exclusion	Tertiary educational attainment (% of population aged 30–34)	28.1	35.9	36.9	≥ 40
	— male	26.1	31.7	32.7	:
	— female	30.1	40.2	41.2	:
EU-28 (1)		2005	2012	2013	Target
Poverty or social exclusion	People at-risk-of poverty or social exclusion (million)	124.3	124.5	122.6	96.6
	People at-risk-of poverty or social exclusion (%)	25.7	24.8	24.5	:
	In households with very low work intensity (%)	10.4	10.5	10.7	:
	At-risk-of-poverty after social transfers (%)	16.4	16.9	16.7	:
	Severely materially deprived (%)	10.8	9.9	9.6	:

Figure 2. Indicator of Europe 2020 strategy. Main variables and aims to implement in European Union till 2020.

Source: EUROSTAT. (2015). Basic figures on the EU. Luxemburg: EUROSTAT

Development and innovations were building by modernizations and quality of technics, product and the company. Aims were to minimize competitions and to build reputations, role on the market. For internalization corporations take high investments – into manufacturing, marketing, buildings, logistics and IT. Investments were planned for long term, it changed the finances and product, company politics, strategy for many years.

After 2009 the period of destabilizations and lowering PKB, development the corporation politics changed. Main role was stabilizations in finance and financial politics in EU, country, financial sector and companies. New cost and financial politics were implementing on the market.

To minimize the risk and threats of market activeness became important. In Europe was financial planning and development stabilizations, by financial sectors, EU and country institutions. Corporation strategy stands on sales and marketing to take new markets, new cooperation and new profits. Many changes and high investments inflow was made into marketing and new role of the market.

After 2012 the plans and ideas for company development was changed by stabilizations on the market and finance. Corporations start to create development by intranet and extranet in company and sectors. Companies start to create new changes and opportunities by new ideas of marketing and product development. Stabile policy of competitions – by role on the market, by product, by popularity was the long term strategy.

For many companies and corporations important aims were to create, develop and stable ideas and policy of co-operation and partnership. These ideas have main role in sales and logistic sectors. In marketing sector still the most important issues are outsourcing and cooperation.

The aims in company strategy are future perspective and role and ratio on the market. Development stands on assets and assets development. Policy still concentrates on consummatus and clients base. Taking care of final effect and final product are main issues.

Management Politics

In Europe for many years different politics of management are seen: online, talent management and performance marketing. Important ideas are politics of cooperation and competitions.

"If cooperation's emerges it should be an equilibrium outcome of no cooperative game because of behaviour in the best self-interest of any individual player" (Dorckner Engelberd, 2000).

"Economics selections results in the growth and survival of the most profitable firms and those firms which earn maximal profits – behaved to maximize payoff" (Lawrence Keneth, 2012).

Online management stands on innovations and development, important aims are to sustain development, role, innovative mark and future profits. IT programmes and webs for the company are long term strategy and the possibility to develop into international market and international competitions and cooperation.

Talent management is important politics for work force and employee. This politics is used by universities and main schools. International corporations and concerns use the idea of employee development and taking care of company education. Still are implementing programmes, schools and course for future employee. Companies cooperate with schools to educate about future work and work opportunities, activeness. It is used by quality management and employee quality management to sustain company work and development.

Cooperation and competitions is developing and is implemented on national and international market. Politics stand on new role on the market, new ideas and new quality and products.

"The idea of taking cooperative behaviour as a starting point of a study of strategic interactions has been questioned by some game theory, arguing that the most interactions do not take place in such friendly environment. Basically a game should be reviewed as a no cooperative one" (Dorck-

ner Engelberd, 2000).

Performance Management

Management stands on market information's and organization. Planning and politics are implementing by use of market information and market ratio. Competitions advantage and pros, cons are useful. Managers in plans of development use threats, opportunities, weaknesses and strength.

On the market are implemented performance management like business intelligence (BI), economical resource processing (ERP), economical resource management (ERM), consummulates relation management (CRM).

BI is named also business analytics, it is a process of using and presenting of data, news, information and knowledge. The idea is to create better company. It stands on IT solutions, data systems and webs of this systems and ideas (for example Data mining). By BI in a company it is possible to prepare rate of Key Performance Indicators. It is used by managers to visualize, monitor and present data for use, planning and policy. Solutions are often implemented for algorithms and automotive ratio, indicators for standard presenting for example Indicators of risk, return ratio, stable costs, future changes.

ERP is used by IT solutions for organizing, planning and managing company and webs for companies. These are solutions for data base, process and assets. Usually they are used for magazines, resource management, manufacturing, sales and finance, client relations, accountancy or human resource. It stands on bottom up planning. Many functions are correlated but not integrated into one resource. It is important to divide solutions and data into functions and role in company. The aims are: fastening, profitability and effectiveness. Economical resource management is a part of ERP, it is a strict solution to managers and planning, strategy and implement company strategy.

CRM is used for almost decade to plan sales and marketing on wide market in corporations and international company, especially for FMCG and consumers products. In recent years it was developing into MSP and Polish company, developing companies. It was used for internalization and development on international market. The schedule and ideas were popularized in Europe and other developing countries. Changes in EU, globalizations and popularizations stand on consumer relations and developing data base and cooperations with clients. It changed marketing solutions, the ideas of presenting, sales and cooperations. Knowing the clients' problems, ideas and needs was important into planning marketing and sales. CRM now is used to present company ideas, products and politics. Popular politics stand on data base for emailing, newsletters, news and product presentations. Many companies use gift cards, promotion cards and promotions for sales, for price. In recent years cooperation's with consummulates got popularity in the area of marketing and promotions. Clients get gifts if they promote products, ideas or sell it. The sector of cooperation and partnership with clients is still developing and organizing for profits, gifts and pros.

"Survive in the game of economics selections and competitions by the theory of evolution is also the increase of profitability" (Belz Grzegorz, 2012).

Development in Europe

The highest development is seen in informatics and communication sectors. Important part takes constructing. On the first place is manufacturing. Higher development is in trade and repairing of motor vehicles. Changes and development were made in electric and water supply. Many innovations stand on ecology and eco products, manufacturing and materials.

Natural products and internalizations of them were implemented for development. It gains popularity in EU and Europe. Export and import was developed, widening and dynamited. It was standardized as high quality products. Developed changes have tendency to lower dynamic and to add value. Profits and profitability rate were stabilized and lowered.

Conclusion

The main idea of management stands on IT development and on the tendencies of development. Innovations are the main indicators of company, market and economies in Europe and European Union. Company politics are correlated with changes and new ideas. Modern management needs to be flexible and innovative.

Changes on the market: in marketing, planning, productions and manufacture influence management of science, management of politics and management of educations. The idea of management is correlated with media, IT, knowledge and online market, online solutions. Role of managers in the company is important to management development and changes.

The type of employment, cooperation in the company and outside the company is main indicator of modern management. Management of science will be still high correlated with economy programmes, ideas, goals and aims. Policies in management stand on organizations and planning.

Changes in management is high correlated and connected with company politics. It is still highly dependent on economy, financing, investments and word wide changes. Main tendencies in sectors and country economy are prime to manager politics and company future.

References

- Belz Grzegorz, S. J. (2012). *Management science*. Wroclaw: Economic University.
- Dorckner Engelberd, J. S. (2000). *Differential games in economics and management science*. Cambridge: Cambridge University.
- EUROSTAT. (2011). *Panorama of European Union*. Luxembourg: Office of Official Publications of the European Communities.
- EUROSTAT. (2015). *Basic figures on the EU*. Luxembourg: EUROSTAT.

EUROSTAT. (2015). Eurostatistic. Luxemburg: EUROSTAT.

Lawrence Kenneth, K. G. (2012). *Aplications of management science.* Bingley: Emerald Group.

Zielińska-Głębocka, A. (2012). *Modern global economy.* Warsow: Wolter Kluwer.