



EXPLORATORY ESSAY SAMPLE

In the modern conditions of scientific, technological, economic and overall social development, an environment in which different organizations, including universities, as well as entire economies and societies function more and more complex and dynamic, with the constant growth of pressure of innovative competitors oriented to the regional or global market.

Based on the foregoing in the future, it can be expected that the functioning of the university will be based on different principles, which will place new requirements in front of management, teachers, associates, researchers, administrative staff and students in order to provide a common response to these processes. In this context, the personal and organizational innovative capacities of the university will have the imperative to introduce an entrepreneurially oriented way of thinking and behavior of university employees by demonstrating a wider range of personal entrepreneurial skills, actively participating in entrepreneurial learning processes, demonstrating a high level of emotional intelligence, generating individual and group entrepreneurial activities, and ensuring quality communication with stakeholders.

In this sense, third-generation universities should focus on building partner networks through the activity of building co-operability, where two seemingly contradictory activities, i.e. concepts, are combined, that is, co-operation and competitiveness, i.e. competition. In the above sense, a systemic requirement for the establishment of mechanisms for the preparation and realization of current challenges, working with new partners, new pedagogical paradigm, development of new skills of students, improvement of efforts related to their own learning, entrepreneurial ways of thinking and behavior, new tools and ideas, business start-up innovation, mobility, cross-culturalism and productivity.

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As business leaders within entrepreneurially oriented third-generation universities, management, teachers and associates, as educators, need to have new competencies and carry out various activities including scanning and using opportunities, taking initiatives, innovative approach to business activities, governance of independence, taking responsibility, understanding new processes and concepts, effective networking, concluding mosaic of success, judging in risk calculations and a number of other competencies and activities related to the new organizational context. From the above it can be seen that the management, teachers, associates and administrative staff will have the obligation to build innovative entrepreneurial attributes and to master entrepreneurial skills. In a strategic sense, management of the university must bear in mind that the classical method of governance of universities must be drastically changed through the use of modern management concepts, highlighting strategic goals related to entrepreneurship and innovation, the interaction of universities and the socioeconomic system, and understanding universities as global networks of excellence aimed at generating innovative and entrepreneurial activities through the establishment of practical businesses.

All of the above points out that the context within which universities operate is changing very rapidly, which points to the need for a scientific analysis of the variables of the organizational context of the university and in accordance with the characteristics of the same changes in the design parameters of the static and dynamic elements of the organizational structure. In general, the organizational context consists of several contingents of independent organizational variables to which the top management of the organization can more or less influence (soft variables) or have to adapt to them completely (hard variables), but they, irrespective of the above, have a significant impact on the design of the organizational structure of individual basic types of organization. According to Mintzberg's organizational typology, the organizational context consists of five independent variables: 1. environment, 2. power, 3. age and 4. size, 5. business strategy and technology (Mintzberg, 1980, p. 330). The analysis of situation factors is very important because the situation factors define the organizational situation that determines the way organizational structuring of each organizational system in terms of selecting the basic type of organization and the structure of the organizational structure. The organizational situation is identified and shaped within the first three steps of the strategic management process (vision and mission, strategic analysis and business strategy), so it is confirmed by the axiom that says the structure of the organization should follow its business strategy.

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An integral organizational context, that is, the situation factors that form the organizational situation are: 1. Environment 2. Power, 3. Age and size, 4. Business strategy, 5. Technology, 6. Labor market, 7. Trade unions and legislative framework, 8. Government, 9. Interest groups and national culture (social values) and 10. Managerial philosophy (system of values), taking into account the processes of globalization and other contemporary trends generated by the development of information technologies. Some of these factors can be overlapped in part so that exposure is linked to them through a unique integral representation of their impact on the main aspects of structuring in some basic types of organization. The integral organizational context, in a broader context, includes all situational factors, interest groups and independent variables of two very important models, including both the Mintzberg concept of basic types of organization and the Harvard model of human resources management and to show an integral concept of their determination of basic types of organization, organizational structures and human resources management within certain basic types of organization in general, and within a professional and innovative organization. Special because of the focus of work on higher education institutions that include universities, faculties, and polytechnics and, to a wider extent, research institutes, as business organizations that, in modern conditions, match the professional basic type of organization with the principles of innovative organization and entrepreneurship philosophy.

The environment, as a hard variable of an organizational context of an external character, should be viewed primarily through the prism of its nature and its basic characteristics related to dynamism, complexity, predictability and availability, and recognizing its impact on soft variables of the organizational context such as strategy or selected technical- technological system. Namely, here we will not overstretch ourselves on studying the environment and its elements through a PEST concept or a slightly extended concept used by contemporary European business theorists through the acronym PESTLE concept, but precisely through the prism of the nature of the environment as a general category (Lynch, 2009, p.82). In the context of the analysis of power and influence, putting in the same plane the Mintzberg concept of basic types of organization and the Harvard model of HRM, it is remarkable that various basic types of organizations that are effective in different organizational situations approach in completely different ways the design of individual structural variables, team of human resources management with the notion that the content and the way of designing individual parameters of the design of the organizational structure and the main aspects of human resources management,

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in addition to the logic of the selected basic type of organization, is influenced by the amount of power that individual stakeholders have and the social and cultural values of the environment within the framework of which the organization exists that category as a hard variable of the organizational context. The age and size, as a hard variable of the organizational context of a demographic character, should be viewed with two basic aspects, one of which is related to a static dimension of age of the organization, while the other is related to the stage of its development within the lifecycle model of the organization's development as a dynamic aspect of the age category of the organization. The size, as a hard demographic character, will be viewed primarily from three aspects that are presented through 1) the number of employees, 2) the size of the overall income of the organization, 3) the size of the company's overall profit and, in part, the size of the assets held by the company according to its balance sheet positions in a fixed or movable property category, or property that is based on copyright and intangible resources.

Reference

Mintzberg, Henry, 1980. Structure in five-A Syntesis of the Research on Organization Design, Management Science, 26 (3), p. 322 - -341.

Lynch, Richard, 2009. Strategic Management-Formerly Corporate Strategy, Fifth Edition, New Jersey: Prentice Hall.