

PARADIGMATIC CRISIS OF MANAGEMENT

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Татьяна Иванова Юрьевна¹, Snežana Živković²

¹Ulyanovsk State University, Ulyanovsk, Russia

²Faculty of Occupational Safety, Niš, Serbia

Abstract. *There is no doubt that the world around us has changed, is changing and will change. The dynamic nature of companies that exist today brings not only advantages but also complex tasks for people who run them. Efficiency in operation of socio-economic system depends to a great extent on the efficiency of its management system. Research in the areas of management and organization as well as grasping their essence based on interdisciplinary approaches, is a prerequisite for efficient management at different levels of socio-economic systems. Concepts of managing activities in the sphere of business can not be reduced to some recipes, instructions or regulations. They are constantly improving and transforming along with the changes in science, economics and society.*

In this paper, the authors attempt to develop concepts about the transformation of organizations into a new qualitative state, which is indicated by the term "virtual business system". In fact, recently, in countries with developed market economy, the organizational structure of companies is fundamentally changing and it is primarily associated with a thorough change of work processes in terms of introducing new information and communication technologies. The depth of these radical changes allows us to speak about the beginning of a revolution in the sphere of business which is, by its effects, comparable to the industrial revolution of the 18th and 19th century.

The subject of this paper is the attempt to formulate the basic signs of paradigmatic crisis management. It should be noted that sometimes it is inappropriate to equate bureaucracy crisis and crisis management, considering that the bureaucracy was one of the first stages in the development of managerisation. In this regard, the paper objective is focused on the assertion that there is not internal crisis management, but the demanagerisation of business as a result of systemic, paradigmatic crisis of management.

Key Words: *management, demanagerisation, socio-economic system, paradigm, virtualization.*

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Corresponding author: Snežana Živković

Faculty of Occupational Safety in Niš, 10a Čarnojevića St., 18000 Niš, Serbia

Tel: +381 18 529 871 • E-mail: snezana.zivkovic@znrfsk.znrfak.ni.ac.rs

INTRODUCTION

In the second part of the 20th century, some serious problems of methodological nature occurred in management, during the process of natural evolution of the organization as a socio-economic system, as well as during human activities toward setting the goal. Many scientists (K. Klok, J., Goldsmith, A., Kolesnjikov, L., Fadkin, J. Balagajev and others) believe that it can be a paradigmatic management crisis and the crisis of management theory in general. The points of view of these and some other authors who support this standpoint are listed below, but at first we consider it necessary to specify a meaningful sense of the term "paradigm".

In the studies of T. Kun [Евин and Яблонский, 1982] there are more than 20 meanings of this term, some of which are:

- Scientific achievements recognized by all;
- A model set by the scientific community of how to define problems and solve them;
- A system of generally accepted concepts and theories;
- Standards in defining problem regularities and problem-solving patterns;
- General rules and scientific activity standards;
- A standard system of methods and a set of conceptual, instrumental and methodological instructions, etc.

Encyclopedic dictionaries define the term paradigm (from the Greek. *paradeigma* - example, form) as a scientific theory expressed through the system of concepts that express essential features of reality [Советский энциклопедический словарь, Сов. энциклопедия, 1988]. Or: "paradigm" is the initial conceptual scheme, a system of concepts that reflect the understanding of essential features of management problems, a model for their resolution and a selection of appropriate methods. Paradigm of management that prevails in a scientific community during a certain historical period marks a certain stage in the development of theory. Hence, it can be talked about F. Taylor's management rationalism (Тейлор, 1991), A. Fajlo and M. Weber's functional differentiation (Файоль, 1992; Weber, 1947) etc. In the modern management paradigm, regardless of the diversity of existing definitions, the priority is given to human personality, by which the process of globalization is taken into account and skills management and network or partnership principles of interaction are emphasized [Словарь экономических терминов, 2010].

ELABORATION

Taking into account the research of T. Kun and others and the above data, paradigm will be referred to, further on in this paper, as scientific concepts of conceptual character that prevail at any given time and which are recognized by scientific community. Further on, we shall systematize and generalize basic problems of management at the end of the twentieth century. An overview of these problems, which are essentially signs of a paradigmatic management crisis, as well as their short characteristics, shall be presented in the following way.

The first half of the 20th century has become important in the history of management primarily thanks to three classical schools. Best known are "Taylor's School", "Administrative

School" and "The School of Human Relations". Thousands of papers have been written about them and it is unnecessary to talk about them here.

In the second half of the 20th century no new school was created which would be comparable by level and importance with the above mentioned, although there were many such attempts. Management textbooks are full of variety of names: "Qualitative School", "School of situational management", "School of management science" and the like. None of them met the expectations and continued the work what the famous schools had started. Moreover, at that time there were many innovations in the area of management: economic-mathematical methods, cybernetic terms, the national factor ("Japanese miracle"), computerization and so on, but these innovations only confirmed the conclusion that it was not necessary to change schools, but the management itself.

All the concepts of management in the 20th century were reduced to the fact that there was a subject and an object of management. All concepts and management schools were oriented towards searching a variety of influences of subject onto the object of management for more efficient use of their physical, psychological and intellectual potential in fulfilling entrepreneurial goals. In the late 20th century, it became increasingly obvious that such an approach exhausted all its possibilities. The concept of "subject – object" in management was gradually being replaced with the concept of self-organization. In other words, the cybernetic approach gave way to the synergistic one.

TOWARDS A NEW PARADIGM

Moving on to a new paradigm of management has been a "dramatic" process. Some researchers, who had retained positions of traditional, classical management, having realized the inevitability of crisis, took some extraordinary measures to safeguard "good old management." As a result, there was a kind of mythologization of management, where an unusual image was created, which hid well-known and traditional phenomena in management under the new, shiny, attractive, "magic" name. That was the reason why myths like "coaching" and others arose, where some significant issues were replaced by terminological ones in the manner of aggressive self-promotion. Unfortunately, we do not always have a sense for similar replacements. As an example, we shall analyze the modern concept of "coaching."

When it comes to coaching, comparing different views shows that the only attribute, which is recognized by all, is its difference from consulting, from the institution of personal psychologists, spiritual leaders etc. As a rule, statements on this subject always begin the same: "Coaching - it is not...". Furthermore, it should be noted that defining a new phenomenon by denying the old, before emphasizing features of the new, means that the concept is immature, at its best, and lacks basis for recognition.

In management theory and practice such cases are not alone. It is enough to recall that fairly recently the concept of controlling has been presented in this manner: "Controlling - it is not control, a controller – he/she is not an inspector ...". Similar recurrences may disturb researchers. However, we do not exclude a situation in which a new, attractive name may by itself become a catalyst in a serious scientific process, as it has happened, for example, in the case of synergy or the theory of catastrophes. But such cases in science are very rare.

ASPECTS OF COACHING AND MISTAKEN CONCEPTS

The analysis of content aspects of coaching shows that it is only declaratively different from consulting and other similar directions, and when the essential aspects are carefully taken into consideration, it is clear that they do not differ from the contents of the already established consulting directions. Essentially, if we are talking about coaching types, like coaching in marketing activities, coaching in family life, etc, they all imply the appropriate professional work of experts in a particular area, i.e. consulting, psychoanalysis, mentoring and so on. Similar phenomena are referred to as cases of mistaken concepts.

The second reason for mistaking concepts is an attempt to revive entrepreneurial activity with the use of a certain marketing approach in order to draw attention to a specific sphere of activity, mainly to consulting. It should be emphasized that "consulting" is distorted "consultation" and nothing more! Unfortunately, we can not change the situation and so use this term in the paper.

The third reason is competitive ambitions of certain authors. As it always happens in such cases, immediately there are commercial preparation courses for coaches (!), after which the appropriate certificates and diplomas are granted.

A huge number of papers in the field of coaching are not characteristic of the already formed essential and unquestionable features of the new phenomenon, but it is a painstaking search for differences of the already existing ones. Basically, their authors argue that coaching does not provide service to a company, like consulting does, but it only provides service to an individual. However, in that way we go beyond consulting further into the well-known area of institutions like personal physicians, lawyers, therapists, gurus, spiritual leaders, etc.

Science ends there where fashion begins. Instead of futile attempts to find difference where there is not, we should explore the evolution of consulting and its new forms, which are the result of that evolution. Attempts are inevitable to search for ways to overcome the paradigmatic crisis in the theory of management by conserving the old content in modern terminology.

BUSINESS SYSTEMS AND BUSINESS PROCESSES

A company as a means to achieve entrepreneurial goals has virtually exhausted all its possibilities in the new socio-economic conditions and the conditions of scientific and technical revolution, as well as the resources of its development, primarily in the structural aspect (tecto-centric crisis in management). In the second half of 20th century, company structures changed their nature very quickly from linear to matrix and network structures. It can be concluded that the evolution process of organizational structures has its limits. Beyond that border, there is virtualization of the business processes; the structure form becomes outdated for business. In practice, the virtualization process takes place in several related directions and under certain conditions. The notion of virtualization will be discussed from different angles later in the paper.

Since structure is the basic characteristic of a company as a system, then the company itself ceases to be the current instrument of business, giving way to a new instrument, which is increasingly being called a business system. Клок and Голдсмит [2004:181] have come to a similar conclusion: "For centuries we have been creating companies to

meet human needs; however, it has become more and more obvious that the structures which were used, have denied, diminished or contradicted human needs, which they were meant to satisfy." In other words, a company ceases to be an instrument and starts to work only for itself.

Attempts to develop a situational approach to management testify to the fact that the opportunities for classical management have been exhausted. "In fact, management as a science branch has come to an end - said V. Njekrasov and J. Balogajev - managers from around the world are increasingly complaining that the science of management is incompetent, regardless of the cost of billions for creating management system, which is able to function in any conditions." [Некрасов and Балагаев 2000:123].

Managers - practitioners expect to get actual recommendations from management theory, like how to act in various situations. Regarding this, L. Fadkin emphasized: "Entrepreneurs, managers and administrators have been frequently complaining that their knowledge of general management theory does not help to solve everyday problems. There is more and more discrepancy between the science of management and practice itself, which leads to the idea of a deep crisis that has been shaking the science of management." [Фадкин, 2001].

Related to practitioners' "disappointment" in management theory, we should stress that scientific theories and science itself do not represent a set of instructions for all cases in life. Achievements of management as a science do not imply finding a cure for everything, but developing the ability to think in terms of management as a type of activity. But the essence of the problem is not in this, but in the fact that it is time to change the way of thinking, to switch from managerism to synergism.

Problems of terminology are not only of subjective but also of objective nature. The accumulation of notions that are repeating and have become redundant leads to the loss of not only scientific logic, but also of common sense, the idea that S. Yang picturesquely referred to as 'management theory jungle': the conceptual framework of management has accumulated too many empty findings, which have buried mineral resources. In analyzing similar management problems, the starting point is the fact that it is not the economic crisis which failed to offer something fundamentally new as a minimum in the last decade, but it was the crisis of management theory of socio-economic systems, companies, i.e. of management crisis as a system of knowledge, of crisis in management terminology, a crisis in management theory.

There is a point of view (for example, Prangišvili) according to which the market can be replaced by scientific, systematic planning, and competition can be replaced by socialist contest. According to this view, the planned economy has disappeared from the historical arena along with the Soviet Union only because there was no factual scientific planning. [Прангишвили, 2003:191].

This view was represented by a prominent Russian scientist, Academician Глушков [1987: 552]. He set himself the task to create State Automated System (SAS), based on powerful computer systems, which would be similar to Automated System of Corporate Management (ASCM). V. Gluškov proposed the concept of SAS as a unified system for collecting information from the industry, planning and economic management, a database for modeling different versions of economic development.

Technical basis of SAS had to be Unique Network of Data Centers (UNDC). In the draft version of UNDC V. Gluškov elucidated the creation of a network of about 100 large centers in cities and industrial centers of economic regions, which would be

integrated by wide range channel links with commuting information and linked with 20 thousand enterprise and company centers. He envisaged establishing data banks and elaborating the system of mathematical models of economic management. However, this project was not realized - the concept of SAS, which reflected strictly centralized system of socio-economic order very regularly in technical terms, was rejected by the system itself.

Reductionist approach introduced a very complex problem in the area of management and that was processing the colossal amount of information. Solving this task in cybernetic way did not give the expected result. Synergistic approach involved "compressing" information to sizes, which were determined by the system parameters, excluding the need to take into account information about all parameters, whose number in many cases could be colossal.

In fact, V. Gluškov suggested that the state should be viewed as a corporation. The main problem with this approach were not technical limitations (a colossal amount of information, delays in decision making due to many adjustments, etc.), but the fact that natural evolutionary processes were not taken into account, and in that way the potential for self-development of an individual and society was essentially limited, and the freedom of making choices and expressing personal needs were excluded. Nevertheless, on the outside this approach seems appealing: order in society, lack of significant differences between people of diverse financial status, a high birth rate and so on. However, these seemingly positive effects can be manifested only in a closed, artificial socio-economic system. The world is evolving towards different, sometimes dramatic, but also more natural scenario, which has led to indicators of level and quality of life, which are not comparable and, as a result, the destiny of administrative-command (planning, etc.) management system has been decided.

In this way, issues related to development of open, non-linear, unbalanced socio-economic systems are very up to date, not only because their solutions provide a recipe for effective management, but also because they allow objective processes and development conditions to be taken into account, and not to be violated by the process. As a result, the problem of inherited cybernetic and synergetic approach has become one of the key issues in this research. Management is not always associated with reaching the final, quantitatively immeasurable goal; it can become a stimulus for self-development.

Technocratic approach to management, search for simple approaches and solutions, various regulations, analogical reasoning, deocratic role of human factors, fetishization of hierarchy and other methodological principles take quite strong positions nowadays, primarily in practice of Russian management.

MANAGERISM

In the late 20th century, the term "managerism" (*managerism* or *managerialism*) was applied in scientific terminology. Meaningful content of this term originally referred to production management theory. Today the term is being considered from a wider viewpoint:

"1. Management practices, production management, company management run by managers, administrators;

2. Flow, direction of economic thought, which examines and discusses the role of management and managers in economy." [Пайсберг et al, 1998].

Research on the importance of management for economic, socio-cultural and scientific and technical development of a society, the scope of its influence on raising social aware-

ness makes it possible to interpret managerism at an even higher level of communication as a *socio-economic phenomenon, the system of good judgment, which is characterized by subject-object relationships in a company, which is represented as a means to achieve entrepreneurial goals* (by the term "good judgment" we refer to the existing traditions, values, features of concept and object interpretations).

Analysis of principle attitudes from various schools and management concepts, which were succeeding each other during the last century, has shown that fundamental essence of management in terms of 20th century came down to the following theses:

- A company is a means to achieve entrepreneurial goals and management environments;
- internal environment of a company is primarily a source of opportunities, and external environment is primarily a source of threat;
- company attributes are a management subject and a management object;
- Management goal is to search for the most efficient way, forms and instruments of a subject to influence management object;
- Dominant methodology of management: division of a whole into parts (problem differentiation) and orientation towards additive, and not emergent features of the system. For example: division of workers to simple components (Taylor), separation of company functions (Fajol), formal division of functions (Weber) and so on.

These theses were the basis of management paradigm and the basis of management view of the world which appeared in the 20th century. Various management schools differed only in the way they had an influence on management object. For example, since the possibilities for increasing company efficiency on account of staff rationalization were exhausted (Taylor's school), they turned to administrative resources, to the possibility of increasing efficiency at the expense of company structure.

Administrative School of Management (Henri Fayol) represents the first attempt to overcome Taylorian reductionism that reduces system functioning to processes on micro levels (rationalization of staff work). Practice has confirmed the prospects of such an approach – it is enough to remember the victory of Alfred Sloan (General Motors) over a great Henry Ford (Ford Motor), who was governed by the principles of Taylor (Sloan, 1964). Owing to the fact that A. Sloan turned to more complex principles of management (delegation of authority, taking into account environmental factors, etc.), General Motors has so far occupied the first place in the world ranking of automotive corporations. However, it was only the first step towards rational self-organization, a step adequate with the conditions of the time.

Each instrument has limited capabilities, but economy always requires solving tasks related to the increase of company efficiency, which is viewed as a subject of economic activity. That was the reason why there was an inevitable need for new assets of company efficiency increase, once Taylor's technocratic and administrative school had reached limits of their capabilities. Such assets objectively included a human factor (school of human relations). Later on, they searched for new, more efficient strengths to influence management objective: a national factor ("Japanese miracle", West European management, etc.), robotization, computerizing production and so on.

The whole history is a history of continuous searching for more effective ways of influencing the object of management in a company. In addition, there is an open question in the management theory about management efficiency which has remained unanswered so far.

Often the term "management efficiency" comes down to the term "efficient operation of a company", but these are two different concepts. Efficient operation of a company is influenced by management system and many other factors, which can not be influenced, and they are primarily environmental factors. A company may have a high efficiency of operation with not so efficient management system and vice versa, at the expense of, for instance, major changes in consumer demand, high prices for energy resources, fluctuations in exchange rates, weather conditions and so on. The aim and efficiency are internal factors of a company as a system; however, efficiency criteria can have some features beyond the system. Here, we shall only point out this problem which due to its complexity requires special research, although it is the object of undoubted interest in the context of this paper.

Analysis of these theses of management paradigm and management methods has shown that cybernetic approach dominated in management of the last century, regardless of the fact that the principles of cybernetic approach itself were formulated in the middle of the last century, but only at the end of the twentieth century scientists paid attention to the synergetic features, whose development had to lead to cardinal changes in management activities and economic relations.

DEMANAGERISATION

As it has already been mentioned, managerism originated in the 20th century, its features are reductionism, linearity, isolation, strict determinism, hierarchy, mass production, corporate culture. Structurally-functional approach is the methodological basis of business organization in managerism. Spontaneously formed scientific methodology of managerism corresponds to cybernetic approach.

The cybernetic nature of traditional management is manifested in the following characteristics:

1. target orientation of company operation;
2. subject-object management principles in a company;
3. management as a constraint, presence of organized authoritarian relationships;
4. determination of management methods;
5. non-acceptance of uncertainty, chaos;
6. division of labor;
7. hierarchy;
8. external environment - as a source of disturbing influences;
9. corporate culture.

Figure 1. shows a graphic representation of evolution of management as a science.

Term "demanagerism" appears on this diagram and it represents *a process of transition of traditional management towards rational self-organization*. Causes and circumstances of this phenomenon have been those problems which emerged in management in the late 20th century, and whose resolution was not possible without changing the management paradigm. The result of solving these problems had to be management synergisation; managerism was succeeded by synergism, which we have shown as *socio-economic system of good judgment, which is characteristic of both self-organization processes in a business process and a business-system in a business-environment*.

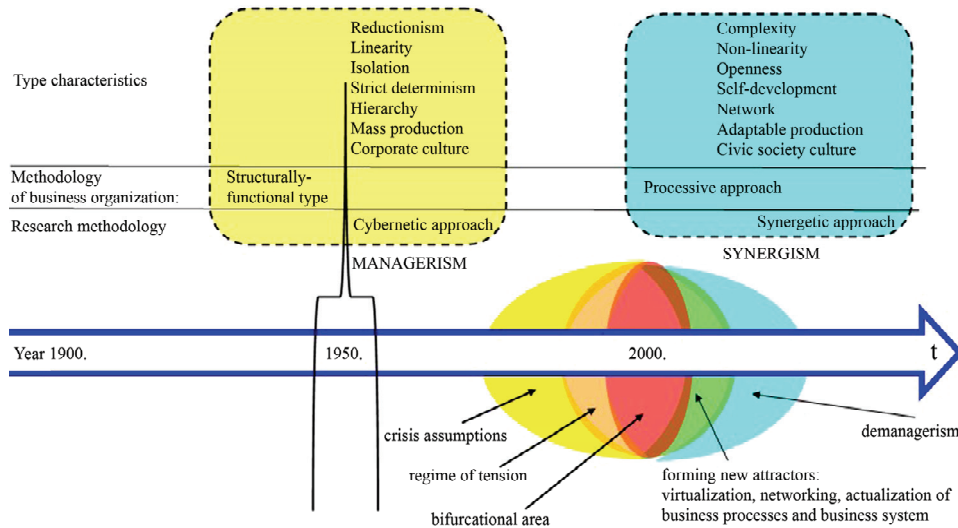


Fig. 1. Subject research area: evolutionary aspect
Source: *Own source*

The characteristics of synergism, unlike managerism, are openness, imbalance, non-linearity, adaptability, complexity, civic society culture and other features, which have a synergetic nature. Synergism can be observed as the ideology of rational self-organization in socio-economic systems.

Figure 2. shows demanagerism factors: de-structuring, virtualization, flexibility increase, transformation of management functions, company socialization etc.

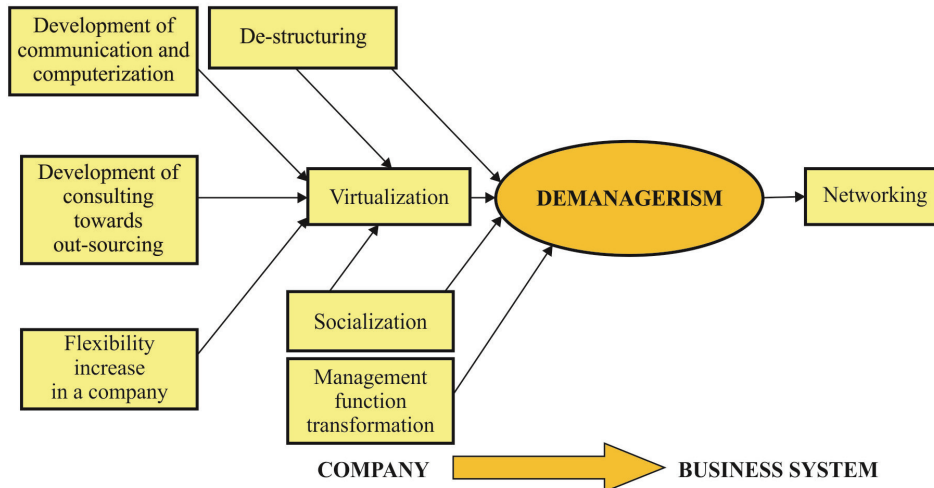


Fig. 2. Demanagerism factors
Source: *Own source*

CONCLUSION

Crisis in management, as a system of knowledge, which has been a matter of attention for the growing number of scientists, and economic crisis are substantially different concepts. Moreover, management crisis is sometimes identified with crisis in the field of practical management, which is not quite true. Management has formed over a century of successful development such an established resource potential that allows it to last and often to accomplish business goals.

Some researchers of development tendencies in management have come to very radical conclusions. Thus, studying destructive tendencies in contemporary businesses organization, Клок and Голдсмит, [2004:18] have presented some problems, which are "caused neither by wrong management nor by imperfect management practice, but by management system itself". And it continues: "...management is experiencing a qualitative change; it is becoming something new, a process, whose organization can not be referred to as "management" any longer." [Клок and Голдсмит, 2004:214]. Manifestation of crisis in management, as well as in science, is a necessary preventive measure and, undoubtedly, a natural result of developing scientific ideas as an independent process.

However, many managers - practitioners who understand the inevitability of transition from managerism to synergism, believe that it is a regular succession of management apparatus, as it has happened several times before during transition from one management school to another, from one management concept to the other. Such a position inevitably leads to effect of delayed reactions to the phenomenon known as "the challenge of time".

The apparatus does not change, but only the nature of business organization process itself and its demanagerism is carried out. This requires changing the mindset of all participants in economic and organizational relationships, their orientation toward categorical level of understanding problems, and also changing their professional characteristics, where competence must dominate over qualification.

Development of management theory and practice is inter-connected, continuous process. It is limited by circumstances of not only objective nature (development of science, society, economy, etc.), but also by those of subjective nature (managers' way of thinking, their acceptance of scientific tendencies and laws, ability to engage their own concepts and beliefs, etc.).

Theory is not only the result of empirical knowledge generalization. It explains the things that are present, and it has its own internal logic, which defines the possible perspective that does not stem directly from previous experience, i.e. it answers the question "how is it possible?" Evidently, not all theories can be confirmed, but it is no reason why they do not cease to be theories, which have played their parts at a particular stage on the path to the truth (for example, theory of rational bureaucracy in management, theory of Maslow in psychology (Maslow, 1982), theory of ether in science, etc.). Nevertheless, by taking into account the aspects of establishing rational self-organization theory, we start from the actual, not hypothetical processes, facts and tendencies that are reflected in numerous publications acknowledged by scientific community as well as in practice.

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PARADIGMATSKA KRIZA MENADŽMENTA**Татьяна Ивановна Юрьевна, Snežana Živković**

Nema sumnje da se svet oko nas menjao, da se menja i da će se menjati. Dinamična priroda organizacija koje danas postoje nosi sa sobom kako prednosti, tako i nove složene zadatke za ljude koji upravljaju ovim organizacijama. Efikasnost funkcionisanja socijalno-ekonomskog sistema u znatnoj meri zavisi od efikasnosti njegovog sistema upravljanja. Istraživanje procesa upravljanja, organizacionih procesa i prodiranje u njihovu suštinu na osnovu interdisciplinarnih pristupa predstavlja uslov efikasnog upravljanja na različitim nivoima u socijalno ekonomskim sistemima. Pojmovi upravljačke delatnosti u sferi poslovne aktivnosti se ne mogu svesti na nekakve recepte, instrukcije ili pravilnike. Oni se stalno usavršavaju i transformišu zajedno sa promenama u nauci, ekonomiji i društvu.

U radu, autori pokušavaju da razviju pojmove o transformaciji organizacija u novo kvalitativno stanje koje je označeno pojmom "virtualni biznis-sistem". Naime, u poslednje vreme, u zemljama sa razvijenom tržišnom ekonomijom, suštinski se menja organizaciona struktura preduzeća što je, pre svega, povezano sa korenitom promenom radnih procesa u uslovima uvođenja novih informacionih i komunikacionih tehnologija. Dubina i radikalnost ovih promena omogućuju da se govori o početku revolucije u sferi biznisa koja se, po svojim posledicama, može uporediti sa industrijskom revolucijom XVIII - XIX veka.

Predmet rada predstavlja pokušaj formulacije osnovnih znakova paradigmatičke krize menadžmenta. Potrebno je naglasiti da je ponekad neumesno poistovećivati krizu birokratije i krizu menadžmenta, obzirom da je birokratija bila jedan od prvih stadijuma u nastanku menadžerizma. S tim u vezi, cilj rada usmeren je na konstataciju da nije reč o unutrašnjoj krizi menadžmenta već o demenadžerizaciji biznisa kao rezultatu sistemske, paradigmatičke krize menadžmenta.

Ključne reči: *menadžment, demenadžerizacija, socijalno-ekonomski sistem, paradigma, virtuelizacija*