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EDITORIAL: ROADS AND CROSS-ROADS IN THE DEVELOPMENT OF MANAGEMENT – AN AMERICAN PERSPECTIVE

Dear Reader,

In the fourth issue of the Pannon Management Review in 2014 you are holding in your hand, our idea is to present you how the development of management can be described from an American scientific and organizational platform.

Beginning of the 21st century is a witness to paradigmatic changements in the management. As core elements of this turn new information and communication technologies (ICT), new behavioural patterns of digital users and renewed user-technology/user-user relationship can be identified. And, undoubtedly, the USA is in the vanguard of progress. Let us see what the lessons are for us from an American perspective.

Digital tools and platforms, online networks and ICT innovations rely exclusively on digital and network competencies. Their continuous improvement is of uttermost importance because accumulating an amount of data, their supply chains within the organization and in inter-organizational relationships are determining. The online data collection and the interpretation of the results on the organization or that of the partner/concurrent organization imply competencies that can be separately analyzed.

The network of data and contents are facing a serious challenge in the digital environment where we produce an average of 2.5 quintillion data a day. There is a growing amount of data that comes from sensors, social media networks, online knowledge sharing and from lots of other resources. This is the so called big data or data boom. This brings up basic questions of the handling of data resources and induction, network innovations and network education.

Exploiting the potential of online networks is crucial for corporate and organizational relationships. Presumably, for their business-social communication and decision-making chains that use the most recent digital and online tools and competencies. As they tap this online potential, they can become more competitive as compared to the sector's other

companies and the organizations. Hurwitz (2013) also draws attention to the fact that this is the age of the so-called post-trust Internet and of digital technology.

In Katalin Fehér's opinion (2014a) Gartner's Hype Cycle Special Report (2010) summarizes and illustrates the common pattern of over-enthusiasm, disillusionment and eventual realism that accompanies each new technology and innovation to strategic planning from 1995. Contents and networks of contents organize tropes of identity and everyday life. Companies have been labouring for users' attention offline and online, respectively. In fact the contents have been digitalized, therefore the majority of global written, recorded and digitalized cultural contents are available online via various networks interactive platforms that provide the/a context(s) online. Weight of digital media in these hypes assumes other types of new media dynamic undoubtedly. Convergence tends to be working to peak within the framework of interactivity. Ups and downs sustain exploratory, experimenting, wilding, not-competitive services. Everything depends on the details: several tools and services remain invisible for hype cycle reports. Users are connected to a global network with its platforms and emerging/emergent interfaces. A platform is an inventory of contents. Interfaces represent and facilitate interaction – between users and various platforms, and, also among platforms.

The trust in a network (Krackhardt – Hanson, 1993), the legitimacy and strength of nodes, streamlined network management, issues of safety versus effectiveness are present both in online and offline networks. Yet, they are present in different ways and interconnected with one another. Trust and security supports increasingly exclusive and restricted network solutions. So when we talk about offline and online networks after the digital revolution, it is a fundamental question where the boundaries of the network's development lie. To what extent does competitiveness strengthen the node's place within the network and the trust. When should restrictions be launched for cost cutting, return investments in order to save security functions? How should competitiveness and the proportion of expenditure, the investments of the communicable and demonstrable competitiveness be optimized?

Operating along algorithms generates common platforms and network management. These would be in management of companies, logistics, organizational development and project management. Administration, along with other online associate frameworks in corporate-organizational functions, would also be included. They are less flexible between two stages of development, their codification limits usability, and their infrastructural vulnerability could lead to the vulnerability of human network as well. Within a network technological innovations can spread easier and it is easier for companies and organizations to adapt to each other. They have a greater influence on each other to increase their effectiveness and competitiveness.

Expert-interviews showed that companies that employ digital innovation appropriately can gain an advantage over their competitors by using modern technology. The key question, however, is what technologies they integrate into their operation. Also, how the general principle in this area is "the right tool for the right purpose". Applications supporting operational functions, coordination, and project management make work more efficient. Thus the digital innovation brought the greatest breakthrough in the field of resource management. However, the introduction and operation of these systems requires an expertise that many companies lack among their resources. Therefore, it is becoming more and more common that IT systems are operated by a third-party or outsourced.

The most important network competence development method can be found within the organizations. They show the job of the individual work groups or divisions to other divisions, or, within a division, the work of colleagues to each other. Network competencies are more in focus in companies where networking activities play a crucial part in their business profile.

Other aims of digital developments are mostly to support work processes, enable joint work-teleworking and database management. Technical solutions play an elementary role in eliminating the increasing data quantity and vulnerability. To protect the data and to reliably manage the increasing amount of data, special technical solutions are developed. These require a high level of special expertise in mathematics, information technology to introduce and manage such solutions. Thus companies either fully outsource these tasks (a big data commission can be rather costly), or entrust the management of systems to an in-house system administrator. The employees absolutely need the knowledge about the technical part of IT which can be acquired through the company's IT department or through organized corporate training.

Corporate management realises that digital skills and tools are part of employees'/partners' private and professional lives. Two consequences result from these facts. First, employees/partners' have self-motivation to collect useful information concerning digital devices and new trends in digital networks. Secondly, employees/partners are digitally linked. Their ignorance and their carelessness implicate some risk for the company. The characteristic management strategy is the simultaneous use of recommendations and regulation. The management function is based on the eventual confidence in online network context.

Generally speaking, traditional companies spend on digital development if it is required by their market position. Or, if the development is so efficient that it enables them to save resources thus they can reduce their costs. Some IT professional respondents regard digital developments as value added improvements that yield a return in the long run.

In business context b2b business mixes brick and click solutions or focuses just on online services. It operates multiple identities and special corporate IDs. Digital identity has two main aspects in business: 1) personal entity that find business via offers on mobile directly, 2) corporate/organisational entity with internal and external communication/networks. The first brings the marketing-sales-PR-personal data-security view, the second is more complex because its body is full of data (Fehér, 2014b).

Companies can give more answers for digitalisation and mobilisation. They can learn new possibilities in effective work like ad hoc networking, co-working, collaboration, teamwork and leisure teams. These are flexible and working on tablets and smart phones effectively. The most important issue is vulnerability because of security and reputation management. Control and authentication are in focus on the field of corporate digital identity.

Companies keep under control employee's data transfers via mobile devices and/or they issues guidelines with reference to them. An increasing number of multinational companies have e-learning programs concerning online and mobile communication security and control, large companies and SMEs use guidelines and they rely on employee's responsibility.

Another extension is the technological effect on how users learn: learn in school, in corporate context, according to interest and to self-organization or they learn of technology that may help them to acquire further knowledge. The essential question is how they can learn digital technology tools in order to learn of other things. It assumes a lifelong learning concept connected to content networks and to learning communities. The bottom up and user generated content movements meet with conventional learning methods and, most of all, with institutional frameworks in a blended learning paradigm.

The blended learning paradigm is an educational potential via mixed formal and non-formal, online and offline methods. The reallocated resources and the customised solutions provide more flexibility and can react faster to technological and learning-environmental changes. The big challenge of this e-learning and m-learning market is to develop learning environments that answer users' needs, such as real time searching questions and continuously changing contents and networks.

In this issue an hyperbolical study on the new managerial challenges, an essay of the metaphorical approach to organizations, an interview with one of the leading managers from the ICT sector and, finally, an intense analysis on the Hungarian SMEs have been selected.

The first two articles give us an authentic insight into the way of thinking in the United States about the would-be development of the corporate world. Edward J. Romar from Boston in his paper *A View from the USA: Managerial Challenges, Technological Change, Social Trends, and the Coming Age of Democratic Heroism in the 21st Century* depicts a path leading

to a new era of the so-called democratic heroism. From a basically economical and sociological standpoint the author is scanning the germs of development of our time. Based upon the described American trends the paper presents us a possible developmental outcome conforming to a redefined mission of the American society. Among its interesting forecasts the next one is extremely thought-provoking for the academic sphere: „(in a digital world)... faculty roles must change from presenter to guide."

Harold Itkin and Miklós Nagy in the *Theoretical and practical use of metaphors in organizational development and beyond*, based on their consulting experience in the United States, chose a different approach when discussing roles of metaphors in organizational development. The eight metaphores help in understanding organizational structures, leadership style, management control and behaviour. The chosen model has been applied to analyse corporate development in two case studies. It illustrates how to identify the direction and magnitude of change required to move the entity under investigation to the desired direction.

In order to publish portraits of companies and individuals whose performance is illustrative of management achievement, in this issue we present an interview with Attila Ürmössy, Head of Telekom IT Nearshore Center of IT Services Hungary. His career and his digital world view hold plenty of lessons for the reader. First he gives us his personal definition on the digital environment including its future trends. Thereafter he describes the impact of the shift to going digital on the public at large and on the business models including the role of social media. Besides the reader can read an inspiring discussion about changes that have taken place in the market of executive information systems recently, too. At the end of the interview a useful message is coming from the IT industry for universities offering programs in business and economics.

And we offer a publication opportunity to a young researcher in this issue as well. This time the paper of Eszter Bogdány has been selected under the title of *Passing the leadership baton in Hungarian small-and medium sized enterprises.* Small- and medium sized enterprises in the Hungarian economy are not yet ready to handle pressure caused by the change of generations. In her research paper Eszter analyses the succession process of SMEs with a special focus on handing over top management functions. The research confirmed that the succession phase of SMEs can be characterised by the ownership interest, the dominant organisational culture, the size of organisation and changes in size, the origin of the successor and the age of the owner. Based on the results it can be assumed that professionalization has a strong influence on the leadership succession process.

We hope that again in this issue, we can present new, exciting ideas from management science as well as encourage other researchers to present themselves in our journal.

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