

Editorial

Dear readers,

at the beginning of this new HRM&E magazine volume let me share my ideas about contemporary topics, which are enterprise performance management, corporate responsibility and knowledge management.

Entrepreneurship is a systematic steady self-realized activity made by entrepreneur, on his own proper name and own responsibility in order to reach profit. The objective of entrepreneurship is a long-term development and business growth, which presumption is a profit gain. This objective is represented by its own quantitative measures like increasing turnover, market share, net assets, etc., but qualitative characteristics as well, for example in building-up relationships to customers, state, municipalities, employees, etc. From preceding determinations long-term character of entrepreneurship is implied. In order to fulfil this long-term entrepreneurship character, based on my own theoretical and practical experiences, three pillars are crucial, and these are enterprise performance management, corporate responsibility and knowledge management.

Enterprise performance management integrates complex alignment system of all activities and enterprise resources on behalf of long-term ability to valorize paid seed capital. Increasing of owner equity has multiplicative character, which replenishment requires decomposition and understanding of all entities, from which managers come out while applying theoretical management findings to practical managerial activities. The interest of company owners is based on market value increase while considering requirements of other stakeholders.

Coordination of stakeholders' interests in enterprise namely of entrepreneurs, customers, employees, shareholders, suppliers, local community and of the whole society creates a content of corporate responsibility business.

We are experiencing a financial depression period, which has overgrown to economic crisis. Its consequences are savings realization in all areas of performing entrepreneurial activities. Is it a suitable time for corporate responsibility concept implementation into entrepreneurial activities?

The answer is a fact that corporate responsibility is not sponsorship nor cooperation with non-government organizations. Corporate responsibility has financial extent but above all social extent as well. It mostly incorporates the enterprise owners' and managers' change of thinking in order to run business socially responsibly towards employees and suppliers, ensure programmes for protecting environment and innovations development. The result is increasing life quality of employees and their families and improvement of the whole society living on certain territory. The change of thinking will be manifested in a fact, that while concentrating on reaching profit, the effort of profit maximization would not be accompanied by expansion of corruption, discrimination, abuse of political power, pollution of water, soil and air, and by irresponsible approach to natural resources. Responsible entrepreneurs act honestly and faithfully in their relations towards customers, employees, business partners, but also to competition and state institutions. The change of thinking is an exacting and long-lasting process. The initial basis is always a willingness to accept a change, get out of stereotypes and apply transparent models of business management.

On actual degree of society development the prerequisite of getting competitive advantage and of successful entrepreneurship is knowledge. The practice confirms the words of Peter Drucker that the basic economical resource and production agent will be knowledge. In every company there are important people who dispose by certain amount of knowledge, but also with

the ability to use the knowledge. Knowledge management focuses on systematic and purposeful creation, development, exploitation and assessing of knowledge. It is a process of exploiting companies' knowledge assets, predominantly in their implicit form.

Which are the mutual relationships among enterprise performance management, corporate responsibility and knowledge management?

Enterprise performance management is primarily concerned with financial aspects of entrepreneurial activities realization, namely of valorization of paid seed capital for owners, but while regarding stakeholders' interests in enterprise at the same time. Corporate responsibility puts an emphasis on social aspect of entrepreneurial performance, but also has its own financial aspect. Knowledge management is focused on building-up and exploiting enterprise knowledge in a such manner which ensures long-lasting maintainable growth of entrepreneurial performance and which fulfil the principles of corporate responsibility.

My preceding thoughts observed the aim to enhance the discussion among scientific community about contemporary topics, which should lead to knowledge development in a presented area.

I believe that the following set of contributions published in this magazine will provide you, as well as my preceding contemplation, with many impulses and suggestions for further scientific research in a given issue, which will be consequently transformed to practical conclusions for utilization in entrepreneurial practice.

Many successful days in your personal and professional lives.

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