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INFLUENCE OF DIGITAL MEDIA AND KNOWLEDGE MANAGEMENT ON THE EFFECTIVENESS OF MANAGEMENT WITHIN MORE EFFICACY IN ACCEPTANCE OF CHANGES IN LEGISLATIVE FRAMEWORK

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ABSTRACT

The beginning of the new millennia introduces big change within growth of dynamics and amount of business, caused by new technologies and media development. These evolutionary changes and growth of business dynamics result in an increase of demand towards the management, not only in precision, but also in velocity of making decisions. Manager has a professional obligation to keep a record of all market related information, internal and external. Apart from that, contemporary management becomes more and more aware of the necessity to accept information from non-economic environment, including legal framework, government policies, as well as political and social circumstances of doing business. Furthermore, considering the extent of business, management often needs to understand not only domestic political and social circumstances, but foreign as well.

However, the problem also lies in a dynamic legislative framework, inclined to frequent amendments changes, such as the one in The Republic of Croatia. Considering these assumptions, it is important to investigate how much and in what way constant legislative changes affect the management in Croatia. It is important to consider the time needed for decision-making and how and to what extent could digital media provide support in accepting these changes in a manner, which has both quality and velocity, especially related to the aspect of quality knowledge organization within the Knowledge Management.

Key words: *management, digital media, Knowledge Management, legislative framework, information and communication technology*

1. INTRODUCTION

The purpose of management is ensuring business continuity of business entities. Key factors in ensuring that continuity are growth and expansion of business, efficacy or effectiveness and flexibility.

Economic operators are demanded to acquire positive business result, that is to be efficient, while non-profit organizations are expected to comply to common social demands, which explains why the efficient part of society is willing to support the continuity of generally inefficient businesses.

Finally, flexibility is seen as successful adapting of business organization to the changes demanded by their business environment. Management needs to ensure these three components and is considered a successful one if it permanently ensures the survival of a business organization, together with fulfilling demands set by the founders or owners of the business entity.

Accordingly, while management may well ensure a satisfactory level of positive result in an economic operator, if the founder, or owner doesn't see it that way, the management is considered inefficient.

Besides by founders and owners, the efficiency of management is also inquired by society as well as socio-political system in general.

So, true measure of successfulness of management reaches beyond simplified views of mere correlation between efficacy of management and business results, that is between efficacy and effectiveness.

Furthermore, flexibility is a special dimension, not only in the context of adjustment of an economic operator to the terms of business defined by society through its own development as well as the development of techniques and technology, but also the flexibility of management in accepting new courses which increase the capability of management itself to respond to trends, not only in the modern society, but science as well.

Consequently, management has to accept, not only the needs of customers, by applying the marketing conception, but also the series of other factors which define business in the modern informational, or digital society.

Increased level of awareness in people, employees' rights, and most of all the turbulence at the market and within technical and technological progress, demand management to adapt to such rapid changes that efficient, or effective business is considered a valuable skill in the present times.

Global transparency, mobility of work force and goods, prevents management from making mistakes, because each major failure in managing business creates irreparable loss which finally results in closure of a business entity. Therefore, modern management 'flirts' with science, relies on scientific methods in matters of business decision making as well as invests in IT sector of business.

Consequently, it is almost impossible to imagine the work of a serious business entity without the help of ERP system.

Also, the management uses data warehouses together with report systems from data warehouses. Systems of business intelligence are used as well, and data management has become the dominant factor in the success of modern management.

However, in-house information, that is the information ensured by ERP systems, is insufficient for managing a successful business. Therefore, in the recent years, the management has been using other systems such as the customer relations system.

This system gathers in-house information using the principles of marketing and ensures management the essential information for creating the production programme which efficiently satisfies consumers' needs.

Although, this part of the informational system is very important, it alone is not sufficient for successful modern management. Since the conditions for running business result in constant legislative changes, as well as broadening of the legal frame, because business becomes international, more and more frequently, so the management not only requires market input but in-house information, too.

These information actually form a corpus of management knowledge which leads to conclusion that modern management not only relies on informational management which provides in-house and market information, but also on the Knowledge Management which enables gathering and structuring management knowledge, especially ones related to data processing for gathering information, but also the ones which gather and structure information and expertise, that is, knowledge, for the purpose of providing management with the complete picture of everything necessary for successful business managing.

Legal frames, that is in-house knowledge, still hasn't been structured into stable programs, such as ERP and CRM. Instead, there are many 'scattered' information which management has to deal with, gather and accept.

If we put aside the dimension of knowledge related to the systems of efficient data processing, or gathering information, and set focus to accepting information, that is in-house knowledge, then it is essential to explore what kind of information, or knowledge, the management gathers, and how to unify those knowledge into one system which would provide easy, simple, transparent and reliable approach and make sure that the management functions successfully in this segment as well.

This research focuses on determining just how the management deals with the in-house information and knowledge, as well as finding the initial model for more efficient usage of that information and knowledge by applying the methods which process the Knowledge Management in theoretical sense.

2. RESEARCH METHODOLOGY

Knowledge Management, on one hand, encourages modern social changes, and is the product of it on the other, especially in the context of ICT. Digital technology of today enables better gathering, processing and distribution of knowledge, where the Internet, or World Wide Web play a significant role. Due to contemporary terms of managing business, modern day management has no choice but to accept the principles of Knowledge Management in order to ensure success. Main characteristics of today's business conditions are high turbulence, fast changes, global market, dynamics and a high level of uncertainty. Accordingly, the high-certainty position of management, which was known during the industrial era, today works in the state of probability and acceptance of the constant change based on science and knowledge. The next probable step, equivalent to the ones from the past when ERP and CRM systems were developed, could be creating a new concept which would integrate knowledge which management needs for efficient work. Whether these assumptions could be right, and what could be done regarding, remains to be systematically explored. Since it is a complex issue, the focus of this research has been placed to the segment of knowledge within managerial scope, which refer to the legal framework, that is the capability of gathering and accepting that knowledge within short time, through a centralized integrated system for managing knowledge from the legislative domain.

Based on the previously explained the research scope is the following:

1. Research the ability of dealing with legislative dynamics in The Republic of Croatia through the survey among managers.

2. Survey their willingness to use digital tools which would be helpful in organizing knowledge for easier access to the ones needed in any situation.
3. Define general model of digital organization based on the principles of Knowledge Management, which would enable managers easier immediate access to key knowledge related to changes in the legislative framework.

During the realization of the research scope, a number of scientific methods was used – first of all by secondary and tertiary research the basic terms, such as management, Knowledge Management, legislative framework, Information Management and other, have been defined. Modern management is put into perspective and the scope of primary researches explored and set.

Since the aim of the primary research was to confirm the assumptions related to the problems which modern managers face, it was decided to create a pilot research project, a survey for the managers, or the employees who work within information and Knowledge Management, to determine the challenges they encounter related to dynamics and access to information and knowledge on legislative framework. One of the aims was also to determine their need and willingness to accept and use the system which would integrate and centralize information and knowledge which would make their work easier. Based on the results of such research the defining of the general descriptive model has been planned. Such a model would provide framework for one of the components of the integral system of knowledge, which would, after the principles of ERP (Enterprise Resource Planning), or CRM (Customer Relationship Management) system ensured a base of knowledge for successful managing of contemporary turbulent market conditions. Accordingly, the work is deductive, because it is based on the general assumptions which are aspired to be proven on a specific example. Besides deduction various other methods were used, such as the method of abstraction, classification, descriptive modelling, systematic analysis and synthesis, analogy, survey, statistics in processing the survey, causal conclusion, as well as other scientific methods. This research is a part of a more complex research which has been conducted by the authors over a longer period of time, and deals with methods and principles of applying Knowledge Management into business practice together with finding new ways and methods of applying the Knowledge Management in this recent digital era, or the era of knowledge.

3. RESEARCH RESULTS

In the last hundred years there have been series of significant changes in the world of business. In the 1950-ties, when industrial potentials were brought to the level where they exceeded the needs of the population, the concept of production was replaced by the sales concept which encouraged the increase in needs of the population. However, consumerism in that context had its boundaries, so it had soon become impossible to sell customers products they don't actually need. Science found the solution to that problem within reorganizing management, placing the customers' needs into focus, so the business processes started with market research and consumers' needs, rather than entrepreneurial or management ideas. Although, there are monopolists in today's world who can still follow production, or sales concept, most of the business entities have no other choice but to accept the marketing principle and base and focus their strategy on the concept of satisfying customers' needs.¹ Establishing marketing and accepting the marketing concept, management went through its first significant change in the ways of understanding and functioning, and the change began in the mid 1950-ies.

The next important reorganization happened in the second half of the twentieth century, in the 1980-ies when personal computers no longer had the purpose of simplifying and speeding up manual jobs, but became sources for providing information².

Due to growth in the business dynamics, management has to change intuitive for rational decision making, which implied the usage of information in the process.³ For such decisions business data is required from the integrated data base where from, by using different quantitative methods of deciding, rational decision-making comes. Result of those needs for making decisions in shorter time and rationalization in deciding, was the creating of ERP system. Monk and Wagner say: *"Enterprise Resource Planning (ERP) systems are basic software programmes which companies use for integration and coordination of data in all aspects of business. ERP programmes help organizations manage business processes applied to the entire company, using mutual data base and tools for reporting about management. Business process is a set of activities which makes one or more types of entrances and creates the exit, like reports or prognosis, which are useful to the customer. ERP software supports efficient functioning of business processes integrating tasks related to sales, marketing, production,*

¹ Meler, M.: Osnove marketinga, Sveučilište J.J. Strossmayera u Osijeku, Ekonomski fakultet U Osijeku, Osijek, 2005,pg 8. (*Marketing Basics, J.J. Strossmayer University of Osijek, Faculty of Economics in Osijek, Osijek*)

² Ziavras, S.G.:History of Computation, <https://web.njit.edu/~ziavras/Ziavras-history.pdf> [11.6.2020]

³ Ledenko, A.: Modeli odlučivanja, završni rad, Sveučilište Jurja Dobrile u Puli, Fakultet ekonomije i turizma „Dr. Mijo Mirković“, Pola, 2019, pg. 13. (Models of decision making, final thesis, Juraj Dobrila University of Pula, Faculty of Economics and Tourism)

logistics, accounting and staff – within the entire business. “⁴ Major step which followed happened short after the introduction of ERP, and is related to the introduction of the CRM system, which is actually the extension of the management aspirations for rational, informed decision making, that is Information Management. Regarding CRM, Payne says the following: *“CRM is not a simple IT solution for creating a relevant client data base and its growth. CRM is much more. It includes deep synthesis of strategic vision, non-corporate understanding of the nature of consumer value in multi-channel environment, usage of adequate Information Management and CRM application together with high quality operations, realization and service. CRM system emphasises that managing customer relations is a complex and continuous process as well as the response and study of the marketing environment which changes rapidly.”*⁵ As shown, the first big change in the approach to management is the reorientation from sales concept to marketing concept, while the next one is the reorientation from intuitive to rational decision-making with the use of Information Management. In that context, Mastura and Norhayati claim: *“Information Management has also been recognized as a sector which determines the responsibility for creating framework, warehouse, safety, change, quality, transmission and usage of information required for managing business subjects.”*⁶

Society in general, has changed significantly, so it is undoubtedly claimed that modern times can no longer be considered Industrial Era but, due to significant role of ICT, especially for introducing business concepts which led to the phrase electronic business⁷, could be seen as Information Era, Digital Era, Virtual Era, etc. Because of the importance of Information Management in the second half of the 20-ieth century, many authors claim that the period after Post-industrial Era until 10 years ago should be considered as Information Era. However, modern society has evolved, so the focus should be changed to Knowledge Management, so these times could be colloquially named The Knowledge Era. It is one of the phases within the progress of modern society, according to the DIKW model⁸.

⁴ Monk, E., Wagner, B: Concepts in Enterprise Resource Planing, forth edition, Course Technology, Cengage Learning, Boston, 2013, pg 1.

⁵ Payne, A.: Handbook of CRM: Achieving Excellence in Customer Management, Butterworth-Heinemann publications, Oxford, 2005, str. 20.

⁶ Mastura, I., Norhayati, H.: Fundamentals of Information Management in Organization Academic Writing, International Journal of Academic Research in Business and Social Sciences 2017, Vol. 7, No. 12, pg. 395.

⁷ Dukić, S., Dukić, B.: Uvod u elektroničko i mobilno poslovanje, Sveučilište Sjever, Varaždin (Introduction to electronic and mobile commerce, University Sjever, Varaždin) 2018, pg. 8.

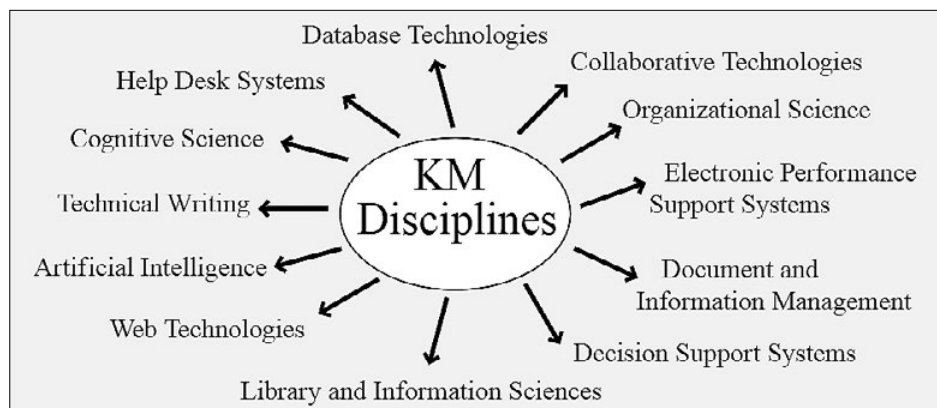
⁸ Baškarada, S.: Data, Information, Knowledge, Wisdom (DIKW): A Semiotic Theoretical and Empirical Exploration of the Hierarchy and its Quality Dimension, Australasian Journal of Information Systems, Volume 18, Number 1 2013, pg 5-24.

After Knowledge Era, The Era of Wisdom follows. That era will demand synergy between human mind and the mind of a machine capable of administering changes which would benefit the entire society. Until it comes, focus is on Knowledge Era, the ways of optimizing the integration of knowledge into business in order to achieve maximum flexibility as a response to the market dynamics and turbulence, for continuity of contemporary businesses in significantly changed terms of business. Involving Knowledge Management into everyday business is a complex and comprehensive task.

Knowledge Management means: "Knowledge controlling is sensible and systematic coordination of people, technology, processes and organizational structure in order to add value by constant usage and innovation. That coordination is achieved through creating, sharing and applying knowledge, as well as adding valuable lessons and examples of the best practice in corporate memory to encourage continuous organizational learning."⁹

Picture 1 shows gamma of technologies, or disciplines which create the concept of Knowledge Management, and are applied in business.

Picture 1.Gamma technology of knowledge applied in business



Source: Dalkir, K.: *Knowledge Management in Theory and Practice*, Elsevier, Boston, 2005., pg. 7.

Unlike Information Management which resulted in the concepts that are applicable and have a very concrete role in business (ex. ERP, CRM, Business Intelligence– BI, etc.), especially for the needs of management, Knowledge Management, as referred in the previous picture, doesn't have such a clear, formalized role. To some extent it could be considered reasonable, since Knowledge Management is a relatively more recent concept, and is still looking for its position in commerce. As the society progresses further into the phase, colloqui-

⁹ Salkir, K.: *Knowledge Management in Theory and Practice*, Elsevier, Burlington, 2005. pg. 3.

ally referred to as Knowledge Society, the role of Knowledge Management will become clearer, together with concepts which will ensure the centralization of knowledge for easy access within managerial requirement, in the context of rational decision-making which reaches beyond framework of efficacy, or effectiveness and reaches into the boundaries of social acceptance, sustainable progress, social justice, etc.

Considering that it is a broad concept which will, presumably be scientifically detailed and thoroughly processed, the scope of this research isn't set to solving this matter completely, but rather to apprehend and find the solution to one of the challenges that contemporary management in the world, and especially in Croatia, regularly meets, and that is the integration of knowledge related to legislative framework. When we talk about legislative framework, it is certain that global dimension should be taken into consideration, since the modern management doesn't work within local borders, and therefore has to accept legislative frameworks of all the markets where business subject operates. Business dynamics, also mustn't be disregarded, because legislative framework frequently and intensively changes, which is especially present in the Republic of Croatia.

Oversight, even if it is only one act of Law, which doesn't have to be related to business practice, could cause not only financial loss or fine, but all sorts of social problems which could bring business subject to socially unacceptable position, which could further endanger the continuity of a business and bring into question the efficiency of the management itself.

In the attempt to put especially the dimension of dynamics of the legislative framework into perspective, and see how could the management generally be helped regarding this issue, a survey had been conducted with the aim of gaining basic parameters for creating preliminary model for managing knowledge related to legislative framework.

The survey was conducted in the period between March and June 2020, it included 27 business experts, mostly managers, or the people whose work includes following legislative frameworks in The Republic of Croatia.

There were 51,9% women, and 48,2% men. Most of the participants were between the ages of 41 and 50, 55,6%, 33,3% were people between the ages of 51 and 65, and 7,4% were from 31 to 40 years old. The rest of the participants were over 65 years of age.

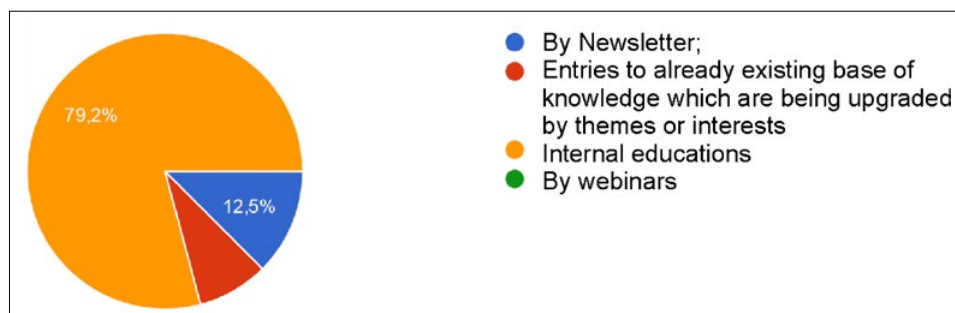
When we consider education, 48,1% of the participants has a university degree or specialist college after graduate studies diploma. 14,8% were masters of science, and 14,8% with high school education. There were 7,4% participants with PhD in science, and the rest were college graduates or university

baccalaureus, or graduates from university, but after the previous legislative framework. Most of them, 48,1% hold position of a manager in their companies, 37% are heads of departments, consultants or coordinators, while the rest, 14,8% were the participants who weren't at leading positions in the business entity where they are employed.

As for businesses, where the participants work, 51,9% are domestic private business entities, 26,9% foreign private businesses, 11,1% private traders (artisan, farmer, etc.), and 7,4% business entities owned by the state, or public institutions (organizations financed from the national budget). Of the participants, 55,6% consider themselves advanced users of the modern IC technology, 37% believes to have achieved basic knowledge, while 7,4% estimates themselves as experts in understanding and usage of ICT.

Furthermore, in 59,3% of businesses which employ the participants, there is a legal department which follows legislative changes. Most of the participants, 66,7% do not attend any education related to legislative framework changes in The Republic of Croatia, 22,2% does, 2-3 times a year, and only 11,1% attends such educations more than 7 times a year. Finally, from the research, it is possible to analyse the answers of the participants regarding sharing knowledge about legislative changes with other participants in the business process, which is shown on the picture 2.

Picture 2. Different options of sharing knowledge related to legislative changes between participants in the business process.



Source: made by the authors

As shown in the picture, basis of knowledge has been used in a small percentage as the means of input and sharing knowledge of legislative changes in The Republic of Croatia. It brings us to conclusion that there are great possibilities for progress in this segment, related to improvement of the use of digital media and Knowledge Management to increase the efficiency of management in more efficient acceptance of the changes in legislative framework.

Integrated information related to legislative frameworks in The Republic of Croatia, can be found in the Croatian official newsletter *Službeni list*, published by *Narodne novine*. Besides *Narodne novine*, local government publishes their own newsletter. Considering the number of Laws, acts of law, legal decisions and other, management could spend every working hour analysing and systematising knowledge about legislative framework. The fact is also that there are specialised magazines which do that job, abstracting key segments and publishing them, usually, in their monthly issues. But the problem is that processing and publishing of certain topics often comes with a delay which results in management not being able to have the information, or knowledge at the right time, on the right place and in the right way. There were, however, some successful projects of organization and distribution of knowledge, for example the ING register¹⁰ which systematically organized topics, with special attention to the state legislative framework. Those examples could be used as a frame in creating a product which will use advanced technologies on Web platforms in combination with the principle of social network functioning and in that way enable assistance to the management in gathering all the information necessary for following legislative framework easily and quickly. Matters should be simplified. The volume of the text and non-systematic approach to knowledge are the most challenging obstacle to the efficient tracking of the legislative framework by the management.

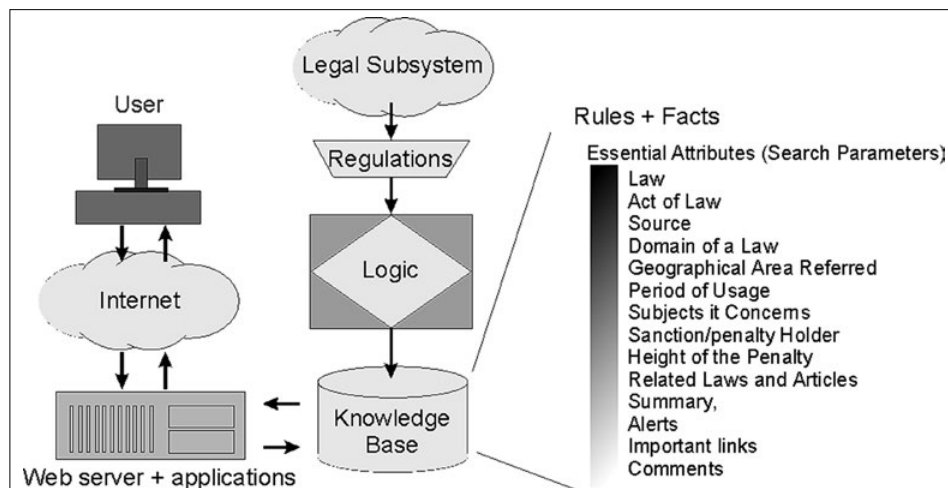
It is a fact that nowadays the service of gathering knowledge regarding legislature is provided by numerous portals and other digital possibilities, but consequently it prevents the management to see what is important. That is why, it has become essential to create a unique general purpose system preferably, financed by the government ¹¹ or the Chamber of Commerce¹² as the integrator of economy which would in a simple and unique way enable the management access to knowledge acceptance. Picture 3. shows the idea of a model on the conceptual level of organizing knowledge related to legislative framework in The Republic of Croatia.

¹⁰ Inženjerski biro (Engineer's bureau), <http://www.ingbiro.hr/ing-registar.html> [28.6.2020]

¹¹ Croatian Government supports development towards Knowledge Society: Strategy "Information and Communication Technology – Croatia in the 21st century", *Narodne Novine*, https://narodne-novine.nn.hr/clanci/sluzbeni/2002_09_109_1753.html [27.5.2020]

¹² Croatian Chamber of Commerce, <https://www.hgk.hr/hrvatska-gospodarska-komora/onama> [24.6.2020]

Picture 3. Model of organizing knowledge on legislative framework in Croatia.



Source: made by the authors

Apart from implying integration of knowledge related to Croatian legislative framework, this model should also ensure the integration of knowledge from all the legislative frameworks of all the countries that business entities from The Republic of Croatia cooperate. Besides legislative framework information, it would be useful for such model to include the so called canon law, which explains business culture in other countries.

4. CONCLUSION

Modern society is dynamic and it intensively evolves under the influence of the development of information and communication technology. Changes are so fast that it has become a great challenge for the management to keep track of everything that is happening, so besides Information Management, support is also needed within the Knowledge Management. The knowledge acquired through the process of education, which the Bologna process points out, has become insufficient so every person should become a part of lifelong learning. Similar principles can be applied to management. The fact that modern society could, in fact be considered the Knowledge Society, plays a significant part. In such conditions it is essential to keep finding models of efficient application of Knowledge Management into business for ensuring the success of management and, consequently the survival of business entities.

This research intended to put into perspective the conditions of managerial work of Croatian business entities related to legislative frameworks, and

based on the results of primary researches offer a conceptual model of applying the Knowledge Management in the business practice through creating a digital platform for systematic integration of knowledge which will enable simple and easy access to knowledge on legislative framework to the management, not only for the legislation of The Republic of Croatia but also for the legislative framework of other countries which cooperate with Croatian business entities.

Model has been introduced on a conceptual level and represents the basis upon which a platform should be made, supported by the government, or the Chamber of Commerce, as one of the services provided for the economy of The Republic of Croatia.

This model is only a segment of the entire model of integrated administration of knowledge which would improve efficiency of the management.

Regarding everything said previously, including the research results which provide the basis for further research which should develop in two directions. On one hand, researchers should develop the proposed model and make efficient digital system for administering knowledge on the principles of Web sites and social media, and, on the other hand different segments crucial for management knowledge should be researched, such as ensuring fast and easy access to new knowledge. For example, viewed horizontally, research should be focused on educating managers regarding new technologies, new standards related to human rights protection, work conditions, sustainable development etc., so they wouldn't depend on thick books and complex articles. Considering all the above, we can conclude that this research represents groundwork for future research within the domain of applying the Knowledge Management in the modern business.

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UTJECAJ DIGITALNIH MEDIJA I MENADŽMENTA ZNANJA NA EFIKASNOST MENADŽMENTA A VEZANO ZA EFIKASNIJE AKCEPTIRANJE PROMJENA U ZAKONODAVNOM OKRUŽENJU

SAŽETAK RADA

Početak novog milenija odlikuju izuzetno velike i široke promjene u smislu rasta dinamike i širine poslovanja uzrokovane pojavom novih tehnologija i novih medija. Evolutivne promijene i rast dinamike poslovanja ima za posljedicu postavljanje sve većih zahtjeva prema menadžmentu, kako u smislu preciznosti, tako i u smislu brzine donošenja odluka. No, osim što je menadžer u obvezi pratiti interne informacije i eksterne informacije koje su vezane za tržište, suvremeni menadžment sve više je u potrebi akceptirati informacije koje dolaze iz izvanekonomskog okruženja, a to su informacije vezane za pravni okvir poslovanja i informacije vezane za političke, odnosno društvene okolnosti u kojima se posluje. Dapače, često, s obzirom na dohvat poslovanja, menadžment osim poznavanja domicilnih eksternih tržišnih informacija mora poznavati eksterne izvan domicilne društvene i političke okolnosti. Poseban problem menadžmentu čine dinamični zakonodavni okviri, skloni čestim promjenama, kao što je to slučaj u Republici Hrvatskoj. Polazeći od navedenih pretpostavki, bitno je istražiti koliko je suvremenim menadžment u Republici Hrvatskoj opterećen stalnim zakonodavnim promjenama, kako se to reflektira, posebice u preraspodjeli vremena na njegovu fokusiranost prema odlučivanju, te koliko digitalni mediji mogu pomoći u kvalitetnijem i bržem akceptiranju tih promjena posebice s aspekta kvalitetne organizacije znanja u duhu menadžmenta znanja.

Ključne riječi: *menadžment, digitalni mediji, menadžment znanja, zakonodavno okruženje, informacijsko-komunikacijska tehnologija*