

## *Editorial*

*Dear reader,*

the preparation of the new number of this magazine testifies of its fortified position in the knowledge market, where the most important indicator is an individual, their opinion, traditions and finally, behavior. For this very reason, I decided to utilize the editor's column in order to share my thoughts on how important it is for managers to prepare for participation in the changes of the present.

Even though the origins of the concept of human relations is historically related with the development of economics as a science in the beginning of the 20<sup>th</sup> century, a few decades of discussions later it went on to form as an autonomous branch of science, which places most emphasis on shaping the personal abilities, recognition of needs and necessary skills for working individuals.

Cognizance of the worker was facilitated by the resolution regarding developmental perspectives adopted by the Western countries. The world of meeting the requirements of the customer, or "the life of prosperity" had been chosen, and most Central and Eastern European countries have also accommodated to it over the past fifteen years. This new choice formed new challenges for the science and practice of human resources, in turn changing the manager's domain.

Internationalisation of organizational activities and its subsequence – the globalization of the process of management – became one of the principal characteristics of contemporary economic activity. It has already been noticed, that organizations with 20 or less employees participate more actively in the globalization of management, and their influence on national economic and social processes is constantly growing. Observance of the *letters* of legislation that regulate organizational development is no longer enough for successful activity of an organization. In the contemporary world of entrepreneurship, desirable results in the long-run could hardly be expected in case of deviation (exceeding or straggling behind) from organizational potential.

Such circumstances place demands on managers of organizations to foresee future events, initiate changes and seek to manage the destiny of their organization, in other words, be *proactive*. Beside that, managers are responsible for maintaining the balance between the personal and collective domains of an organization, therefore their activity is to be grounded in *reactive* behaviour. Since organizational management today occurs in the condition of *constant preparation*, the manager needs to be highly flexible.

As noted by most professionals, good results can not be achieved through maintaining a static position, therefore, the main provision for organizations to survive in the globalization of management and in an increasingly competitive environment, becomes the decision of when and how to implement reforms in one's organization rather than deciding whether to accept or decline changes in general. Also, the changes of the present are not just issues of utilizing technical and technological potential, but also effective use of human potential.

Experts agree that the weak side of the newcomers of the European Union, with regards to their integration to the EU, remains managers' lack of administrative and understanding the secrets of management. Conducted research shows that this is influenced by shortcomings of the managers – gaps in theoretical knowledge of management; therefore many managers are little oriented toward the rapidly changing world of the manager. The aforementioned circumstance necessitates researchers from various countries to analyze the situation of organizational leaders' preparation for improving the management of human resources from a wider perspective.

I hope that the articles published in this magazine will help to find answers to many present issues in management, for all those interested in human resources management.

Assoc. prof. dr. Vladimiras Grazulis  
Faculty of Public Administration  
Mykolas Romeris University