

SYSTEMS-BASED APPROACH IN HANDLING THE EFFECTS OF EXTERNAL CRISIS

Marián Štabrila

The paper deals with the system approach and analysis of business environment. It is divided into three parts. The first is theoretical part where the system is described, its surroundings and the types of systems. The second part analyzes the company management manual and a SWOT analysis, i.e. the strengths and weaknesses of the firm. The last part is devoted to proposals for improvement and innovations in the enterprise aimed at greater efficiency in order to increase profits.

K e y w o r d s: System, the systemic approach, analysis of company

1 INTRODUCTION

System science is a new kind of science, which was formed in the scientific and technological revolution. Includes, but systems theory and cybernetics, systems analysis and design, systems engineering, operations research and other scientific disciplines. A systematic approach is the basis of modern management theory. Its essence is to theoretically explain and justify the movement of real objects by systems whose integrity is given a set of interrelated elements.

A systematic approach is a process which examines objective reality of the complexities and complexity to control its development. The complexity of a synthetic character study object is the defining feature access. The object can be examined using the system only when taking into account the different views. System approach to management is a way of thinking, a way of solving the problem of action in which the phenomena are understood in their internal and external contexts.

General systems theory is a methodological concept of systems analysis leading to the creation of exact universal view of the world as a set of systems and processes in them. Use of thought approaches in management is a serious effort to find and use general-purpose procedures in the development of the theory and practice of management thinking and acting.

The whole approach is based on a system that arises when we define the object of and the relationships between them, they form a separate integrity of the object under examination. A systematic approach is actually a way of thinking, way of solving the problem and manner in which we can understand complex phenomena in their mutual relations.

The goal of this work is analysis of the company using the access system and method for enterprise application to determine the actual status and outlook for the company. The purpose is also to propose some improvements and innovations for more efficient operation of the company and eliminate risks.

2 THE SYSTEMS THEORY

The basic methods of work in the development and review of various systems such as buildings, machinery, technological equipment, as well as their own

control systems are custom systems analysis methods and methods based on the theory of systems. In practical solutions to specific devices are general practices in these disciplines transformed into specialized workflows that often arose in the past to develop relevant technical discipline.[1]

2.1 The System Access and enterprise

Every organization and business is certain environment for the operation of its individual components. In it there are different organizational patterns, formal and informal ties and relatively stable links. No organization can exist completely isolated from the effects of many elements of the environment. This aspect leads to the division of the macro-, mezo- and micro-environments.

Methodological approaches for studying processes in the organization and in relation to the external environment involve a system approach. According to it, the organization is seen as a system of intertwined elements, relations and functions, which follow the basic *raison d'être* of the main objectives. Understood in this way the system works in the wider environment, in which the elements interact. [2]

2.2 Organization as a system

Every organization, every business is a relatively closed system, the rate limit is given only measure of autonomy or sovereignty necessary to safeguard its functions and objectives. The importance of a systematic approach to work managers is that they understand the organization (company) as a dynamic whole, influenced by a number of internal and external factors.

Predicting the impact of a development can usefully respond to expected and less expected and actually take adequate decisions. Emerging problems is not practical to solve in isolation but must be viewed in the context of exploring relations between structure elements as well as environmental factors. System approach allows rational reinsurance operations, achieving the purpose of further development of the organization and its members, security (internal and external).

2.3 External and internal environment

Business entity will work towards achieving their goals in an environment that provides a lot of opportunities but also is found in it the risks and threats. In the literature, the most commonly notions internal and external environment, or business environment and business environment. The business environment is understood as a summary of the factors wider surroundings, creating certain conditions, frameworks that enable and affect the operation of the business.

Factors wider surroundings are mainly natural, cultural, social, economic, technological, political and legal conditions in the specific form of the country or region. When we talk about the business environment, we think the specific internal environment of the company (management, organizational structure, manufacturing process, technology, formal and informal relationships, etc.), or do business, having direct or mediated influence on his work - the external environment. Immediate surroundings are customers, intermediaries, cooperative ventures, competitors, banks, and other local public.

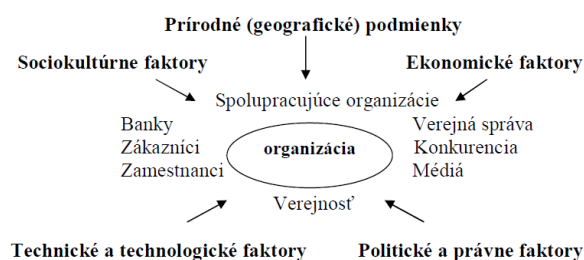
Internal business environment creates the internal conditions of the organization, which aims at transforming the sources from which managers operate, which have been assigned.

The core of the internal environment consists of corporate culture, that culture of the organization, shared values (the shared value), cultural symbols - low and high, etc. [3]

Enterprise culture has a significant impact on the success or failure of various business plans, strategies and changes in the organization.

The external environment of the organization consists of elements surrounding the company. They are often referred to as STEP or PEST factors.

Surrounding enterprise affecting natural geographic, political, economic and socio-cultural factors and factors that directly or indirectly affect the processes in the organization, including human behavior in it.



Organization existing in an uncertain, thus constantly changing environment must be able to adapt or change to the harmonization of its activities in a particular plane, own goals, which may be a source of disturbance stability, and that the ambient conditions change. [3]

System at any point in time is in a certain state. State of the system is a set of instantaneous values of all variables that can be at any given time for the system to recognize and together with knowledge of the inputs

determine the outputs. Certain components of the system corresponds to a certain behavior, no specific behavior corresponds to the class structure, which is defined by this behavior. [2]

System properties are defined as any resemblance to the system transitions from one state to the next state known for incentives and restrictive conditions. The behavior of the system is essentially a manifestation of certain system functions. The function of the system is time-varying term development of the transformation process in the transfer of input action that is incentive stimuli from the environment to the desired output response, we say that the system goes from the initial state to the target. [4]

2.4 Environment as a source of risk

On running your business, achieve its goals and effectiveness affected by many factors (natural, demographic, social, economic, resources, opportunities, customer needs, and so on.). [3]

Environmental influences strongly determine the situations in which the management company or organization take decisions. The surrounding area is a source of confusion, uncertainty, and therefore can not be completely accurately analyze the environment and collect the necessary information to predict the future state. Each steady state is characterized by a number of parameters, while substantial change any of them can cause loss of stability of the equilibrium state. [5]

In terms of quality management needs analysis environment affect the fact that they can not accurately determine the extent of the changes and forward it forces managers to anticipate various changes. These effects also operate on elements and relationships in the indoor environment.

In assessing the degree of risk and considering the likelihood of an accident or adverse event and also considering the estimated amount of damage. It is useless to spend the amount of funds to mitigate the impact of adverse events with little adverse effect. In the first place should always be to protect human life and health and to further protect the environment

These cases reflect the fair site risk, namely the existence of a source of risk in the first case it is external threat, in the second the actual work, in many cases associated with readiness to respond to external threats. The real response of the organization to risk factors but also reflects the subjective site is termed as perception management. [3]

3 PROFILE OF ENTERPRISE

Construction company (X), which does not wish to be named specializing in the implementation of residential, commercial, industrial and civil engineering. It is characterized by particular quality of work and ability in short time deadlines to implement the requirements of our clients.

Company X operates on the Slovak construction market since 2003. We specialize in the implementation of residential, commercial, industrial and civil engineering. Currently we implement all kinds of construction work necessary for completion of the works, which provide engineering services.

From the outset of the market by creating relationships with partners through the provision of comprehensive services at the lowest cost to the customer. It is characterized by particular quality of work and ability in short time deadlines to implement the requirements of our clients. Other advantages of X is an experienced, professional staff and trained staff for current modern technologies that ensure quality works.

In the long term efforts are made to build a company to meet our clients so as to create favorable conditions for mutually beneficial cooperation in the future. Satisfaction of our clients, the reputation of our company, as well as the increasing prosperity are proof that the path we have set is correct.

In 2013, plans to continue the trend growth performance and profit. The strategy is to strengthen its market position in Bratislava and its surroundings. The aim of the company is to succeed even in traffic areas, so far the company is passed on to a lesser degree.

3.1 Managerial system

Management system is seen as a means to ensure compliance of construction works carried out to the requirements specified by customers, i.e. investors, respectively, other stakeholders and in accordance with the requirements for environmental management in accordance with the law.

Processes necessary for the management of the system are identified and their sequence and interaction are shown in Table responsibilities of individual employees for business activities, which are identified with the main responsibility for individual processes. The below review process is intended positions concerned in the process and refers to the process requirements for certification standards.

The guide was developed by the Quality Manager and approved by the Director of the company. Gives comprehensive instructions for the proper functioning of the enterprise, provides for procedures for business and sales activities gives a comprehensive overview of its operation. Manual management system is a basic document that describes management system. Company X is trying to comply with the operating procedures given in this manual and the reality of the handbook differs only in the details.

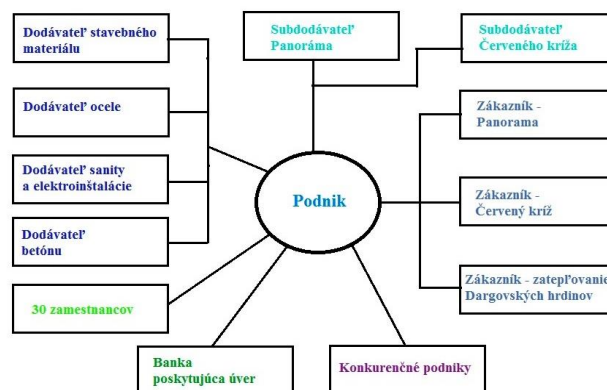
3.2 Enviroment of the Enterprise

Construction is one of the basic industries of the national economy. The difference from other construction sectors of the national economy, especially industry is based on the specificities of the final product, thus building works.

Macroenviroment business includes factors that create the business opportunities and risks. The company is incorporated in the construction sector, which due to the economic crisis experienced a decline in orders and a slowdown in the construction market last year by the President of the Association of Construction Entrepreneurs of Slovakia Zsolt Lukáč construction industry registered a year on year fall in construction output by 30 percent or more. Decline so painful that it is a very steep curve, since just before the outbreak of the crisis experienced builders historic boom.

The current situation in the construction sector has a negative impact on the overall macroeconomic situation of the country, whereas in terms of employment are greatly influenced by the other sectors. Reduced the purchasing power of the population, due to the closure of many businesses and, consequently, job loss, or fear of employed citizens of losing their job. Banking institutions have begun strictly selected by people who provide mortgages began to reject riskier citizens or employees of companies who threatened to real extinction. This reduced the demand for private housing, whether new buildings or residential houses.

But it also increased the demand for public inquiries thermal insulation of buildings, making firm survived. An important part of financing the construction of houses in Little Grobe and reconstruction of primary school Považska Street in Kosice and fire station in Ves became subsidies from the European Union. With them began the reconstruction and building insulation and as a result the company had to declare bankruptcy and just slightly change the organizational structure.



3.3 The process of implementation

Planning for the quality assurance processes in the system MS is the responsibility of management and depend on the policy objectives over and no follow-up tasks. It provides for the planning of all activities affecting the functionality and efficiency of MS (eg, resource scheduling, maintenance of infrastructure, education, security metrology, etc.)

Processes needed to realize the products are provided by certified and introduced into legislation and

give a guarantee to ensure product quality parameters and meet customer requirements.

Planning of product realization shall be based on decisions RS in conjunction with the SV form of schedule - in the case of customer, resp. for contracts that require coordination with the customer resp. subcontractors, or if required by the type and nature of the product. Split and follow-up processes of MS are shown in Scheme implementation processes.

In assessing the environmental impacts are identified activities and processes which may arise adverse impacts on the environment and on the basis that the procedures are determined to minimize them under and related regulations.

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4 PROPOSES MEASURES TO INCREASE EFFICIENCY

To ensure competitiveness and ensure its future existence is constantly looking for opportunities to increase efficiency and performance of the company, increasing the effectiveness and efficiency of processes, product quality, and effectiveness of the quality management system.

Through policy and quality objectives set, conducting internal audits, monitoring and measuring processes, product quality and reviewing the quality management system of the organization. Corrective and preventive action gives rise to workers organizations realize improvement in any activity.

Continuous improvement activities is responsible for dynamically changing customer demands, constantly The growing competition, developments in the area of organization and social interests.

The main objective of any company's business entity is to maximize profit in the accounting period. The benefit of improving the position on the market, to compete in the continuous analysis and detect weaknesses of the company. Impetus for continued efforts to increase and improve the quality of work the company determined by measuring customer satisfaction (analyzing accidents, complaints and claims).

Significant are the results of internal and external audits, forecasting market trends and industry development. The company constantly monitors and evaluates the suppliers of material or goods. They try to anticipate customer needs and where the market changes quickly adapted.

An enterprise should constantly monitor the situation in the sector and should place emphasis on customer satisfaction. One option could be to introduce anonymous questionnaires from customers, which would be directed questions on the quality and speed of work, deficiencies, or pointing out possible improvements that would translate the customers themselves. It is a possibility that the company may get objective feedback on the execution of their work and find any weaknesses in its internal environment.

The company should continue in constant training and education of workers, because the market is constantly discovering new trends and improvements to building materials, working procedures, also the development of machines and tools necessary to work it forward. Where it is found that workers do not have sufficient knowledge and skills required for building or reconstructive procedure, it is necessary to retrain employees.

It is also important input for each OSH training per employee, which serves to protect the health, thereby reducing staff turnover and diminish their work performance, because that could occur with a delay of works ordered by customers and it can have adverse effects on the financial situation enterprise (fines, penalties arising from failure to comply with deadlines) or damage the reputation of the company, which could result in an outflow of contract and discourage potential customers.

Due to the bad economic situation in the market the company has reduced its state employees, compared to the ideal situation shown in the organizational structure of the manual management system for the company and then redistribute tasks among the remaining staff. Increasing demands on individual workers can lead to lower employee performance due to stress or fatigue. Since nowadays gained more customers and reservation on the subject of your business at the same time, it should consider the adoption of new skilled forces, which would be spread over different projects and would ensure timely implementation and work orders.

In the current state, it employs one site manager, who oversees several masters should employ other construction managers, the entire burden and responsibility did not fall on one person in charge of several projects.

Re should be adopted accountant full-time as an external employee is not given only to the company but has a contract to develop budgets from other companies. This would accelerate the development of projects and financial plans of funds to be spent on construction. The speed of customer requirements is one of the key aspects of competitiveness of companies in the construction sector.

The basic rule to increase business efficiency is in prevention. Loss or damage to material goods and amount to a significant part of the reduction in profit. The company should focus on eliminating risks and threats that arise either when ordering goods, or directly in the implementation works. It is necessary to prevent loss of material or accidents that may degrade the material. An enterprise should focus on more inspections than once a year, in order to identify possible risks affecting the formation of deficiencies and material shortages. Using audit may also identify areas of greatest risk, such as storage, transportation, or shortages or damage in the actual implementation of construction works.

An enterprise should not only rely on timely deliveries from suppliers, but you should obtain your own storage space with the potential to set up offices and headquarters company, since housed in rented premises in the business center. Currently a slight improvement in the economic situation in the real estate market could take credit for the purchase of premises. One advantage would be the saving of Finance, the company spent on office rental.

Another aspect would be saving funds, which the company making the purchase of materials from suppliers and must advance also count on the damage or deterioration of the material, while not always this reserve is exhausted. Ideally, the remaining material moves to another project, but it is not always possible, for example if it is a completely different projects (construction - reconstruction).

5 CONCLUSION

The construction sector is not experiencing just the best time, but the company described in this paper is currently working on several projects that will help survive difficult times in the business. Analyzing complex business, I concluded that the company is relatively healthy, has some serious weaknesses stand the competition of construction enterprises and beyond to keep the market.

After applying some principles of the systems approach as a company will be able to withstand fluctuations outside influence. I see improvements in the

areas of organizational structure, staff management and the implementation.

In the organizational structure of the proposal to adopt additional staff in order to obtain contracts for more challenging projects. The main benefit would be to adopt the other two site managers to spread the responsibility for challenging projects in which the company started to work in this period.

The area of human resources would benefit from retraining workers for new ways of working that enterprise should bring the innovation and improvement of services.

The basic benefit for the company will come from streamlining the implementation process by establishing storage and storage management. In this area, the company could save some funds that could be of use elsewhere in the company. The benefit of these measures is primarily in higher quality of work, greater flexibility of simultaneous processes.

I am aware that this job can be processed and applying sophisticated mathematical methods and modeling, but it was not the subject of the thesis.

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AUTHOR ADDRESS

Štabrila Marián, Bc.
company adress
marian.stabrila@gmail.com