

THE STUDY OF FACTORS AFFECTING BUSINESS

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Abstract

the aim of this study was to identify and evaluate the factors affecting the management of business processes. So, by reviewing the literature and recent ideas, we suggested main factor categorization so that it can measure the readiness for implementing the management of business processes in the organization. Generally, methodology, project management, information technology, organizational atmosphere, changing management and senior management have been effective on managing the business process.

Keywords: business management, methodology, project management, information technology, organizational atmosphere, change management, senior management.

Introduction

Change and mobility of organizations are primary principles in the world of today. Therefore, considering these principles, managers have to modify their principles so that they are compatible with the environment. Ordering the processes and using the standard methodology for designing the processes in big organizations led to achieving the goals of business strategies such as reducing the total cost, controlling risks and protecting intellectual properties (Chang, 2005).

Basically, the business management is a new technology that aims at providing software solutions for ordering and standardizing the processes. Systems of business process management are based on two domains of information technology and business (Ravesteyn & Versendaal, 2007)

So, the main goal of this study is to investigate the factors affecting business management. In this paper we reviewed the literature first and then we derived and described the theoretical framework and in the end, we dealt with results and conclusion.

Literature Review

Mohammad Haghighi and Amin Mojodi in 1388 in a research on business process management, best methods of implementation and the factors for implementing procedures, have been trying to study the success factors of the implementation of business process management in 10 strategic adjustment factor, the amount of investment in Technology, measuring the performance, level of staff expertise, organizational change, identifying the process owners, implementing planned changes, standardization of processes, automation, and training of employees.

Behnaz Haji Sadeghi and Pouransokht Niroomand in a research as designing a method for measuring the success factors for implementing the management process of business in organizations (electricity companies) consider the vital factors in implementing the business process managements as below:

Alignment with strategic, holistic approach, knowledge management, investment priorities for improvement, process improvement methodology, the measurement process, customer focus, process management, information systems, change management, project management and process applications.

Max Winnie (2009) did a research in the areas of analysis of design and implementation of successful projects and business processes and provided 13 factors in determining the success of this vital introduced (McSweeney, 2009) including:

Ability of alignment with business processes, understanding business infrastructure, business processes, measurements, strategy and objectives, identifying stakeholders and landowners of the process, employing an iterative and incremental approach to policy and to take appropriate timely implementation of internal and external standards and the correct level of supervision, understanding the role of information, process improvements to achieve business results with a series of small successes (Ravesteyn, Jansen, 2009).

Rastin and Johnson in 2009 in California, studied about the success factors in the implementation of business process management and introduced the factors that affect the success of business process management in most of the following factors, including: related to organizational goals , ability to execute the final value of the change process, the ability to implement the change in the value added , the ability to track results and measure success, being able to align business processes , understanding the business infrastructure , business processes , the size of retention strategies and objectives, identifying stakeholders and landowners to apply process to apply an iterative and incremental approach to policy and to take appropriate project at the right time and the right monitoring of implementation of internal and external standards , understanding the role of information process improvement to achieve business results with a series of small successes . (Ravesteyn, Jansen, 2009).

Theoretical Bases Management

Different definitions have been proposed for management and mostly involve “planning, organization, management, human resources, guidance and leadership, control and supervision”. However, given recent developments regarding that the subjects of morality and human resources management have found a special place, the following definition to manage the present situation seems more appropriate.

Based on the view of some experts, management is a combination of science and art to create a suitable environment in which to consult and collaborate with others to shape a process server becomes possible. And also the efficient use of resources, services or products will be realized as to be competitive in order to satisfy their clients, avoiding any adverse impact (Par kes, 2002).

Megginson, Mosley and Peter, also defined management as working with human resources, financial and physical resources to achieve organizational objectives by planning, organizing, leading and controlling operations(Ros emann, 2009).

But the t Moss Kanter, Harvard University defined management as the act of balancing between different activities, decreased activity and increased activity, elimination of redundant activities and the activities arranged to simultaneously work with fewer resources (Cutler , 2007).

The importance of managing in social life is mentioned by Peter Drucker as : "The effective management has become one of the public resources for developing the nations and developing

nations is the main source of" management by an administrator, so the success of an organization plays an important role, as the organization becomes more complex , the role will be more difficult to manage. In other words, the management decisions works at the right time with the right people in place (Hil l, 2007).

The functional view of management includes tasks such as planning, organization, coordination, leadership, supervision and control. Planning involves defining the organization's goals, the formulation of an overall strategy to achieve set of goals and develop a comprehensive hierarchy of plans and programs for creating coherence and coordination of activities.

Organization is another major task of management and includes the identification and grouping of activities, duties, authority and responsibilities of managers, supervisors and coordinating tasks and activities and reporting system. Human resource management includes recruitment and appointment of qualified staff or order to achieve the organization's goals and objectives. Selection, payment systems and employee relations are parts of this task.

Every organization is composed of people and management has to guide them. This includes the important task of leadership. When the manager lead and motivate people to deal with, they attempt to investigate and resolve contradictions and attempt to communicate with human resources in leading has been involved in duty.

Therefore, leadership is the process of influencing people so that they desire and satisfaction with group goals, try and try. The final task of managers is monitored.

Digious has spent most of his time in Royal Douich Company. He writes in his book "business thoughts" that: companies are prisoned in the language of economy and there for most of them die very soon. Death of these companies is due to the fact that managers and leaders focus on the production and benefit and forget the company as an organization which is a collection of people. In the same book, Tomporas says that "since the modern culture has a global definition, the only thing that a manager does is redesigning the activities. The fact that people speak in English does not mean that they think same. An international manager has to deal with something more than cultural differences. He has to respect these differences and use their advantageous for solving cultural crisis.

Today, Margaret Vitli is known as a social philosopher not a specialist in management science. She regards management as a new physics in her book called "leading and new science" which was printed in 1990s. She believes that scientific management has reached a stage in which Fredric Taylor says: "if we do not change the business management style in ten years, we will die". A lot of scholars and writers support his views.

W.Chang Kim and Reni Morboun also discuss about the problems of strategic management in modern economy and believe that the advancement in management only happens when a justified process is passed about the management. They also think that a fundamental change should happen in methods and behaviors and this is impossible without people who want to cooperate in a modern process and have enough experiences for performing the tasks.

Jeffrey Pfeffer and Robert Sutton, two Stanford University professors, have deeper look into the world of organizations and to this point realized that although managers in large companies are proud that organizations are learner but there are organizations which have conflicting figures.

They together wrote their book "Knowing how to fix a gap". The first sentence of the book reflects modern management, or at least one of the diseases of modern management and state that: However, many such organizations and managers responsible for their conduct are not suitable. " It seems that many managers are not familiar with the views of Douglas McGregor about the management professor in his book entitled "The Human Dimension of firms" published in the 1960s.

Forty years of after the research by Pfeffer and Sutton, McGregor concluded that "the waves come and go. That is the fundamental fact of human capabilities, people can form groups and work together face to face, but one day it will be recognized for their abilities. Just at this time management understands to what extent they ignored their human resource capacity".

In fact, every manager should be able to reach organizational goals through people. For years, managers learn that their ability to achieve goals directly correlate with their ability to motivate those around. This is more important today because human affairs, communication and relationships between managers and employees have increased.

Especially individual work is declining and the importance of team work and group work is increasing. This new management approach that is shaping its importance day by day becomes more pronounced (Harmon, 2003). This fact shapes new approaches to the management of organizational culture and how group work is very important.

The main focus is on the development of education to increase the productivity of the organization. Therefore, managers of organizations that are considered to have the capability of social and communication skills should be a good listener and speaker and understand their own feelings and the feelings of others and the expression and transmission of good practice and including them in a lively environment to create where people grow. The new management approach is for effective and successful managers. Based on what you mentioned, some of the definitions of management are:

- Management is the process to acquire, develop, distribute and use different sources to support future sources and supporting the goals of an organization.

- Management is creating value for all agents.

The management is the process of decision-making, planning, policy, assign tasks to individuals through incentive policies preset.

Management is a process including planning, directing and supervising the efforts for exploitation of resources to achieve organizational goals.

Management is a process to achieve the organizational goals.

Management includes activities that an individual or a group do to coordinate the activities of others. These activities are to get the results that one person cannot win alone (BP Trends, 2007).

Business

Several authors gave different definitions of business. The Oxford Dictionary defines Business and Commerce as buying and selling. The business means making money and business activities from which money is achieved.

Simply put, the business is a state of engagement and in general, activities that include production and purchase of goods and services in order to achieve the sales target (PM BOK Guide. 2004).

According to Hunt and Ervick business is any type of business or service that other people in the community need it and want to buy it and have the ability to pay.

So according to the above definitions, it can be found that businesses deals with buying and selling goods, manufacturing goods or providing services, in order to gain profits (ibid.: 305).

Business

Features

According to the definitions of business, business features include:

1. the sale or transfer of goods and services for the value
2. Trading goods and services
3. Repeat transactions
4. The profit motive (the most powerful drivers of business affairs)
- 5 - Activities associated with risk (business has always focused on the future and uncertainty is a future feature since business is always risky.)

Business Goals

The popular belief is that the only purpose of business is to obtain economic benefit, while this is not true. Ervick believes that man does not live by only eating goal, the only goal of the business, not for profit. So, the business objectives are both economic and social objectives (Parkes, 2002).

Business Management

Business Administration is Business Management which is equal to the current literature on business management and organization theory. In general, the field of management science and art of conceptualization is divided in two general areas (Public) and Private (Private).

In the public sector, specialized fields are studied such as public administration (with multiple orientations at different levels of education, such as change management, systems and procedures, etc.), urban management.

Accordingly, the success of any business is closely related to how the State has the right to control the management of its business.

Business management should be considered as merely an academic practice. Actual management encompasses strong guidance, positive attitude, good interpersonal skills and business knowledge. In fact, leading people management influences the work and decisions and management skills to be achieved over time. In other words, managerial skills, and the like is deposited in banks (McIntyre and others, 2005).

Factors in Business Management

1. Selecting the Methodology

Methodology is an organized set of procedures, techniques and tools that have been developed to show a project's life cycle. Procedures resulting in goals revealed that the difficulties are reduced. For regular processes and principles, the process must be flawless by a methodology to define and implement a proper policy to be followed (2009Bandara & et al.,).

For example, factors associated with these factors include: choosing an appropriate manner, using appropriate tools and techniques to implement and suitable approach in the implementation of business process management.

2. Project Management

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements (Juran, Godfery, 2000). After planning to implementation problems, it is time to execute the plan.

In fact, the observance of project management on projects is fundamental for successfully implement Business Process Management (Ravesteyn, Versendaal, 2007).

Some of the factors related to this factor include planning, correct timing of the project and selecting the proper team and observing and controlling the projects.

3. Information Technology

The important role of information technology in implementing the business management process has been found in various literatures. Different roles of information technology includes: correct understanding of the project, correct use of information technology capabilities and proper use of information technology and infrastructures.

4. Organizational Atmosphere (culture)

Culture is a combination of methods, beliefs, features and behaviors that exist in thoughts of people and distinguish people or group of people from others. Cultural processes are practically considered when mentioned with process changes. On the other hand, when the staff can independently make decision the work process is faster and easier (Tsi, 2003) since the factors related to this include providing the condition for group work, creating trust between the staff and devotion.

5. Change Management

Every system which enters the organization faces various obstacles the most important of which are cultural and process obstacles. Business management process analyses the organization completely and changes the structure of the organization. Juran and Godfree considered the skill in the field of change management in all levels of the organization for facilitating the changes and believe that being ready for change is a fundamental step in business management methodology (Balzarova & et al, 2004). These factors include: enabling the staff, implementing planned

changes of skill and experience in management field for facilitating the organizational changes, existence of skills for overcoming the resistance against the changes of owners and process team, proper teaching and award system.

6. Senior Management

Senior management has to start its activity understanding that what is process management and accept its benefits for the organization and believe in basic changes that it brings for organization. Researchers not only focus on the key role of the senior management support emphasized on management component but also consider the active cooperation of them with the process managers. The related elements include: senior manager commitment in exchanging the key objectives, views and key goals, interacting with competent and senior management commitment to the project.

Conclusion and Suggestions

In order to improve the business management implementation, some factors are introduced that some are pointed to here.

Generally, the methodology is a set of organized strategies and tolls that are developed for showing a life cycle. In order to have ordered and basic processes they have to be recognized by standard methodology and follow a strategy for implementing the business management process. So, it is suggested that:

1. One methodology should be used for performing the total project.
2. All the competent has to be considered in selected methodology.
3. The best method should be considered in designing new process and some supportive instrument should be chosen.

Skills in the field of change management should be considered as a key element for success. Creating readiness for change is a step toward methodology of business management process. Resistance against change is an obstacle and problem against successful implementation of process management. So, it is suggested that:

1. Develop strategies for reducing resistance to change among process owners and team
2. educational programs to improve staff knowledge in the field of business process management
3. The process consists of several functional groups of members having adequate knowledge to the process are the main activities.

Project management is the application of knowledge, possibility lies on each harness, tools for project activities in order to fulfill its obligations in fact, following the steps in this procedure is one of the principles of project management in the successful implementation for the business process. Therefore, the following are suggested

1. Precise Planning and timing
2. Adequate funds should be allocated to the project.
3. Provide adequate human resources.
4. Determine the final goal of the project

Implementation should specialize in different groups), for example, industrial engineering, finance, marketing, project management, people knowledgeable in the functional areas of the

selected processes, human resources and expertise to help change organizational structure and operations research, systems specialists data with process modeling and simulation skills).

Organizational culture has often provided not mentioned written instructions to how successful the organization can be. On the other hand, when employees have authority and are able to independently make decisions, work processes are conducted as smoother and faster. Therefore, the following are suggested:

1. Creating a culture of authority to transfer personnel must be involved in organizational decision making to reduce employees' resistance against change.
2. Members of the implementation team should be encouraged to work together and a good environment should also be provide for the group, so that all participants equally achieve goals together as a team.
3. In order to build up trust between the staff, project objectives must be clearly explained in the information to be shared at all levels of the organization.
4. In order to resolve ambiguities, all aspects of the project should be explained to staff.
5. Good communication in organizations, not only provides a suitable environment for project implementation, but also facilitates the implementation of the project. In addition, employee fear and uncertainty will go away through effective communication. As a result, attempts should be made to improve effective communication.

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