International Journal of Business Marketing and Management (IJBMM)
Volume 2 Issue 1 January 2017, P.P.01-10
ISSN : 2456-4559
www.ijbmm.com

Modern Business Model as The Basis of Continuous Competitiveness

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To my dear grandson Nikola Tauzović on his first birthday

Abstract*: For the purposes of modern (business) organizations management, based on modern systems approach, modern integrative methodology of Total Quality Management (TQM) and modern innovative management methodology Tauzović's General Concept (TGC), it was possible to determine the* ***modern business model*** *of an organization, as the basis for maintaining its continuous optimization, and therefore the basis for its* ***continuous competitiveness****. When conducting such a determination, the starting point had to be the definition of modern organizations (and their particular parts) management, as processes of effective and efficient merging of: (1) organizational (operations) functions - marketing (MA), resources (RE), operations (OP) and finance (FI) and (2) management functions - planning (PL), organizing (OR), directing (DI) and controlling (CO), which means to: (i) use marketing for planning (MA← →PL), (ii) resourses are organizing (RE← →OR), (iii) operations are directing (OP← →US) and (iv) finances are controlling (FI← →CO) effectively and efficiently. If management defined in this way is used for open organizations (as systems) for the possibility of an insight into its modern (also based on advanced) structures and processes, it is possible to define* ***the concept of a modern business model*** *of an organization and the results of its application as* ***a modern business model*** *(of organizations management), composed of research management and managerial management (as a management in the narrow sense). Such a determination of modern management application provides insights into the optimization processes of certain parts of an organization (strategic and operational), and thus in the optimization process of an organization as a whole (system). Since through optimizations their competitiveness is also achieved, the constant maintenance of* ***organization optimization*** *represents* ***the basis*** *of its* ***continuous competitiveness****.*
Key words: *Organization; systems approach; quality; concept; competitiveness.*

INTRODUCTORY CONSOLIDATIONS

Scientific achievements, modern technologies, developed procedures of practical problems solving and acceptance of innovative methodologies of (business) organizations management, provide good opportunities for more detailed, comprehensive, effective and efficient research of modern (business) organizations management. Systems approach is taken for the basis of such research, which is at the present time modernized, expanded through modern Total Quality Management (TQM) and upgraded through Tauzović's General Concept (TGC), and therefore systems approach is modernized, expanded and upgraded. Since the scientific discipline Systems Management Theory is engaged with the research of real processes and practical problems solving, it turns "the world of acts" (practice) into "the world of words" (theory). (Tauzović, J. T. 2000a).

Modern systems disciplines used in professional research and scientific management in their continuous development define terms, meanings, characteristics and essence of managing unique units more and more precisely, which are defined as systems, for research purposes. Among such studies, the research of business-organizational units, briefly called (businesss) organizations, are particularly emphasised. Modern (business) organizations management requires consideration, acceptance, development and continuous improvement of modern practical (professional) and theoretical (scientific) achievements, which have the systems (based also on analytical) monitoring of comprehensive business structures and processes as their basis. Since modern knowledge and theories about operations systems, as basic and major components of (business) organizations, are taken for the basis of such research, the research into organizations management should be further based,

developed, expanded, upgraded and innovated through not only new management knowledge and theories, but also concepts and principles, as their comprehensive expansions and upgrades.

The modern research into operations systems, as sets of all operations and their interconnections of the organizations, require detailed research of their management. Since the area of such management is the most dynamic and the most critical area of modern business organizations, its research must be approached comprehensively, starting from the research into its basis, then through the analyzis of (its) methodologies, to decision-making modernization, modern implementation of decisions made and, finally, controlling the results of such decisions implementation. Particular attention should be given to the information needs of operations systems management. Large increase in knowledge and significant changes taking place in the area of operations systems management require modern review of its basic concepts and principles every day, since it can be assumed that the continuous expansions and upgrades of operations systems management essentially require, if not a comprehensive confirmation, at least a more detailed review of the correctness of such concepts and principles (Tauzović, J. T. 2013).

1. MODERN METHODOLOGIES OF ORGANIZATIONS MANAGEMENT

Modern achievements of Systems Management Theory provide many opportunities for further development of modern and future methodologies of organizations management. **Modernized systems approach** represents the starting point for modern systems management methodologies, as well as organizations management. Since general concepts of this methodology include: (1) open systems, (2) effectiveness and efficiency, (3) entropy, (4) subsystems, (5) ekvifinality and (6) synergy (Tauzović, J. T. 1998), it can be the basis for modern methodologies of organizations management, particularly through **Total Quality Management (TQM)** and **Tauzović's General Concept (TGC).**

Total Quality Management (TQM), as a modern **integrative** methodology of products (goods, information, management, services) management, is based on the basic premise that an organization must incorporate quality into its products (for the employees' benefits and the customers' requirements - **why**) and that everyone in the organization (employees /including managers/) is responsible for (**what** and **how** to do) such a realization. All the activities of design, achievement, maintainance and improvement of product quality should be directed to tangible results: (1) **profitability** (in advanced sense known as **productivity**), (2) **customers satisfaction**, and (3) **employees loyalty**, as **the basic characteristics of an organization competitiveness**. A prerequisite for directing on the quality is the information system of an organization for the dissemination of relevant quality information to interested employees throughout the organization. The information here is based on real data on product quality, which is achieved through an effective and efficient information system.

Tauzović's General Concept (TGC), as a modern **innovative** management methodology (using which it is possible to solve problems of organizational /operations/ management) (Tauzović, J. T. 2010), is obtained from research and proven through (business) organizations management, and essentially can be used to solve all (operations) problems of an organization as **Tauzović's General Continuum (TGC).** Systems concept of (comprehensive) management, which is based, verified, developed and approved in business, as well as in all other organizational (operations) systems, is a good modern basis for further development of practical-theoretical management of all (world) economy areas (Tauzović, J. T. 2009).

Comprehensive modern (systems) management, based on modern Total Quality Management (TQM) and Tauzović's General Concept (TGC), results in not only the possibility of further developing of the existing, but also the establishment, verification, utilization and improvement of innovative, practical-theoretical modern systems management methodologies, particularly business operations and production processes as systems of a special kind. Although **modern management** is engaged with operations management, or more widely processes of organizations' operations as open systems, **essentially it still remained quite closed**. In such a research, units (systems) management is mostly studied, **while their environment are taken as "given"** and there are no attempts to customize them or use them for management, which is the main reason for underdevelopment of all systems concepts, as well as the concepts of operations (organizational) management, and has the underdevelopment of adequate methodologies for modern and future organizations management as a consequence (Tauzović, J. T. 2012a).

Modern management, as a comprehensive process of universal goal determining and achieving, has a very important role in structuring, functioning, improvement and further development of special organizational units - organizations. Based on modern research, which have strategic application of Total Quality Management

(TQM) and modern innovative metodology Tauzović's General Concept (TGC) as their basis, it should result in not only further development of the existing (traditional, advanced and modernized), but also in the establishment, design, use, improvement and development of innovative, practical-theoretical management methodologies of all modern and future systems.

In order to achieve, use, maintain and develop (comprehensive) competitiveness of an organization, the practice of successful organizations shows that they have invested considerable resources in certain structural prerequisites for operations improvement. Being the most important structural prerequisites for these purposes the following shall be taken: 1. (investments in) research and development, 2. integration of resources (people and funds /with facilities/), 3.adoption of new technologies (as the totality of knowledge used in the wider process of production, thus in /modern/ operations systems) and 4.continuous improvement (throuhgout the organization) (Tauzović, J. T. 2012a).

Determining the needs of the existence of operations systems is particularly important for all economic activities, i.e. what people do (**what** and **how**) in the lack of resources to overcome the shortages (**why**). By defining operations systems as interrelated sets of extended (and upgraded) operations of organizational (operations) functions of: (i) marketing (MA), (ii) resources (RE), (iii) operation (understood in production-service, or the narrow sense - OP) and (iv) finances (FI) (Tauzović, J. T. 1998), the existence of an organization' subsystems (as systems) particularly significant for its design is determined. Since operations systems represent the basic and main parts in (business) organizations, as well as the systems for products production and their placing on the market, they must also participate in (preparation and) making all management decisions, because only they can understand, accept, further improve and implement decisions made in this way. Operations systems, however, have production systems as their subsystems, and these have (production) work unit (as organizational units composed of people and facilities) as their subsystems. According to this, the process of (business) organizations management is performed starting from the markets and organizations (as business systems), then through operations systems, production systems to work (production) units. When it comes to organizations research for the needs of their management, then the process has opposite direction (starting from work units, through production systems and operations systems, to the organizations and market). Since (modern) management functions - (i) planning (PL), (ii) organizing (OR), (iii) directing (DI) and (iv) controlling (CO), therefore: (1) marketing is used for planning (MA← →PL) at the institutional level, (2) resources are organizing (RE← →OR) at the strategic level, (3) operations are directing (OP← →DI) at the operational level and (4) finances are controlling (FI← →CO) at the control level (Tauzović, J. T. 2012a). Having in mind these findings, modern management of not only organizations (as business systems), but also all modern systems (supplied with operations /organizational/ functions), can be defined as the process of effective and efficient merging operations and management functions. Through organizations management, the determined (specific) goals are achieved, through which employees loyalty is achieved (as an integral part of the morale) and meeting the requirements of their products users (goods, services, management, services), i.e. customers.

2. TAUZOVIĆ'S GENERAL CONCEPT (TGC)

Modern systems approach and analysis of results obtained through comprehensive research performed within the research project "Modern Management of Operations Systems" (Tauzović, J. T. 1998), may lead to systems synthesis that components (or functions) of operations (organizational) systems may be globally – theoretically and practically – shown and studied in terms of certain areas of activities (processes), namely: 1.P – (Comprehensive) Preparations activities (1.1.PE – External and 1.2.PI – Internal), 2.A – Analysis activities, 3.S –Synthesis activities and 4.C – Control activities. A further analysis and more detailed research of such relations have lead to the conclusion that this kind of relations can basically be used for (modern) management through:

{ → 1.P – Preparations activities (1.1.PE – /Comprehensive/ Needs /or requirements/ activities for the system existence ←
→ 1.2.PI – Policies /opportunities, or strategies/ activities as determining the system goal) →
→ 2.A –(System) Support activities (or inputs) →
→ 3.S – (System) Supply activities (or transformation of inputs into outputs) →
→ 4.C – (System /assessment and/) improvement activities (or outputs) →} (Figures 1).

This innovative (modern systems) methodology, called **Tauzović's General Concept (TGC)**, can be used to resolve system and comprehensive management problems, through subsequent use of the continuum of four sets: (i) cyclical, (ii) iterative, (iii) continuous and (iv) spiral activities in TGC, based on modern model of

organizational (operations) systems management consisting of, apart from (goal) working (and general) environment level, the other four levels: /1/ institutional (planning, using marketing /MA← →PL/), /2/ strategic (resources organizing /RE← →OR/)), /3/ operational (operations directing /OP← →US/)) and /4/ control (controlling /and improvement of/ finances /FI← →CO/) (Tauzović, J. T. 1998). Such a management methodology can be divided into two parts:

(i) **inductive part** – consisting of 1.P – Preparations activities (1.1.PE – Needs /requirements/ activities and 1.2.PI – Policies /opportunities, or strategies/ activities) (→1.P/→1.1.PE← →1.2.PI→/→), and

(ii) **deductive part** – consisting of 2.A – Support activities, 3.S – Supply activities and 4.C – (Assessment and) Improvement activities (→2.A→3.S→4.C →) (Figures 1).

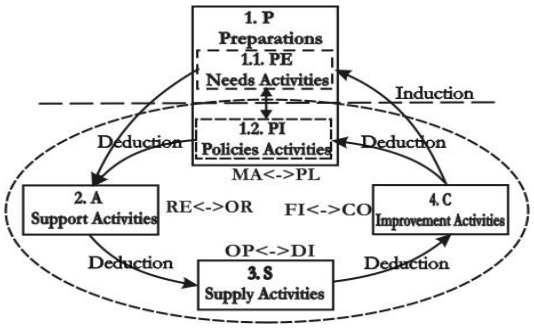

Figure 1: Tauzović's General Concept (TGC)

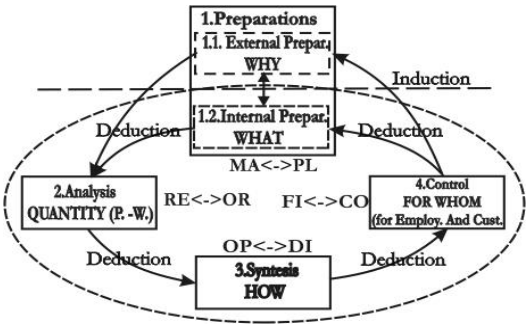

Figure 2: The concept of modern business model

This general management concept particularly emphasises the following:

(i) **1.1. Why** to produce the products (for the requirements of /goal/ market), as external preparation activities (1.1.PE), and **1.2. What** to produce (what kind of products should be offered to the /goal/ market)**,** as internal preparation activities (1.2.PI) (as **induction**), and

(ii) **2. How much (where /place/, when)** should the products be produced, as support activities (2.A), **3. How** should the processes of products production be performed, as supply activities (3.S)**,** and **4. For whom (for employees and customers)** should the products be produced, as products (assessment and) improvement activities (4.K) (as **deduction) (**Tauzović, J. T. 2012b),

which represent the **concept of modern (innovative) business model**, based on TGC and modern organizations management (Figure 2).

Through the application of the TGC, as modern management methodology, it is possible to conditionally display it as a modern (i) **theoretical** (strategic, operations and external application – **TGCt)** (Figure 3) and (ii) **practical** (operational, production and internal application – **TGCp**) (Figure 4). Various presentations (forms – TGCt and TGCp) of the TGC application are directed to a more acceptable understanding and monitoring of its use in comprehensive management (research and management /in a narrow sense/) of various types or parts of modern systems. TGCp can be used for research, while TGCt is used for systems or system parts management (in a narrow sense), as well as their levels. Such presentations of systems management offer good bases for further initiation and general development of modern and future systems management methodologies.

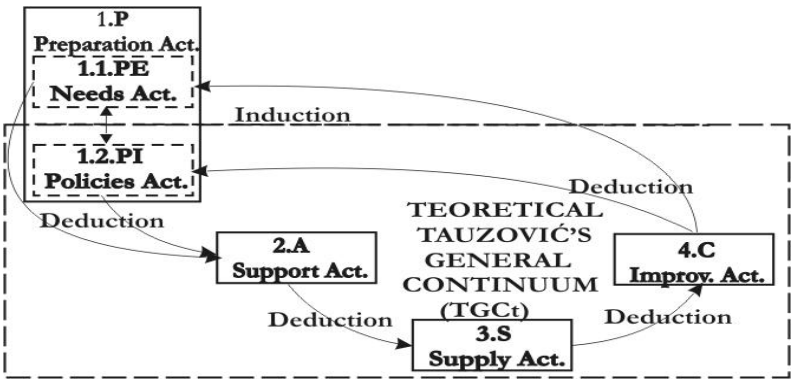

Figure 3: **Theoretical TGCt**: modern systems management metodology (shown as **theoretical**) directed towards strategic (external) system parts

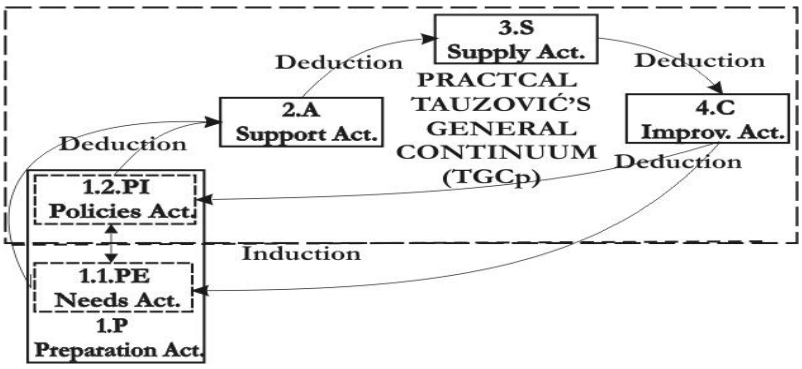

Figure 4: **Practical TGCp**: modern systems management metodology (shown as **practical**) directed towards operational (internal) system parts

When it comes to comprehensive management, the TGC application may be considered, apart from the comprehensive, in some specific contexts as well. It is applicable, besides (general or main) strategic (as theoretical or external) and (specific) operational (as practical or internal) application, to each management part or level separately, and it is even applicable to certain parts (activities) of each management level.

3. MODERN (BUSINESS) ORGANIZATIONS MANAGEMENT

Having in mind that the modern (business) organizations management is the process of effective and efficient merger of organizational (operations) and management functions, it can be determined that it represents the basis for the modern management of all systems as well. As it can be divided into strategic (s) and operational (o), therefore the management parts can be further divided into two levels each, namely:

(1) strategic (s) – (i) planning (PL – 1.2.PIs, which takes into consideration /uses/ external planning preparation in a strategic way /or main/ marketing MA/s/ – 1.PEs) and (ii) organizing (OR – 2.A) (Figure 5), and
(2) operational (o) – (iii) directing (DI – 3.S /1.2.PIo/, incuding its external preparation /connected to strategic management/ and the use of operational /or individual/ marketing MA/o/ – 1.PEo) and (iv) controlling (CO – 4.C) (Figure 5).

Through strategic management operations planning and design (thus, operations systems) are achieved, while the operational management is used for directing (stipulation of products for production) and the performance of (production) operations using the production system. In organization planning (re-planning) of all general (general environment) markets, goal (working /goal/ environment) markets is determined. For the improvement of organizations, the already designed organization is (as much as possible) adapted to a better achieving of its goal (working environment). Since, through management, goal market is defined from the general ones, therefore the basis of its activity is the goal market, as the market of economic activity (as a subsystem of business market) of an organization.

The comprehensive business organizations, thus the business systems, is performed using the modern management knowledge, viewed in:

1) a wider - strategic (external) sense of an organization, i.e. design, can be divided into:
   1.1.Economic activities of general market (as external preparation /which can include collaborators and competitors/ of strategic management – 1.1.PEs),
   1.2. The planning (re-planning) of business processes (as internal preparation /making and improving plans with significant innovations in organizational structures and methods of performing business and thereby determining the goal markets/ of strategic management – 1.2.PIs),
   2. The formation of (business) organization (including unions /alliances/) (as strategic analysis – 2.As),
   3. The design of operations systems of an organization (as strategic synthesis – 3.Ss),
   4. Continuous (quality, productivity, comprehensive customer service, especially their efficiency and effectiveness, and competitiveness – assessment and) improvement (as strategic control – 4.Cs) (Tauzović, J. T. 2009).

Strategic design (operations /organization/ design) consists of the level of planning (→1.1.PEs← →1.2.PIs →) and the level of organizing (→2.As→3.Ss→4.Cs →) and can be viewed through theoretical (strategic, operations) TGCt of the startegic part of an organization (upper /strategic/ part of Figure 5).

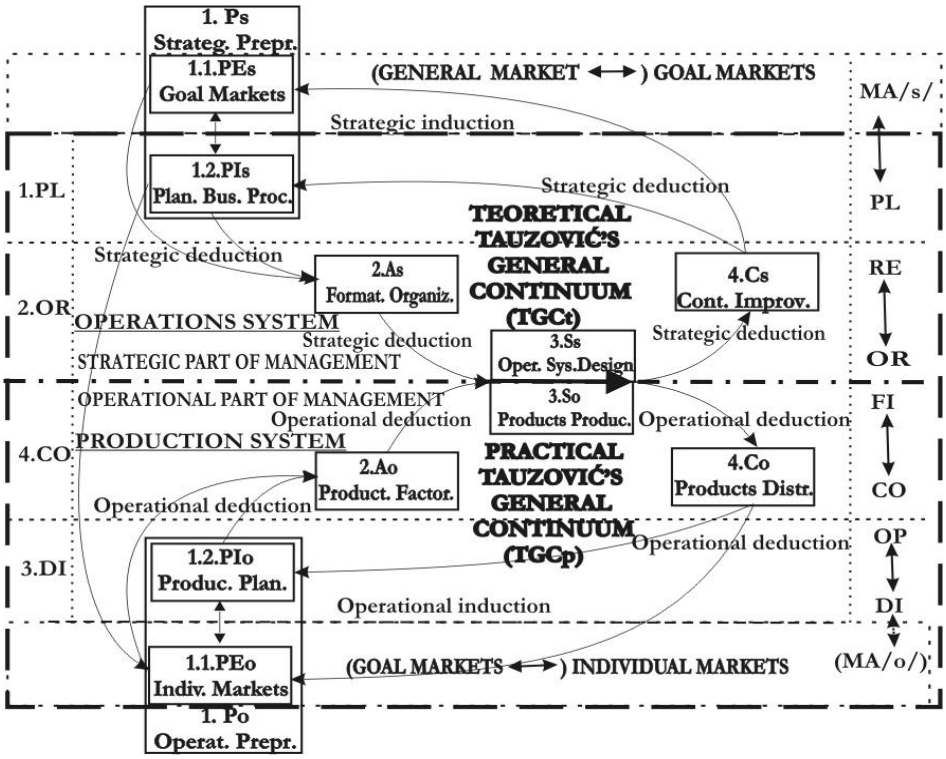

Figure 5: Modern business model (of organizations management)

2) a narrower - operational (internal) sense of an organization, i.e. production, can be divided into:

1.1. Economic activity of goal market (as external preparation of operational management – 1.1.PEo),

1.2. Production planning (as internal preparation and determing individual markets of operational management – 1.2.PIo),

2. Production factors (as operational analysis – 2.Ao),

3. Products production (as operational synthesis – 3.So),

4. Products distribution (and improvement – as operational control – 4.Co) (Tauzović, J. T. 2009).

Operational production consists of the level of directing (→1.1.PEo← →1.2.PIo→) and the level of control (→2.Ao→3.So→4.Ko→) and can be viewed through the practical (operational, production) TGCp organization part (lower /operational/ part of Figure 5).

In strategic design (and re-design) of an organization (operations), in addition to (i) preparation (external and internal) activities, the following are also determined: (ii) support activities (as strategic inputs), (iii) supply activities (as a strategic transformation of inputs into outputs) and (iv) (assessment and) improvement activities (as strategic outputs). Special consideration is given to determine the strategic supply (activities) as a synthesis of strategic management – operations design, i.e. operations systems (3.Ss) (Figure 5), i.e, the (basic and) main supply for which the organization is designed. Considering such a suppy as strategic, it can also be seen as an operations supply of an organization. By analogous consideration of the operational production operations performance, the operational supply activities are presented through their synthesis (production), i.e, production supply (3.So) (Figure 5), which is the supply of the organization production system. Since an organization can suppy operationally, thus produce (perform), the maximum of what strategic supply provides (determined by design), therefore the operational supply (production – 3.So) can be considered a strategic supply subsystem (which can be provided by the operations system of organization /design/ - 3.Ss). Hence, by dividing the (all-embracing) organization management into strategic (designed) and operational (production) part, which are shown through Tauzović's General Continuums (TGCt and TGCp) of an organization (Figure 5), it is simpler to present management levels of the organization:

1. Institutional (planning /with strategic marketing – MA/s/) – planning (re-planning /PL/) of business (operations) processes.
2. Strategic (organizing resourses /OR← →RE/) – design (and improvement) of operations systems.
3. Operational (directing /planning/ production processes /with operational marketing – MA/o/) – production planning (DI← →OP).
4. Control (controlling production and /assessment/ finances improvement /CO← →FI/) – (production performance /assessmnet, improvement and) meeting planned (business) processes (Figure 5).

Therefore, modern (business) organizations management can be performed using Tauzović's general continuums (TGCt and TGCp) (Figure 5). Using TGCt, by the strategic management an organization (operations system) is designed, while using TGCp, by the operational management the production system of the organization is determined. Strategic management (as a comprehensive management part) is performed through the following process:

{→Ps→As→Ss→Cs→}

of a organization design, while operational management (as a comprehensive management part) is performed through the following process:

{→Po→Ao→So→Co→}

of products production of an organization (Figure 5). Even though these two management parts can be viewed separately, comprehensive (general) organization management is performed through the following process:

{→Ps→As→Ss(→Cs→Ps→As →Ss)←

→(So→Co→Po→Ao)So→Co→ Po→} (Figure 3),

where the need to control specific management parts is indicated in (round) brackets (Tauzović, J. T. 2012c).

Since the business structure of an organization is achieved through operations systems design (and re-design) and production processes are performed in production systems, it is, symbolically speaking, by merging strategic management supply (3.Ss) and operational management supply (3.So) the capabilities of operations and production system are brought into direct connection, as unique (system) wholes, which can be viewed as static (determined /designed/ structure) in the first case or as dynamic (using a process through a certain structure) whole (system) in the latter case.

4. OPTIMIZATION OF ORGANIZATIONS MANAGEMENT

The optimization model, based on simulation, may be given in the form of modern (innovative) management methodology (TGC), namely: {→1.P – Preparation (1.1.PE – External: as purposes /or the basis/ for goal consideration← →1.2.PI – Internal: as possible /management/ activities /system strategy/ for goal setting)→ 2.A – Simulation: as possible (including the probablities as well) occurence of specific activity)→3.S – Optimization: as values (results) of specific activities obtained through simulation→4.C – Selection of one activity: as the decision which fulfils the determined goal →} (Tauzović, J. T. 2000b). Therefore, the decision-maker (who sets a goal) assesses the results of certain (management) activities in „terms" of the goal and selects the best activity, as a decision, which will be applied to meet the goal, i.e. optimization of an organization, in the best way, as well as the optimization of competitiveness, as a special part of optimal management (Tauzović, J. T. 2012c).

Based on more detailed (systems) analyses of specific management parts, it is possible to determine their (systems) syntheses as bases for decision-making on the organization (existence and) goal through the design of operations system and its use for the products production. By determining the synthesis, the (goal) market is also determined, for the needs of which an organization is designed and on which its products (goods, information, management, services) will be distributed. Since through the optimal syntheses (syntheses within a synthesis) of certain organization's management parts the optimal synthesis of the organization is also defined, it can be performed through the optimal synthesis (design) of an operations system, and within it the optimal synthesis of the production system (as using of an operations system). This means, within the optimal synthesis (considered as the maximum competitiveness) of an operations system, the optimal synthesis (considered as the maximum competitiveness) of an production system is also determined, and thus the (common) optimal synthesis (of existence, considered as the maximum competitiveness) of an organization is also determined. In short, within optimal (maximum) competitiveness of strategic part the optimal (maximum) competitiveness operational part for a particular product (or even a set of products) is also determined, while through the mutual optimum (maximum) competitiveness (the results of ceratin parts competitiveness) the optimal (maximum) competitiveness of organizations is also determined (Tauzović, J. T. 2012c).

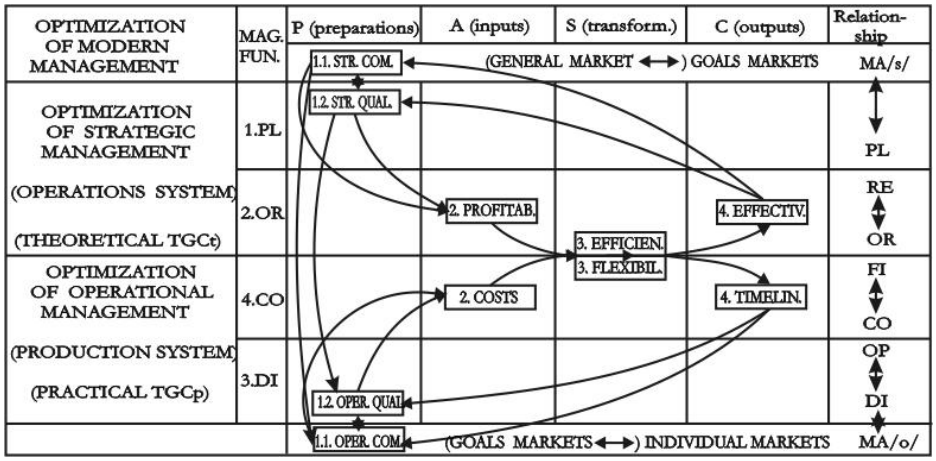

Figure 6: The model of optimization of (business) organization management consisting of:
(iii) the optimization of strategic management and (ii) the optimization of operational management

Although the advanced management could have accepted the possibility that for the strategic (operations) and operational (production) optimization of the organization the same evaluation measures are used, in modern management it is necessary to use different but mutually harmonised (analogue) evaluation measures (Tauzović, J. T. 2012c) (as in Figure 6), namely:

(1) for the optimization of strategic management part, as optimal design of operations system for the goal markets requirements, the following can be used:

{→1.(1.1.Maximum /sufficient strategic/ competitiveness of operations system←
→1.2.Minimum /necessary strategic/ quality of operations system)→
→2.Maximum profitability→3.Maximum efficiency → 4.Maximum effectiveness→}, while

(2) for the optimization of operational management part, as the optimal use of production (as a part of operations) system (for the individual needs /requirement/), the following can be used:

{→1.(1.1.Maximum /sufficient operational/ competitiveness of individual product (or set of products)←
→1.2.Minimum /necessary operational/ quality of product (or set of products)←
→2.Minimal costs of individual product (or set of products) production→
→3.Maximum flexibility of individual product (or set of products) production→
→4.Maximum timeliness of individual product (or set of products) distribution→},

while for the optimization of organization the following are used:

{→1.(1.1.Maximum /sufficient/ competitiveness of an organization←
→1.2.Minimum /necessary/ quality of an organization)→
(→2.Maximum costs profitability (as the difference between income and costs)→
→3.Maximum flexible efficiency→
→4.Maximum timely effectiveness→}.

Therefore, determining the optimal modern measures of an organization evaluation (based on the optimizations /optimization and suboptimization/ the maximum competitiveness of its opeartions /strategic/ and production /operational/ systems /parts/ are determined) – 1.2.minimum (necessary /organizational possible/) quality, 2.maximum costs profitability, 3.maximum flexible efficiency and 4. maximum timely effectiveness – using which its 1.1.maximum (sufficient /required by the goal market/) competitiveness is achieved. Maintaining constant (continuous) optimization of an organization the opportunity of maintaining its constant (maximum) competitiveness is also created.

Since using 1.1.Maximum (sufficient) competitiveness, **why** a (business) organization (exists) participates in the (goal) market, as the market of business activity is determined, 1.2.Minimum (necessary) product quality **what** the organization needs to produce for the (individual) market, 2.Maximum costs profitability, **quantity (where /place/, when)** to produce and deliver a product to the market, 3.Maximum flexible efficiency **how** to produce a product and 4.Maximum timely effectiveness to deliver a product to the market **for whom (for both the employees and customers)**, the optimization of a (business) organization, therefore, maintaining its maximum competitiveness, meets the (modern innovative methodology) Tauzović's General Concept (TGC), i.e. the **concept of modern business model** (figure 2), in which the following are particularly emphasised:

(i) **maximum supply balancing (particularly competitiveness) – why, what and how**, and
(ii) **maximum cost profitability balancing** (as the diffrenece between income and costs) – **quantity (where /place/, when /time/)** and **for whom (for both the employees and customers)** (Figure 7 based on Figure 2).

Analogous conclusions can be obtained for the strategic and operational optimization of the (competitiveness) organization.

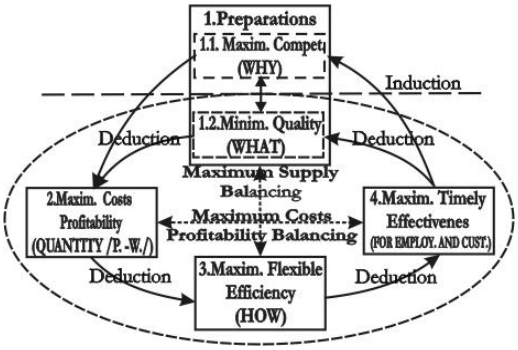

Figure 7: Tauzović's General Concept (TGC) of maximum organization supplies and cost profitabilities balancing
(based on Figure 2)

In this way: (1) maximum supply balancing, i.e. 1.1.Maximum (sufficient) competitiveness (**why**), 1.2.Minimum (necessary) quality (**what**) and 3.Maximum flexible efficiency (**how**), and (2) maximum cost profitability balancing, hence 2.Maximum production **quantity (place, when)** and 4. Maximum necessary **delivery of the products to the /goal/ market** (where both **employees and customers** are) provides a more detailed possibility to determine the modern concept of (optimal) competitiveness, namely:

Maximum (sufficient) competitiveness of a (business) organization (**why**) is considered to be the degree to which it can, under free and fair market conditions, provide (produce) the products of minimum (necessary) quality (**what**) and maximum costs profitability (**quantity /place, when/),** with maximum flexibility efficiency (**how**), and maximum timely effectiveness for **customers** (as **satisfied consumers**) requirements and with maximum maintenance and improvement of the welfare of its **loyal employees (as reliable manufacturers) (for whom**),

(according to Tauzović, J. T. 1998, p.169 and 2012b p.171), which can be considered as **continuous competitiveness of an organization.**

CONCLUSION

The modern application of Total Quality Management (TQM) and Tauzović's General Concept (TGC), based on modern systems approach, result in providing clearer and clearer insights into the structures and processes necessary to more modern organizations management. Through organizations, as open systems, modern management, in addition to achieving the necessary qualities and sufficient costs profitability, the possibility to achieve their maximum optimizations is also provided, and thus to achieve (sufficient) continuous competitiveness of organizations in the markets in which they participate.

Further research of modern and future organizations management should be directed towards the necessary technologies and appropriate terminologies, not only for open organizations management (organizations as open systems), but also for their immediate and indirect surroundings management requirements, as new (further) markets in which the organizations can successfully participate. The opening of organizations provides the possibility not only to a better insight into the structures and processes of an organization, but also the possibilities and requirements for the opening of markets (as their supersystems), in order to be researched in more details and provide better participation in their management. This should mean that organizations not only adjust to the market conditions, but also to participate in their management (processes) sufficiently well, which could result in more competitive research in concepts and principles of comprehensive modern and future management.

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