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RENEWED MER MODEL OF INTEGRAL MANAGEMENT

Janko Belak[1], Mojca Duh[2], Jernej Belak[2]

[1)] MER Evrocenter, Maribor, **Slovenia**, [2)] University of Maribor, Maribor, **Slovenia**

ABSTRACT. **Background:** The research work on entrepreneurship, enterprise's policy and management, which started in 1992, successfully continued in the following years. Between 1992 and 2011, more than 400 academics and other researchers have participated in research work (MER research program) whose main orientation has been the creation of their own model of integral management.

Results: In past years, academics (researchers and authors of published papers) from Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Byelorussia, Canada, the Czech Republic, Croatia, Estonia, France, Germany, Hungary, Italy, Poland, Romania, Russia, the Slovak Republic, Slovenia, Switzerland, Ukraine, and the US have cooperated in MER programs, coming from more than fifty institutions. Thus, scientific doctrines of different universities influenced the development of the MER model which is based on both horizontal and vertical integration of the enterprises' governance and management processes, instruments and institutions into a consistently operating unit.

Conclusions: The presented MER model is based on the multi-layer integration of governance and management with an enterprise and its environment, considering the fundamental desires for the enterprises' existence and, thus, their quantitative as well as qualitative changes. The process, instrumental, and institutional integrity of the governance and management is also the initial condition for the implementation of all other integration factors.

Key words: MER model, holistic approach to governance and management, integration, integral management.

PURPOSE OF THE CONTRIBUTION

The beginnings of the creation of the MER Model of Integral Management (further in the text: the MER Model) date back to the year 1992 and 1993 [Belak 1993, Belak, Kajzer 1994, Belak, Mugler 1994]. In the last twenty years all activities within the frame of the MER program (research and with the research connected symposiums and publications) have been directed towards enterprises and similar institutions in different environments as well as in diverse life, developmental and business situations. A great part of these activities have been dealing with small and medium-sized enterprises, last years also with family enterprises. Scientists (researchers as well authors of published papers) from more than fifty (mainly university) institutions have been co-operating in the MER program all these years. Especially intensive work on the MER Model was going on during the transition period before the entry of Slovenia and other post socialist countries in the European Union. The MER Model has been published several times with special focus on the particularities of the transition period [Belak et al. 1997, Belak 2003, Kajzer, Duh, Belak 2008]; it was also represented at various conferences [Belak, Kajzer 1998, Belak, Duh 2004, Belak, Kajzer 2003, Belak, Kajzer 2004, Knez-Riedl 2004, Duh 2004, Belak 2004, Belak, et al. 2005, Belak, Duh, Belak 2006, Belak, Duh, Belak 2008].

A year ago the decision was made to start thoroughly renewing the MER Model since

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many changes of conditions in the economic and other social environment in Slovenia and in many other posts socialist countries have been taking place. The renewed MER Model was published at the end of the year 2010 in the book entitled "Integral Management - MER Model" [Belak 2010] and in proceedings of the MEB 2011 conference [Belak, Duh 2011, Belak, Milfelner 2011]. In this "new" model many changes were introduced, especially some new success factors were added. During the last years of comprehensive presentation of the MER Model several researches were carried out in Slovenian enterprises about enterprises meeting the governance and management principals as thought by MER model of integral management. Out of these researches we present the insights on enterprise culture.

BASIC FEATURES OF THE RENEWED MER MODEL OF INTEGRAL MANAGEMENT

The MER model is based on the multi-dimensional integration of management with the enterprise and its environment while taking into consideration the enterprise's basic purposes of surviving and developing. Basic features of the MER model are presented in Figure 1 and discussed in the continuation of the paper.

The MER model is based on rich scientific foundation and research cognitions on governance and management of which are of special and crucial importance as follows:

- cognitions on the differentiation between an enterprise and management as an object and as a subject of the managerial activity as well as co-dependencies between management and an enterprise;
- understanding the characteristics of the enterprise's environments (conditions and changes of conditions, needs, and expectations), their influences on an enterprise as well as the management of an enterprise;
- understanding the requisite compatibility of opportunities identified in the environment with the existent and potential capabilities of an enterprise;
- process comprehension of an enterprise, understanding the diversity of enterprises and their influences on the necessary adjustments of management;
- understanding the enterprise's life cycle and developmental cycle, special situations and goals of enterprises, and their influences on particularities of management; and
- cognitions on entrepreneurial, efficient (in profit-oriented enterprises, also profitable), and ethical as well as credible creation of positive synergy effects for increasing competitiveness, effectiveness, and value of an enterprise.

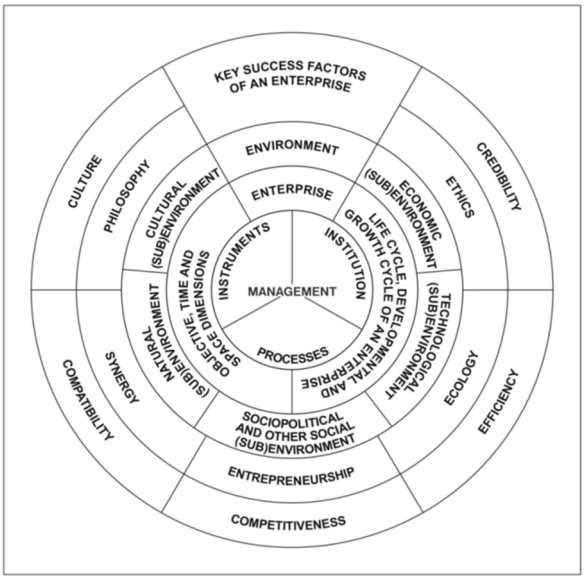

Fig. 1. The MER Model of Integral Management
Rys. 1. Model MER zintegrowanego zarządzania

The description of the MER model can be summarized in the following three major fields:

1) Integral management: its dimensions and special managements, which are presented in the first circle in Figure 1.
2) An enterprise and its environment, which are presented in the second and the third circles in Figure 1.
3) Success factors of an enterprise, which are presented in the fourth and the fifth circles in Figure 1.

MANAGEMENT

Three dimensions of management are incorporated into the MER Model and that are: management as a process, management as an institution and management as the system of instruments. Additionally the presented MER Model deals with management from specific aspects and dimensions. From the system point of view the management is understood in these three dimensions as a partial system and not as a subsystem of an enterprise in which it exists. Management processes, instruments and institutions are horizontal and vertical integrated in consistent functioning wholeness. Process, instrumental and institutional integration of management is at the same time the fundamental condition for bringing into force all other integration factors.

Process Dimension

The process dimension of the MER Model is based on the integration of:

- hierarchical levels of the management process (political level, strategic management level and tactical-operational management level),
- basic functions of the management process (planning, organizing, directing, control) and
- process functions (preparation of information, decision making, undertaking measures).

Hierarchical levels of the management process. The process dimension of the MER Model is based on understanding the hierarchy of the management process. What is typical of management activities is that the global and developmental definitions of an enterprise are followed by the more detailed, operational definitions. There is hierarchical order in:

- defining a vision and a policy of an enterprise at the highest, political level; the enterprise's policy consists of a mission, purposes and basic goals;
- identifying strategic opportunities and developing strategies for implementing the policy at the middle, strategic level;
- planning and allocating resources and tactical-operational tasks at the lowest, tactical and operational levels.

Processes at different hierarchical levels, described above, need to be integrated into one holistic and complex process. Therefore, in the MER Model no special attention is given to distinguishing between governance and management processes because of the need for linking and interweaving processes at all hierarchical levels. The need for integration of governance and management processes into one complex and holistic process is stressed also in other models of integral management.

Basic functions: planning, organizing, directing and control. The management process in the MER Model begins with planning which is followed by organizing and directing of implementation. Control is not the last step in this sequence. It is needed many times in between and together with planning, organizing, directing of implementation and implementation itself. Planning, organizing, directing and control are present at all hierarchical levels of the management process.

Process functions: preparatory information activities, decision making and measures undertaking. The essence of management processes represent decision making and measures undertaking processes. Both, decision making and measures undertaking processes are needed in all stages and at all levels of the management process. Decisions are based on information. The preparation of the needed data and information is based on collecting, processing, storing and communicating data and information. Information processes, like decision making

processes, are presented in all basic functions and at all levels of the management process. The purpose of the management processes is achieved by the process of undertaking measures. The realization of measures is always done at the level which is hierarchical lower from the level at which the decision was made. Political decisions are realized by strategies, strategic decisions by structuring of resources, decisions on structuring of resources by making decisions on the tactical-operational level and by the realization in the basic processes of an enterprise.

Instrumental Dimension

Management as an instrumental system consists of values, business and management guiding principles, styles, techniques and management methods. Values as well as business and management guiding principles globally define relationships between an enterprise, its environment and its employees. The chosen management styles and techniques are based on them. Among different management styles two extremes can be distinguished, that are authoritarian and participative management style, and their combinations. Among different management techniques we distinguish the following ones: management by objectives, management by exception, management by delegation and management by system. Regarding the management methods, during the process of developing the MER Model the priority has been given to the business planning methods, especially the methods of enterprise's start-up and developmental planning.

Institutional Dimension

The institutional dimension of the MER Model represents those people who are involved in the governance and management of an enterprise (i.e. governance and management structures). Boundaries between the governance and management structure have been disappearing more and more by the development of the integral management models. Research shows the growing need for integration of both structures. Among those involved in the governance and management processes hierarchically can be distinguished between: owners making decisions on the policy of an enterprise, top management making decisions on strategies, middle management making decisions on the optimal allocation of resources (tactics) and first line management making decisions on the distribution of tactical-operational tasks.

Definition of the involved people carrying out the management functions (i.e. institutional dimension) is done regarding their responsibilities in decision making processes. Management processes consist besides of decision making also of planning, organizing, directing and control activities. People involved in these activities are experts within the enterprise, very often also managers or even those from governance structure, if they possess the needed expert knowledge.

In the MER Model special attention is given to managers' personal characteristics, competencies, authority and motivation as well as to organizational models of management.

Specific Viewpoints and Dimensions

Enterprises often find themselves in the particular circumstances. Very often these circumstances are associated with crisis, or liquidation of a company, with start-up of an enterprise or acquisition of the existing one or with the type of an enterprise (e.g., small or large enterprise, a family enterprise, commercial one, etc.), as well as with the specific objectives of the company (e.g., to achieve higher quality or to become more innovative, etc.). In such cases, management should deal with these special and particular circumstances of an enterprise, its particular features and/or direct it activities toward achieving enterprise's primary (fundamental) goals. These lead to special managements such as crisis management, change management, total quality management, innovation management, ecologic management, lean management and others. Such special managements are not isolated parts, but partial systems of integral management in all its dimensions; such partial system of management is different every time.

MER model of integral management is designed to provide process, instrumental and institutional integrity of management from all specific viewpoints. It enables the optimal use of resources while meeting specific requirements of enterprises (either because of specific conditions, circumstances or goals) and flexible setting of the enterprises' priorities considering the requirements of specific management. It is designed to fulfill all these requirements of an enterprise taking into the consideration its management processes, instruments and institution. Governance and management of an enterprise should not be partial regardless of the situation and conditions in which an enterprise finds itself, and regardless of the enterprise's goals. An enterprise should not tackle only one specific crisis and forget others managerial issues and because of this finds itself in another crisis.. Or do everything to achieve certain goal (e.g., to increase sale in specific market and forgets other markets or to solve only long-term strategic tasks and problems and forgets short-term, tactical-operative tasks). We are convinced that the integral management (i.e., the MER model of integral management) should encompass all special viewpoints which are needed to achieve sustainability and success.

ENTERPRISE AND ENVIRONMENT

An enterprises, understood as the narrow environment in which (and for which) the management is active, integrates "its own" management with the characteristics of its own reality (activity, processes, resources, organization and structures) in certain place at certain time. This integration takes place in an enterprise which is in one of different phases of life, growth and developmental cycle; in the majority of cases an enterprise is at the same time in more than one phase of the mentioned cycles. From the dynamic point of view an enterprise is constantly changing and therefore moving from one phase to another. Also in this case the MER Model provides the necessary integration of management with the enterprise and its environment.

Integration of management with philosophy, culture and ethics as well as with entrepreneurship and ecology could not be isolated only to certain part of an enterprise and/or its environment. This integration of an enterprise with its broader environment (economic, cultural, natural, technological and sociopolitical sub-environments), which is implemented in operational, market and cognitive spheres of the enterprise's functioning, is manifested as the enterprise's external competence to align the enterprise's potential outputs (i.e. services, products) with the needs and expectations of the environment; this alignments should be done from the objective, time and space point of view. The integration of enterprise's internal factors (material as well non-material) is manifested as internal competence, also the capability of an enterprise, for efficient functioning and achieving synergy in all areas and by these satisfying needs and expectations of environment better than competitors.

The objective dimension of the MER model is expressed by its applicability for all types of enterprises (in the broader sense of the term) regardless their activity, size, legal form, etc. The MER model is designed for enterprises in different life cycle phases, developmental and growth stages, of course with certain modifications. These lead to special managements (e.g.: start-up management, developmental management, management of an enterprise in bankruptcy, etc.). The MER Model is designed also for enterprises which find themselves in special situations or follow different sets of goals.

From the time perspective, the MER Model is designed to be used in all time dimensions (for longer as well as shorter time periods); with planning for the future and with control and intervention measures for the present time (in all cases taking into consideration the cognitions from the past).

Regarding the space dimension the MER Model enables functioning of management in all three places (market, operational and cognitive) of an enterprise - that means in all dimension of enterprise's environment. In MER solutions special attention is devoted to small and medium-sized enterprises (also family ones), enterprises in crisis and management particularities of such enterprises.

KEY SUCCESS FACTORS OF AN ENTERPRISE

Key success factors (as well as success itself) are of crucial, strategic importance for all enterprises. Therefore, enterprises should devote a great deal of their attention to these factors. They should identify them and permanently trying to improve them. Based on the present scientific cognitions and knowledge the following success factors were incorporated into the MER Model: internal and external compatibility of an enterprise, credibility, efficiency, competitiveness, entrepreneurship, synergy, culture, philosophy, ethics and ecology.

Culture, Philosophy, Ethics and Credibility

Enterprise's culture has been defined as encompassing values, rules, beliefs and assumptions that are shared by organizational members and used in handling and behaviour of especially internal enterprise's stakeholders. Developmental improvement of an enterprise is not possible without the simultaneous change of its culture; the changing of culture (in the head of enterprise's stakeholders!) is usually very demanding and long-lasting process. The culture of the broader society as well as the culture of an enterprise is very complex. The circle of enterprise's culture on the level of science, religion, philosophy, art and technique is considered within the MER Model; this circle starts and ends in the environment. The culture based on the contemporary scientific findings, the universal credible (and also responsible) philosophy, the comprehensive artistic way of expression, the friendly techniques of the enterprise's functioning and the enterprise's credible handling of all stakeholders as well as credible behaviour of each stakeholder (in the name and for account of the enterprise) to other stakeholders are incorporated into the MER Model. We are striving for such an ethics which results in the holistic credibility of an enterprise. An enterprise which is not credible cannot become (and stay) continuously successful. The realization of the enterprise's credibility is therefore not possible without ethical behaviour of all its stakeholders. There exist mutually relationship in implementation of ethics and credibility. The demand for credible behaviour of all enterprise's stakeholders (owners, managers and others) in all circumstances is also incorporated into the MER Model. The credibility has to be established and implemented mutually: from the side of an enterprise as an institution to every enterprise's stakeholder and from each stakeholder (in the name and for the account of the enterprise!) to all other stakeholders.

Entrepreneurship, Synergy and Ecology

Enterprises cannot be successful in long term without the people who possess the characteristics of entrepreneurs; also enterprises cannot be successful if individuals are entrepreneurial but the conditions in enterprises are not established to promote entrepreneurship or even hinder the entrepreneurial actions of employees. Creativity, intuition, imagination, visionariness, carefulness, courage, honesty, patience, diligence, personal motivation and preparedness to work, persistence, dynamics, initiative, risk-propensity and sense for change, judgmental competences, firmness, decision-making abilities and preparedness for pioneer work are the essence of entrepreneurship. Within the MER Model we argue that entrepreneurship in an enterprise is needed and is crucial for enterprise's success; therefore, the conditions have to be established in order to encourage entrepreneurial activities among enterprise's stakeholders, especially among enterprise's internal stakeholders.

Synergy and the creation of positive synergy effects are considered within the MER Model as the key success factors of every enterprise. The care for the creation of positive synergy effects is permanently present in all dimensions of the MER Model. We believe that an enterprise which achieves negative synergy effects cannot be successful; usually such enterprises decline and die very soon. If an enterprise consciously makes the decision which leads to zero or even negative synergy effects, such a decision must be based on well grounded reasons as well as the enterprise must know how long such situation will last and when the negative or zero effects will be replaced with the positive ones.

Regarding the ecology as one of the success factors within the MER Model we place in the center the enterprise's handling with the environment. In the MER Model we especially point out the requisite holistic ecological functioning and behavior of an enterprise. We argue that the environmental friendly (ecological) philosophy and enterprise's policy, strategies and tactical-operative functioning are needed. An enterprise should not consider its ecological efforts as a burden; it should see these efforts as an attempt to improve its competitive position and by this also its performance. An enterprise should strive to raise ecological awareness by its all stakeholders, also external ones. We encourage with the MER Model the credible, ecological directed behavior of enterprises all the time and everywhere.

Internal and External Compatibility of an Enterprise

The holistic compatibility of an enterprise with its environment is needed in order to be successful. We believe that internal and external compatibility of an enterprise in its vision and policy, in strategies and processes as well as in enterprise's structure is needed. It is necessary to achieve the alignment of previous mentioned with the identified expectations and needs of the environment as well as mutually within the enterprise itself, within the specific time, place, quantity and quality. An enterprise should achieve the compatibility of the environment (i.e. its expectations and needs) with all enterprise's processes, components and structures. The alignment is always the process of changing (either of an enterprise or the environment). The faster the enterprises are changing the more successful they become. With the MER Model we are bringing into force the active attitude of an enterprise toward changes and also call attention to the requisite dealing with changes as business opportunities for the enterprise; in this way we argue the need for introducing two special dimension of integral management, that are the proactive management of opportunities and change.

Efficiency and Competitiveness

Efficiency of an enterprise is an important success factor. Regarding the efficiency the demands for rationality, speed and cost optimization of realization of activities and processes are in the center of our attention. The main question here is how to work and how to conduct activities as well as the entire technical, technological and working processes. Efficiency of an enterprise is expressed by the way of carrying out all processes; that means not only by carrying out the basic processes but also the governance and management processes as well as the information processes. An enterprise should (besides constantly taking care of efficiency) also constantly checking whether or not its products (or services) still satisfy the needs of the buyers. This means that an enterprise should make the right things (products or services) in the right way. Efficiency in "doing the right things" is useful and necessary; in doing "the wrong things" the efficiency can even be harmful. However, if an enterprise does the right things less efficient than other enterprises, it will very soon remain without the buyers. In such a case an enterprise will no longer be able to exist. In order to become more competitive an enterprise must recognize (and know) which characteristics of its offer are for the environment (i.e. buyers) of importance (and are also priority) and how to improve them in comparison to competitors, or how to develop new characteristics of its products and services; that means to develop such characteristics that competitors' products or service have not possessed yet. Many approaches of studying the ways of improving competitiveness have been established. Let us remind you on the MER's efforts of brining into force the requisite holistic of process approach. The idea for establishing an enterprise should not be grounded on its outputs (i.e. enterprise's offer); an enterprise should be established based on the identification of the needs and expectation of the buyers, then by making the decision on the purposes, goals, business process and structure of such an enterprise that will be able to provide competitive products (or services) to the market. With the MER Model we are promoting the holistic credible behavior in the

processes of improving the competitiveness of enterprises.

THE INSIGHTS OF SELECTED RESEARCHES

During the last years after the comprehensive presentation of the MER Model several researches were carried out in Slovenian enterprises in order to find out more about current state of enterprises' governance and management and presence of integral management concepts in Slovenian enterprises. The comprehensive research has not been carried out yet, however, in this contribution we present the findings of selected partial researches on the differences in enterprises' culture (i.e., core values and ethical climate) as constitutive elements of ethical behaviour of family and non-family enterprises, the type of culture and particularities of ethical climate in relation to the enterprise's life cycle, the impact of the enterprise's culture to the enterprise's success, and the particularities of business ethics implementation at different stages of enterprise's life cycle.

In their research [Belak et al. 2010] argued that in order to achieve the optimal effectiveness level of business by ethical behaviour, the initiated measures of business ethics should never be implemented as isolated tools, but only in the frame of a full and complete ethics program. The initiated business ethics measures have to be correctly adjusted and coordinated, as well as integrated, in a common business ethics concept, program or plan. An enterprise's top management can be considered as the "agent" responsible for harmonization of stakeholders' interests as well as different cultures; therefore we argue that formulation and implementation of an ethics program strongly depend on top management. In our opinion, the top management can also be considered as the executor of the enterprise's culture (values and norms initiated by the enterprise owners), which represents one of the most important elements in the context of an enterprise's ethical behaviour. The research has shown that credibility and ethical behaviour of an enterprise can be achieved only through holistic enterprise planning [Belak et al. 2010]. It should be implemented from top to bottom, starting with the enterprise owners' values that influence enterprise's vision and enterprise's policy [21Thommen 2003] and to the fundamental (basic) - realization process and in all of its own pore incorporated also in enterprise environment. One of the important authors' [Belak et al. 2010] argumentation is also that the proposed concept of the holistic planning of constitutional elements and implementation measures of enterprise ethics has a major impact to the environment of an enterprise functioning and vice versa.

Following the above described theoretical background [Duh, Belak, Milfelner 2010] carried out research, which examined the association between the degree of family involvement in an enterprise and its influence on the enterprise's core values, culture and ethical climate as the constitutional elements of enterprise ethical behaviour. In regard to the type of enterprise culture, the research results demonstrated a stronger presence of clan culture characteristics in family than in nonfamily enterprises. In other words, family enterprises are more personal, in which employees act and feel like part of the family; leadership is considered to be mentoring. The management in the enterprises observed was characterized by teamwork and participation; employees showed a high level of mutual trust and commitment to their enterprises. The studied family enterprises emphasized human development, trust and openness. Since the research results show a stronger presence of hierarchical and market culture characteristics in non-family enterprises (albeit not at statistically significant levels in the case of hierarchical culture), non-family enterprises appeared to be more dynamic in the entrepreneurial sense: People are willing to take higher risks, are more competitive, and are achievement oriented. Although a high degree of 'care for people' is present in non-family enterprises, these enterprises showed a strong tendency for innovation and risk taking, market aggression and orientation towards results. The management in these enterprises expressed high demands and achievements. The research findings indicate that people in these enterprises trusted one another, but based on their significant commitment to innovation and goal

accomplishment. Therefore, new challenges and prospects for new opportunities in these enterprises are very important. According to their desire for success, their primary goal is the domination at the marketplace. The results also point to a stronger culture in family businesses than in non-family ones. Although the difference is not statistically significant, the results are very similar to those of Vallejo [Vallejo 2008], demonstrating that in family businesses the level of Core Values, Culture and Ethical Climate adoption and acceptation of the values and norms is higher. Furthermore, the level of compatibility of values and norms within the examined enterprises (e.g. between various departments) as well as the level of compatibility of values and norms between enterprises and the environment of their functioning is higher in family businesses than in non-family ones.

The research cognitions [Duh, Belak, Milfelner 2010] also showed that the functioning of non-family enterprises indicates a lower level of connection among co-workers, top management, and employees as well as less loyalty, anchoring of enterprise values and norms, and capacity for innovative behaviour, which can be considered one of the key success factors in business. Our research raises important issues regarding nonfamily enterprises' high level of hierarchical culture. Such enterprises are neither able to tolerate differences among employees or stakeholders nor are prepared to stimulate or use individuals' talents in accordance with the enterprises' visions, missions and policies. The alienation between top management and employees can have an important further implication, such as alienation between the enterprise and its environment, which can make the enterprise incapable of efficiency and effectiveness. Thus, these enterprises should implement all measures - informal as well as formal - of business ethics to foster, support, and transform the ethical core values in the higher presence of the clan culture and caring climate characteristics and achieve consistency among mission, vision, enterprise values and culture, which is of essential meaning for enterprise's long run success.

In their research [Belak, Mulej 2009] revealed some differences in enterprise ethical climate per enterprise life cycle stages. The research indicated movement towards a more and more bureaucratic method of enterprise functioning, as an enterprise moves from the pioneer stage towards the stage of turn-over. This pattern of functioning can also indicate a lower level of connection between co-workers, top-management and employees, as well as less loyalty, anchoring of enterprise values and norms, and capacity for innovative behaviour, which can be considered as one of the key success factors in business. Our research raises important issues regarding the enterprises in mature stage or turn-over stage, which are neither able to tolerate differences among employees as well as between all stakeholders nor prepared to stimulate or use the individuals' talents in accordance with the enterprises' visions, missions and policies. The alienation between top management and employees can have an important further implication such as alienation between the enterprise and its environment, which can make enterprise incapable of efficiency and effectiveness.

The research cognitions about the enterprise climate type can be supported also by the research cognitions about the enterprise culture type [Belak 2009]. Those research findings show that, through the life cycle stages, enterprises make a transition from a "clan" culture, where a very personal and familiar way of functioning can be observed, towards a "hierarchy" culture, where formal structures and procedures are in focus. Besides, the dependency of an enterprise's culture type on its life cycle stage, the research indicated that the culture strength depends on the life cycle stage, as well. In the enterprise life cycle transition (from pioneer enterprise towards the enterprise in turn-over), the culture strength changes from strong towards weak, as well. The research results showed that pioneer and growing enterprises are therefore more successful in implementing the enterprise's norms, values, vision, mission and strategic goals through the entire management and governance process (from the owners through the top and middle management to the operational level of the enterprise) than are mature enterprises and enterprises in turn-over. These results also reveal that the pioneer and growth enterprise culture is more compatible

with the culture of the environment where they function than the culture in mature enterprises and enterprises in turn-over.

In a frame of business culture [Belak, Milfelner 2011] carried out the research on Culture as Enterprise's Key Success Factor, which showed that enterprises, which are more customer (externally) oriented, show better market performance as well as better financial performance. The cognitions also show that more employee (internally) oriented enterprises, show positive impact to their market as well as to their financial performance. These cognitions also partly confirm the theoretical argument that enterprise long term success can be ensured only by practicing the external (effectiveness) as well as internal (efficiency) orientation of enterprise, both together.

CONCLUSIONS

For the conclusion we would like to write a few words on the implementation of the MER Model in the economic and other social environment!

The MER Model has been verified several times during the process of its creation. Very often verifications of different parts of the MER Model were done in the praxis of participating enterprises or by presenting the MER Model at different scientific symposiums and conferences, at faculties and other schools by giving lectures. The MER Model (or its parts) has been introduced in many books and reviewed journals; the most comprehensive presentation of the MER Model is done in the two already cited books [Belak 2003, Belak 2010]. The written contributions on the MER Model are open to the academic and professional discussion and judgment. The opinions, remarks and other responses received have been contributing significantly to improving the quality of the MER Model. Certain dimensions of the MER Model have already been implemented in some Slovenian companies. Numerous participants of trainings and other educational events have been using the acquired knowledge on the MER Model in solving business and management problems, which can be supported also by the insights of the carried out researches.

The knowledge on the MER Model of integral management is built in the study programs, especially in those at the Faculty of Economics and Business at the University of Maribor. The cognitions about the systematical incorporation of the MER Model in the study programs were presented at the 6th International Conference on Management, enterprise and benchmarking in Budapest in 2008 [Belak, Duh, Belak 2008]. Three years later we are even more convinced that the use of the MER Model in the students' study work is important and bring satisfying result; the acquired experiences indicate that the presence of the MER Model in the study programs and the incorporation of the MER Model into the pedagogical process have been successful. In December 2014 LAP Lambert Academic Publishing has published a monograph "Integral Management and Governance: Basic Features of MER Model" [Belak, Belak Duh]. In January 2015 Mojca Duh and Jernej Belak as editors of "Integral Management and Governance: Empirical Findings of the Selected Fields of the MER model" invited everybody to explore the cognitions of the researchers - co-creators of the MER model - from various countries, including Argentina, Austria, Croatia, Germany, Poland, Switzerland, and Slovenia.

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MODEL MER ZITEGROWANEGO ZARZĄDZANIA

STRESZCZENIE. **Wstęp:** Prace badawcze nad przedsiębiorczością, polityką przedsiębiorstw oraz zarządzania, rozpoczęte w 1992, były z sukcesem kontynuowane w kolejnych latach. W okresie od 1992 do 2011, ponad 400 pracowników naukowych brało udział w projekcie badawczym (program badawczy MER), którego głównym celem było stworzenie własnego modelu zarządzania zintegrowanego.
Wyniki: W ostatnich latach, w programach MER brali udział pracownicy naukowi (biorący udział w badaniach oraz autorzy publikowanych prac), którzy pochodzi z ponad 50 instytucji z Austrii, Belgii, Bośni i Hercegowiny, Bułgarii, Białorusi, Kanady, Czech, Chorwacji, Estonii, Francji, Niemiec, Węgier, Włoch, Polski, Rumunii, Rosji, Słowacji, Słowenii, Szwajcarii, Ukrainy i Stanów Zjednoczonych. W wyniku tego, doktryny naukowe różnych uniwersytetów miały wpływ na rozwój modelu MER, który to opiera się zarówno na horyzontalnej jak i wertykalnej integracji zarządzania przedsiębiorstwem, procesów zarządzania, instrumentów oraz instytucji w jeden spójny operacyjny organizm.
Wnioski: Prezentowany model MER jest oparty na wielopoziomowej integracji zarządzania i kierowania przedsiębiorstwem oraz jego otoczeniem, uwzględniając podstawowe dążenia przedsiębiorstwa do jego istnienia, jak również jego ilościowych i jakościowych zmian. Proces instrumentalnego oraz instytucjonalnego zintegrowania zarządzania przedsiębiorstwem jest także wstępnym warunkiem wdrożenia innych czynników integracji.

Słowa kluczowe: model MER, podejście holistyczne do zarządzania i kierowania, integracja, zintegrowane zarządzanie

DAS ERNEUERTE MER-MODELL FÜR EIN INTEGRIERTES MANAGEMENT

ZUSAMMENFASSUNG. Einleitung: Die im Jahre 1992 begonnenen Forschungsarbeiten zur Unternehmenslust und -politik und zum integrierten Management wurden in den nachfolgenden Jahren mit Erfolg fortgestetzt. Im Zeitraum von 1992 bis 2011 haben über 400 wissenschaftliche Mitarbeiter am Forschungsprojekt (im Forschungsprogramm MER), das auf die Ausarbeitung eines eigenen Modells für das integrierte Management hinzielte, teilgenommen.
Ergebnisse: In den letzten Jahren nahmen im Rahmen der MER-Programme wissenschaftliche Mitarbeiter (die sich an den Forschungsarbeiten beteiligten und ihre Forschungsergebnisse veröffentlichten) von über 50 Forschungseinrichtungen aus Österreich, Belgien, Bosnien und Herzegovina, Bulgarien, Wei?russland, Kanada, aus der Tschechei, Kroatien, Estland, Frankreich, Deutschland, Ungarn, Italien, Polen, Rumänien, Russland, aus der Slovakei, Slowenien, aus der Schweiz, aus der Ukraine und den Vereinigten Staaten teil. In Anbetracht dessen haben die Forschungsdoktrinen von unterschiedlichen Universitäten einen Einfluss auf die Entwicklung des MER-Modells, das sich sowohl auf die horizontale, als auch vertikale Integration von Managementmodellen im Unternehmen, von Managementprozessen, angewendeten Tools und Einrichtungen in ein einheitliches Operationskörper stützt, ausgeübt.

Fazit: Das projizierte MER-Modell ist auf das Mehrebenen-Integrationssystem für Management und Leitung des Unternehmens und seiner Umgebung gestützt, wobei die grundlegenden Geschäftsziele seiner Existenz, sowie dessen quantitative und qualitative Veränderungen berücksichtigt werden. Der Prozess der instrumentalen und institutionellen Integration des Unternehmensmanagements ist somit auch die einleitende Voraussetzung für die Einführung von anderen Integrationsfaktoren.

Codewörter: MER-Modell, holistisches Herangehen an Management und Leitung, Integration, integriertes Management

Janko Belak
Insitut for Management and Development, MER Evrocenter
Terceva ul. 26, 2000 Maribor, **Slovenia**
e-mail: janko.belak@mer-evrocenter.si

Mojca Duh
Faculty of Economics and Business Maribor, University of Maribor
Razlagova 14, 2000 Maribor, **Slovenia**
e-mail: mojca.duh@uni-mb.si

Jernej Belak
Faculty of Economics and Business Maribor, University of Maribor
Razlagova 14, 2000 Maribor, **Slovenia**
e-mail: jernej.belak@uni-mb.si