



Téma 5: **Malé a stredné podnikanie**

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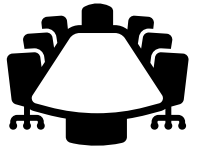
Študijné materiály boli vypracované v rámci projektu KEGA: 025ŽU-4/2022 Tvorba interaktívneho programu so zameraním na športový manažment na báze IKT a WEB technológií.



Teoretické
východiská

5. Manažment v malých a stredných podnikoch

Manažment v MSP

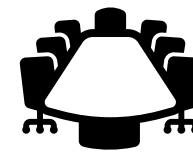


Manažment predstavuje dosahovanie cieľov prostredníctvom druhých. (Drucker)

Manažment je proces tvorby a udržiavania prostredia, v ktorom jednotlivci pracujú spoločne v skupinách a účinne dosahujú vybrané ciele. (Koontz, Weihrich)

- *Špecifiká MSP:*
 - obmedzené zdroje
 - jednotlivec vykonáva viaceré funkcie súčasne
 - učenie sa na vlastných chybách
 - prelínanie pracovného a súkromného života

Manažérske funkcie



Plánovanie

Organizovanie

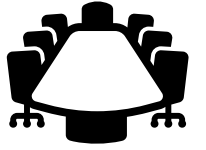
*Výber
a rozmiestňovanie
spolupracovníkov*

Vedenie ľudí

Kontrolovanie

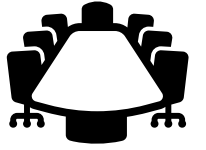
Rozhodovanie

Plánovanie



- proces stanovovania cieľov a postupov ich dosahovania
 - identifikácia východiskovej situácie
 - odhad a ocenenie možností plánovaného rozvoja v priestore a čase
 - stanovenie cieľov, ich vzájomného usporiadania a vzájomných väzieb
 - vypracovanie návrhov, hodnotenia a prípustných postupov pre dosiahnutie uvažovaných cieľov
 - výber vhodného postupu prechodu od východiskového stavu k cieľom podľa definovaných kritérií
 - určenie postupu realizácie zvoleného plánu vrátane adaptácie na meniace sa podmienky

Organizovanie

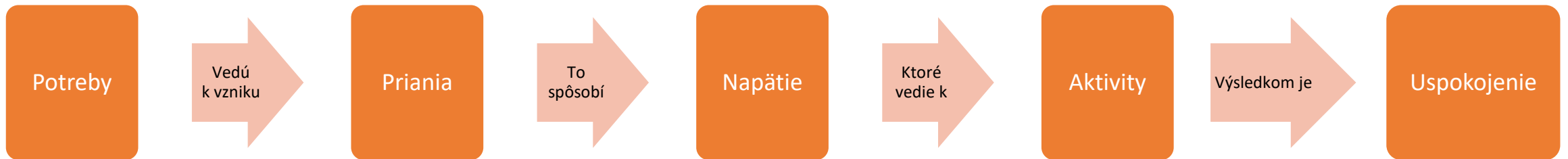
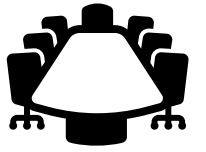


- OSCAR

- **Objectives** – ciele podnikateľskej činnosti
- **Specialization** – špecializácia
- **Coordination** – koordinácia
- **Authority** – právomoc
- **Responsibility** – zodpovednosť

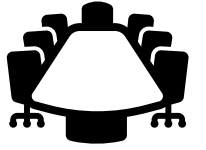
R	<ul style="list-style-type: none">• Responsible• Who is/will be doing this task?• Who is assigned to work on this task?
A	<ul style="list-style-type: none">• Accountable• Who's head will roll if this goes wrong?• Who has the authority to take decision?
C	<ul style="list-style-type: none">• Consulted• Anyone who can tell me more about this task?• Any stakeholders already identified?
I	<ul style="list-style-type: none">• Informed• Anyone whose work depends on this task?• Who has to be kept updated about the progress?

Vedenie



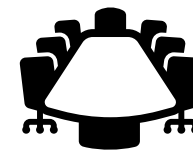
Motivačný reťazec

Kontrolovanie



- systém kontroly
 - čo sa bude kontrolovať
 - kedy a ako často sa to bude kontrolovať
 - akým spôsobom sa to bude kontrolovať
 - kto bude realizovať kontrolu (osoba/y)
 - aká bude forma výstupu z kontroly
 - kto realizuje nápravu zistených odchýlok

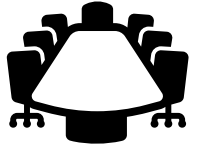
Systemové prístupy v manažmente MSP



EFQM model

Balanced scorecard

EFQM model



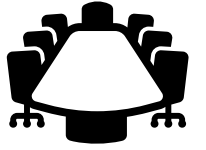
Positioning statement

For an organisation to achieve and sustain outstanding results that meet or exceed the expectations of its stakeholders it:

- Defines an inspiring Purpose
- Creates a Vision that is aspirational
- Develops a Strategy that is centred on Creating Sustainable Value
- Builds a winning Culture

This Direction setting prepares the way forward for the organisation to be seen as a leader in its ecosystem and well-positioned to execute its plans for the future.

EFQM model



Building a New Business

In those situations where a new business is being established, be it large or an SME, the fundamentals on which the EFQM Model is based provides the new organisation with a road map for introducing what matters most in building a Key Stakeholder-driven Strategy that Creates Sustainable Value.



Building Organisational Capability for Improvement

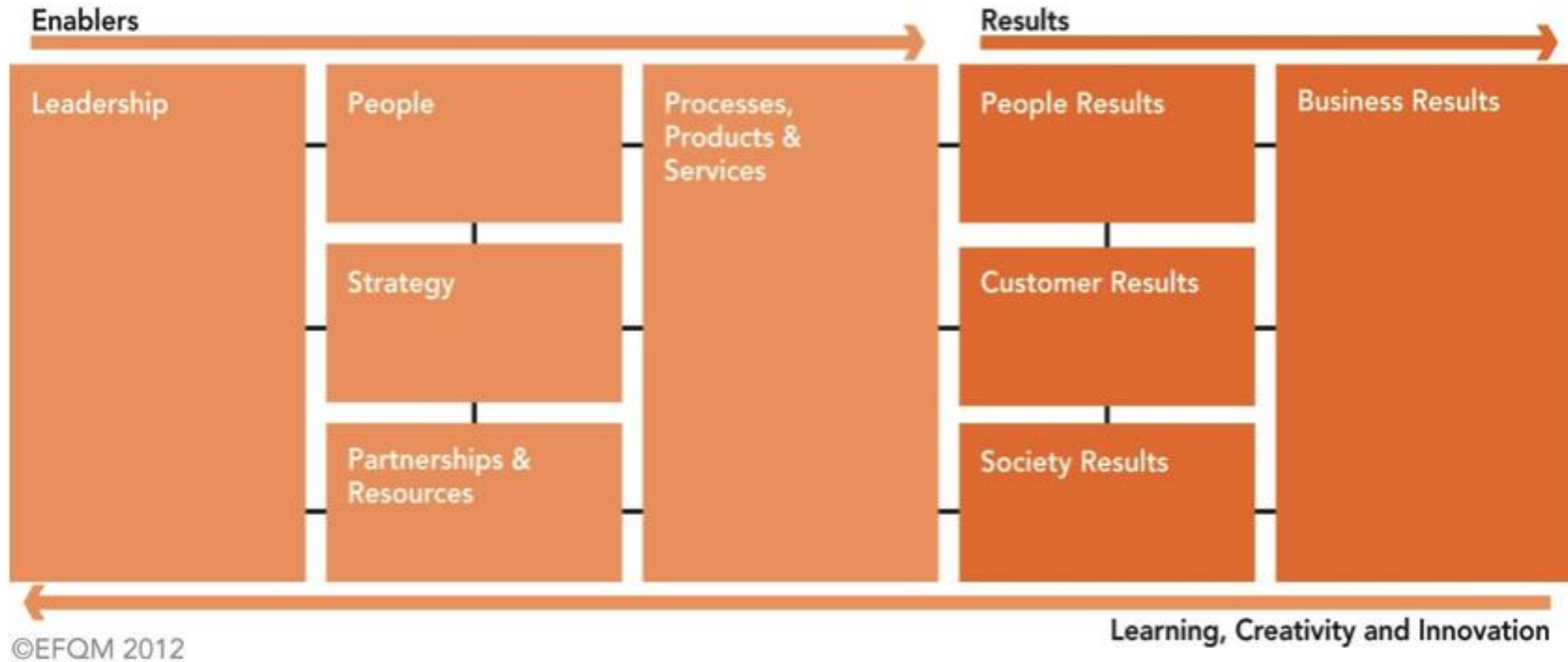
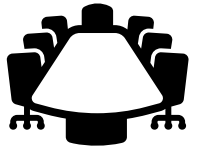
Baselining current performance can represent the start of the journey for any organisation to establish and then develop a continuous improvement mindset over a period of time, reinforced by regular checkpoints to monitor progress. The EFQM Model and AssessBase provide any organisation with the capability to develop the desired continuous improvement mindset.



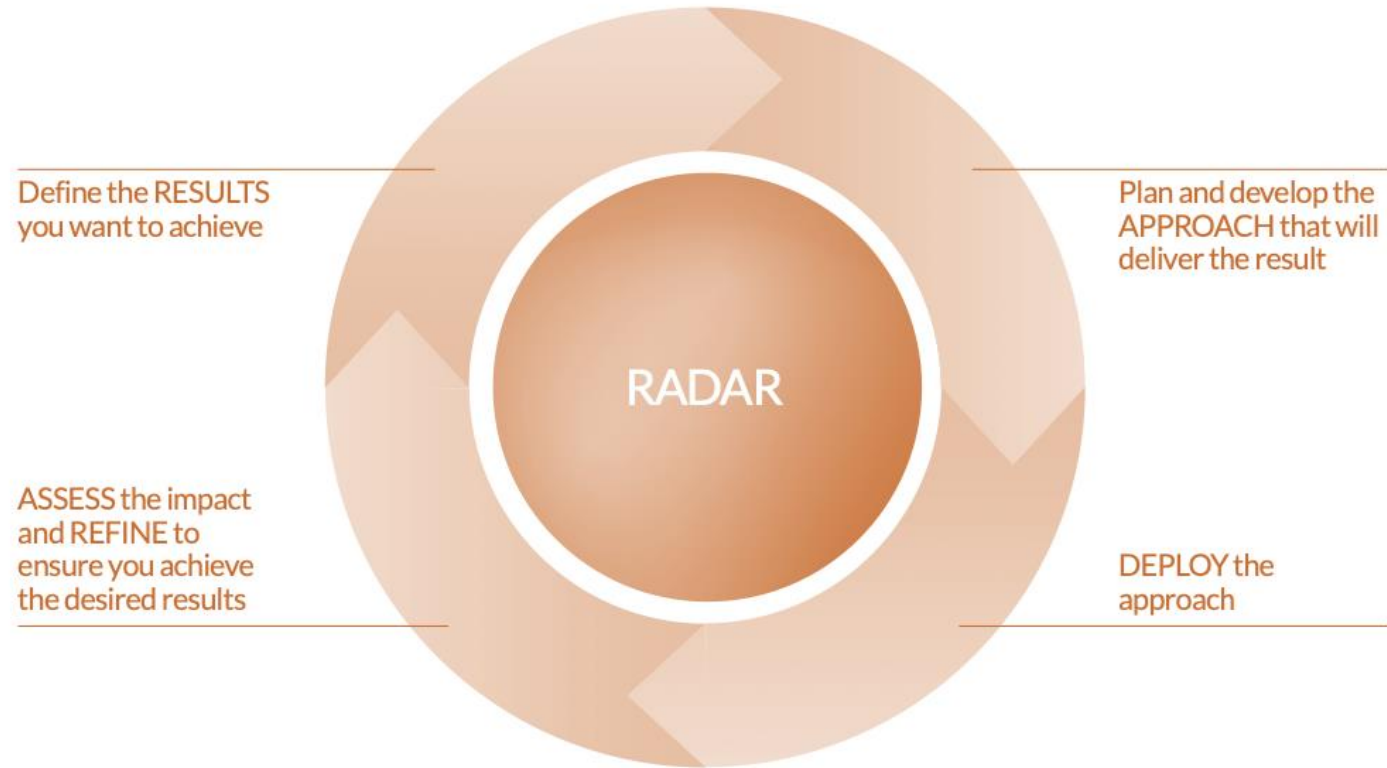
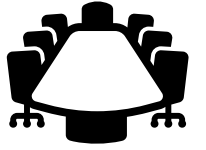
Managing Risks – Building Resilience

Using the EFQM Model enables organisations to build their resilience when managing those emerging risks that have been identified with the potential to cause a significant, negative impact on the business. Having identified which of those significant risks require priority attention, RADAR can be used to develop and monitor the mitigation plans and subsequent actions, helping to protect the business by ensuring the risk has been reduced or controlled, and resilience is further embedded.

EFQM model



EFQM model





Balanced scorecard

Kaplan and Norton describe the innovation of the balanced scorecard as follows:

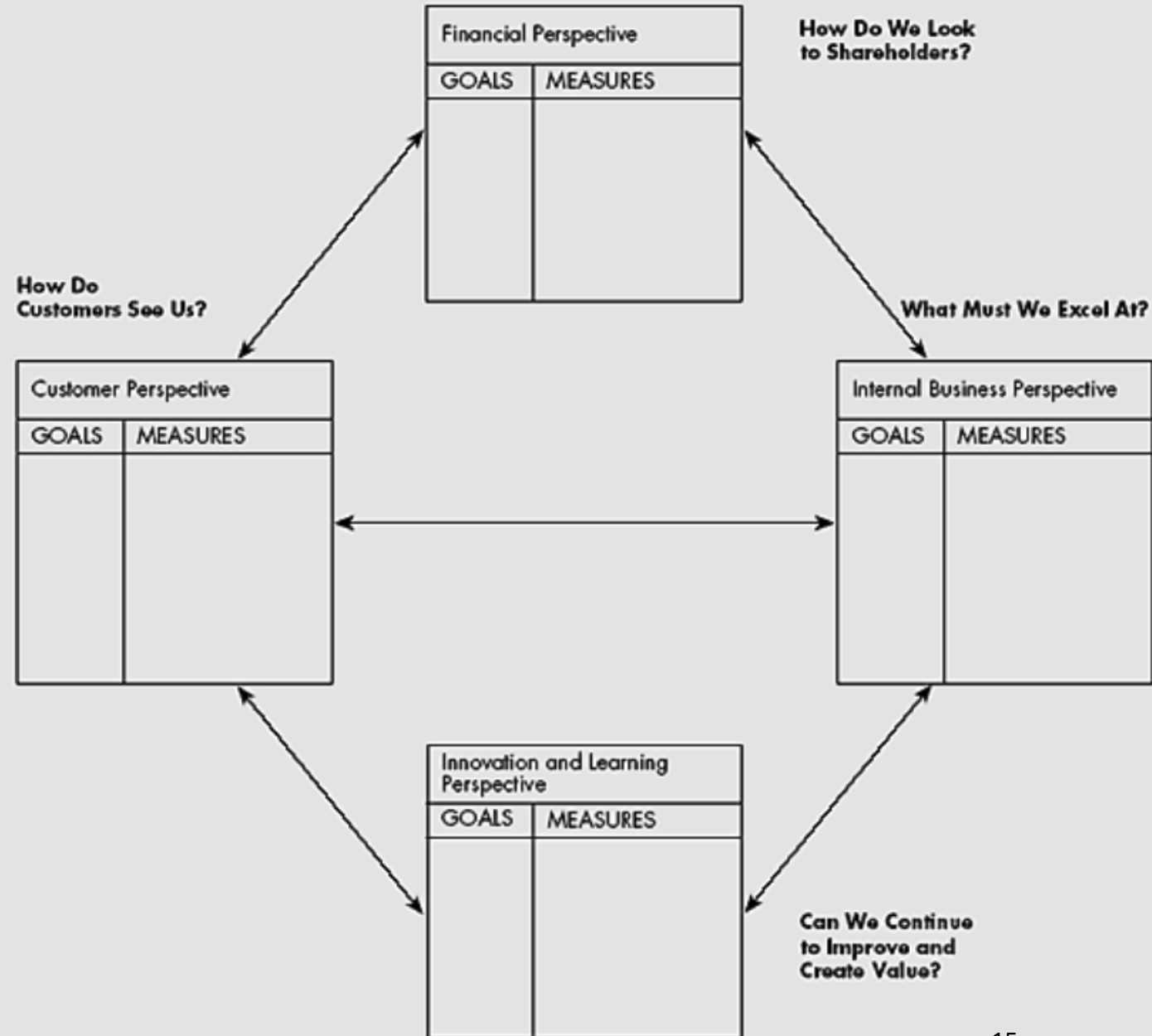
“The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation.”

Who Uses the Balanced Scorecard (BSC)?

BSCs are used extensively in business and industry, government, and nonprofit organizations worldwide. More than half of major companies in the US, Europe, and Asia are using the BSC, with use growing in those areas as well as in the Middle East and Africa. A recent global study by Bain & Co listed balanced scorecard fifth on its top ten most widely used management tools around the world. BSC has also been selected by the editors of Harvard Business Review as one of the most influential business ideas of the past 75 years.

Balanced scorecard

The Balanced Scorecard Links Performance Measures



Balanced scorecard

ECI's Balanced Business Scorecard



Financial Perspective	
GOALS	MEASURES
Survive	Cash flow
Succeed	Quarterly sales growth and operating income by division
Prosper	Increased market share and ROE

Customer Perspective	
GOALS	MEASURES
New products	Percent of sales from new products
	Percent of sales from proprietary products
Responsive supply	On-time delivery (defined by customer)
Preferred supplier	Share of key accounts' purchases
	Ranking by key accounts
Customer partnership	Number of cooperative engineering efforts

Internal Business Perspective	
GOALS	MEASURES
Technology capability	Manufacturing geometry vs. competition
Manufacturing excellence	Cycle time Unit cost Yield
Design productivity	Silicon efficiency Engineering efficiency
New product introduction	Actual introduction schedule vs. plan

Innovation and Learning Perspective	
GOALS	MEASURES
Technology leadership	Time to develop next generation
Manufacturing learning	Process time to maturity
Product focus	Percent of products that equal 80% sales
Time to market	New product introduction vs. competition

Balanced scorecard



Zdroje

Vodák J., Magdolenová J. 2012, Manažment malého a stredného podnikania, PEDAS, UNIZA

<https://www.efqm.org/about>

<https://hbr.org/1992/01/the-balanced-scorecard-measures-that-drive-performance-2>

<https://balancedscorecard.org/bsc-basics-overview/>

