

what use is knowledge if there is no understanding?

The Use of Terms Management and Organization in Master's and Specialist's Dissertations, and Magister's and Doctoral Theses

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*Good management and organization are the key factors of the success of any venture. As a consequence of the globalization of business, many markets, cooperation and languages combine. When adopting a term, obscurity in the meaning of a term often occurred. This paper analyzes the terms **management** and **organization**, used in a corpus of defended master's, specialist's and doctoral theses the Faculty of Organizational Sciences, University of Belgrade, between the years 2000 and 2010. The paper considers the origin and the definitions of the said terms, the way they entered the Serbian language and the way they are used by the authors of various papers.*

1. Introduction

"The understanding, like the eye, whilst it makes us see and perceive all other things, takes no notice of itself; and it requires art and pains to set it at a distance, and make it its own object." [1]

While knowledge is the appropriate collection of useful information, understanding is a cognitive and analytical process by which knowledge from the previously held knowledge is taken and synthesized. People who understand can undertake further actions because they synthesize new knowledge, from what is previously known and understood.

2. Terminology

Communication problems often arise due to a widespread lack of knowledge of terminology, and not because of general lack of language skills and understanding of a particular language. Improper use of terms does not produce negative effects in terms of performance, but can reduce effectiveness of technical documentation and increase inter-language transmission failure.

Terminology is "the system of terms belonging or peculiar to a science, art, or specialized subject; or the science of terms" [2]. The term, therefore, is defined as "a word or group of words designating something, especially in a particular field" [2]. "Term formation is the process of naming the concept required by a particular special language community for the development of cognitive processes and communication." [3] The terminology of a chosen scientific field is sometimes considered as a branch of applied science, but in fact, since it also has a much wider range than this, it stands for an area that is developing at a pace that is – theoretically

at least – equal to the fastest development in technology, society and science. It is very often impossible to track changes and development because of a large number of newly generated terms.

In many scientific and technological fields the work on the harmonization of Serbian terminology is still lagging behind. This causes problems and results in inconsistent use of technical and other terms in some specialized fields, which tend to be even less well organized under such circumstances. The term "terminology" used in this paper is understood as a systematically arranged set of terms in tested scientific field - *management*. The term in this context is taken as a formal representation in terms of linguistic expressions, while the concept we take as a content of the term is considered on an extralinguistic plan. The main aim of the paper is to ensure consistency in use of terms that are crucial in management in organization, and thereby improve their quality of use. In particular, this paper seeks to draw attention to the difficulties in translation of specific terms in this field and to find appropriate equivalents in the Serbian language.

We emphasized the following needs as unquestionably crucial:

- The need to promote the use of a single expression for designating a concept;
- The need to choose one expression that designates a concept among the expressions that have already been in use and, in that way, prevent misinterpretation;
- The need to eliminate the already existing expressions that are linguistically unsatisfactory,
- The need to establish consistency with other scientific fields, and therefore, allow easier access to the

varied fields of knowledge, improve precision of data and help subject experts in achieving and sharing more effective terminology.

3. Origin and definitions

Management and *organization* have an at least three-fold meaning. In order to use the terms properly both in everyday life and in business, we need to be clear about their precise definition.

3.1. Management

One of the pioneers of *management*, Henry Fayol [4], defines *management* as “a process of prediction, organization, command, coordination and control”. It is the most significant process or a function for any company or organization and comprises the activities of managing a company.

The term *management* is a very complex one, and its interpretation depends on the aspect it is viewed from. For the purpose of clarity, this paper shall observe the most common interpretations of the term.

The noun *management* is derived from the verb *to manage*, which originates from the Italian verb *maneggiare* (to handle, especially tools), which can then be traced back to the Latin noun *manus* (hand). The word that directly influenced the English noun *management* is the French word *mesnagement* (later *management*).

Management appears with at least threefold function that is, the term appears as having three aspects:

- 1) A process that enables organizations to achieve their long - or short-term goals – the process of managing certain businesses, ventures or systems in order to reach joint goals the most efficient way;
- 2) The managing team or individuals in a company, structure etc.;
- 3) A field of science which is multidisciplinary and deals with research of problems in managing certain ventures, businesses etc.

The word *management* has a transitive and an intransitive form. As a transitive verb, *to manage* means to handle, direct or govern, whereas the intransitive form has the meaning of being able to achieve, accomplish something, to succeed, etc.

3.1.1 Management – ISO definition

According to ISO standard, the term *management* refers to coordinated activities having a goal of leading and managing an organization.

According to the standard [5], the term *management* refers to coordinated activities having a goal of leading and managing an organization. Serbian translation of the part of the original definition *to direct* is *vođenje*, which in fact is inappropriate and should be used *utvrđivanje pravca* instead. [6]

3.2. Organization

The term *organization* is common both in everyday language and professional environment.

It originates from the Greek *organon* (οργάνον) – a tool, an instrument. Its meaning in almost all languages that have it incorporated in their vocabulary is: arrange, coordinate, regulate, shape. Some of the examples are as follows: Latin *organum*; French *organisier* and *organism*; German *organisieren* and *organization*; and English *organize* and *organization*. This was subsequently used to derive various terms and explain various concepts and ideas in different language fields.

The most common definitions of the term are the following:

- 1) *Organization* as a state of order in an institution, company, etc.;
- 2) *Organization* as a process – the way, mode or action which regulates a system; distributing and connecting various and different elements into new units, or in other words, the act of managing – administration, in order to achieve joint goals;
- 3) *Organization* as a structure, or *organization's* structure is, according to Henry Mintzberg,[7] “the sum total of the ways in which it divides its labour into distinct tasks and then achieves coordination among them”;
- 4) *Organization* as a state means an *organization* as a whole referring to: bureaucracy, hierarchy, association, company, etc.

The difference in understanding the term *organization* is obvious even in the forms it takes. It appears as a noun (system, company, and a scientific discipline), a verb (the process of organizing) and an adjective (the quality of a system of *organization*, the level of *organization*).

3.2.1 Organization – ISO definition

According to ISO standard [5], the term *organization* is defined as a group of people, facilities and pertaining equipment, with predetermined responsibilities, authorities and relationship.

Another definition would include a company, corporation, institution, humanitarian organization, trade organization, association and their parts, i.e. a combination of them.

4. Corpus analysis

This paper analyses the corpus of the titles of doctoral and magister's theses (In Serbia, by decision of the Serbian Parliament, the status of those graduated before the Bologna process is now equivalent with Masters Degree graduates in the EU - "Službeni glasnik Srbije", No. 76/05 - A/N), and master's and specialist's dissertations defended at the University of Belgrade, Faculty of Organizational Sciences in two year period (2000 – 2010).

The total number of works analysed is: doctoral theses – 109, magister's theses – 259, and master's and specialist's dissertations – 1451. We looked for inconsistent uses of the two terms: *management* and *organization*. The conclusions reached were obtained solely from the titles of the papers; therefore the authors leave the possibility of differing to the *in situ* situation.

The analysis consisted of the following stages:

1. General Statistics - total number of works, the number and percentage of works the terms were used in ;
2. The frequency rate - frequency tables for each term found in the corpus,
3. Terms and their translation equivalents;
4. Frequent collocations;
5. The relationship type between the terms.

3.1. Management

Analyzing the titles of the specialist and master's degrees, magister's and doctoral theses, we determined that the term *management* appears in the following percentages:

| <i>Management</i> | Master's and specialist's degree | Magister's thesis | Doctoral thesis |
|---------------------|----------------------------------|-------------------|-----------------|
| Total No. of papers | 1451 | 259 | 109 |
| Times used | 204 | 55 | 31 |
| Percent | 14.05% | 21.23% | 28.44% |

Table 1 General Statistics (term management)

As shown in the table, *management*-related topics were dealt with in the highest percent in the doctoral theses (28.44%), followed by the magister's theses (21.23%), and finally, the specialist's and master's degree dissertations (14.05%).

Before we approached making further analysis of the corpus of the defined terms, we set the following frequency rates:

- Frequency rate 1 (**Master's and specialist's degree**

use of the term *management* (process – team): times and percentage);

- **term Frequency rate 2 (Magister's thesis – use of the term *management* (process – team): times and percentage);**
- **Frequency rate 3 (Doctoral thesis – use of the term *management* (process – team): times and percentage);**

Referring to the previously mentioned use of the term, this paper was limited to observing the application of the first two definitions – *management* as a **process** and *management* as a **team**. The results obtained are as follows:

| Master's and specialist's degree | | | |
|----------------------------------|-----|-------------------|----------------|
| Total No. of papers: 1451 | | | |
| | | as <i>process</i> | as <i>team</i> |
| Times used | 204 | 193 | 11 |
| Percent | 14% | 94.60% | 5.40% |

Table 1. Frequency rate 1

| Magister's thesis | | | |
|--------------------------|--------|-------------------|----------------|
| Total No. of papers: 259 | | | |
| | | as <i>process</i> | as <i>team</i> |
| Times used | 55 | 49 | 6 |
| Percent | 21.23% | 89.09% | 10.91% |

Table 2. Frequency rate 2

| Doctoral thesis | | | |
|--------------------------|--------|-------------------|----------------|
| Total No. of papers: 109 | | | |
| Management: | | as <i>process</i> | as <i>team</i> |
| Times used | 31 | 27 | 4 |
| Percent | 28.44% | 87.10% | 12.90% |

Table 3 Frequency rate 3

Use of the term *management*:

The aim of this study was to establish consistency in the use of these two terms in comparison with the terms and their definitions given in ISO 9000 series of standards which have been translated into SRPS ISO 9000:2007 (Committee on Standards in the Translation Institute for Standardization of Serbia).

We established the following criteria:

- 1) Proper use of the term
- 2) Weak or poor use of the term
- 3) Improper use of the term

| Term <i>management</i> | | |
|----------------------------|-----------|----------|
| Total no. of papers : 1819 | | |
| Used in no. of papers | 290 | |
| properly | 185 | (63.79%) |
| poorly | 76 | (26.20%) |
| improperly | 29 papers | (10.00%) |

Table 4 *Times and percentage of proper, weak and poor use of the term*

Out of 1451 works we reviewed, the term *management* is used in 290 works:

- a) In 185 papers (63.79%) the term *management* is used properly.
- b) The term *management* is weakly or poorly used in 76 papers (26.20%) (for example, the term is sometimes confused with other terms).
- c) Improper use of the term is found in 29 papers (10.00%) (for example, the term is mixed with the other terms).

3.2. Organization

As shown in the table, the largest number of work dealing with *organization*-related topics is the magister’s dissertations, followed by doctoral theses and master’s and specialist’s dissertations.

| <i>Organization</i> | Master’s and specialist’s degree | Magister’s thesis | Doctoral thesis |
|---------------------|----------------------------------|-------------------|-----------------|
| Total No. of papers | 1451 | 259 | 109 |
| Times used | 127 | 48 | 16 |
| Percent | 8.75% | 18.53% | 14.68% |

Table 5 *General Statistics (term organization)*

As shown in Table 5, unlike the use of the term *management*, *organization* - related topics were dealt with in the highest percent in the magister’s theses (18.53%), followed by the doctoral theses (14.68%), and finally, the specialist’s and master’s degree dissertations (8.75%).

Referring to the aforesaid definitions of the term *organization*, the ones we considered in the corpus analysis are *organization* as a **process**, an **institution** and a **structure**; because this term showed to be more clear in its definition and translation equivalents.

We also set the following frequency rates:

- Frequency rate 1 (**Master’s and specialist’s degree – use of the term *organization* (process – institution - structure): times and percentage**);

- Frequency rate 2 (**Magister’s thesis – use of the term *organization* (process – institution - structure): times and percentage**);
- Frequency rate 3 (**Doctoral thesis – use of the term *organization* (process – institution - structure): times and percentage**).

The results obtained are as follows:

| Master’s and specialist’s degree | | | |
|----------------------------------|------------|----------------|--------------|
| Total No. of papers: 1451 | | | |
| <i>Organization</i> | as process | as institution | as structure |
| Times used | 127 | 39 | 51 |
| Percent | 8.75% | 30.70% | 40.15% |

Table 6. *Frequency rate 1*

| Magister’s thesis | | | |
|--------------------------|------------|----------------|--------------|
| Total No. of papers: 259 | | | |
| <i>Organization</i> | as process | as institution | as structure |
| Times used | 48 | 10 | 25 |
| Percent | 18.53% | 20.83% | 52.08% |

Table 7. *Frequency rate 2*

| Doctoral thesis | | | |
|--------------------------|------------|----------------|--------------|
| Total No. of papers: 109 | | | |
| <i>Organization</i> | as process | as institution | as structure |
| Times used | 16 | 2 | 5 |
| Percent | 14.67% | 1.83% | 4.58% |

Table 8. *Frequency rate 3*

As shown in the table, the master’s and specialist’s dissertations deal with the problem of *organization* in the meaning of a process; magister’s theses lead when it comes to tackling the issue of *organization* as an institution, while doctoral theses lead in dealing with *organization* in the meaning of a structure.

When we analyzed the use of the term *organization* in terms of *proper*, *weak* or *poor* and *improper* use of the term according to their definitions given in ISO 9000 series of standards translated into SRPS ISO 9000:2007, we distinguished the following:

| Term <i>organization</i> | | |
|---------------------------|-----|----------|
| Total no. of works : 1819 | | |
| Used in no. of works | 191 | |
| properly | 172 | (90.05%) |
| poorly | 12 | (6.28%) |
| improperly | 7 | (3.66%) |

Table 9 *Times and percentage of proper, weak and poor use of the term*

The term *organization* has only one equivalent in the Serbian language as found in the corpus analysed, which would be the noun *organizacija* with the adjective *organizational* (*organizacioni/a/e*)

4.3 Examples of the use of the terms:

3.3.1 Term management

When we consider the translation of the term, it is evident that the situation is more complex. When it comes to the term *management* as a process, the most common translation is the verbal noun *upravljanje*, followed by instrumental case, then the Serbian equivalent of the term – *menadžment* followed by the genitive case, and the least common form *rukovođenje*, occurring very seldomly.

The more often used term, mostly in earlier works, was *directing* (*upravljanje*). As such, it is incorrectly used because it is only a part of the process of management [6, str. 27] and, consequently, does not have the same meaning value.

We found the following examples:

- Development of management in the process (*razvoj upravljanja u procesu*),
- Strategic development management of small businesses (*strateško upravljanje razvojem malih preduzeća*),
- Strategic Enterprise finance management (*Strategijsko upravljanje finansija preduzeća*),
- Quality management in business systems (*Upravljanje kvalitetom u poslovnim sistemima*),
- Technological innovation management (*Upravljanje tehnološkim inovacijama*),
- Management of Company development (*Upravljanje razvojem preduzeća*),
- Management of the economy development (*Upravljanje razvojem privrede*),
- Joint ventures project management (*Upravljanje projektima zajedničkih ulaganja*),
- Management of environmental products eligibility (*Upravljanje ekološkom podobnošću proizvoda*),
- Managing customer experience (*Upravljanje doživljajem potrošača*),
- Management of corporate communication in banking (*Upravljanje poslovnom komunikacijom u bankarstvu*),
- Customer relationship management (*Upravljanje odnosima sa korisnicima*),
- Key customers management (*Upravljanje ključnim kupcima*).

The most common collocations with the term in this sense are *project management* (*upravljanje projektom*,

menadžment projektom), *risk management* (*upravljanje rizikom*), and *human resources management* (*upravljanje ljudskim resursima*, *menadžment ljudskih resursa*).

The most common collocations with the term in this sense are:

a. Noun+ noun:

- *Human resource management* (*menadžment ljudskih resursa*),
- *Development management* (*menadžment razvoja*),
- *Innovation management* (*Menadžment inovacija*)

b. Adjective + noun

- *Entrepreneurial management* (*preduzetnički menadžment*),
- *Strategic technology management* (*strateški tehnološki menadžment*),
- *Intercultural Management* (*interkulturni menadžment*).

The use of the term *management* and *organization* together:

Examples:

- Management of organizational changes (*menadžment organizacionih promena*),
- Management of business processes and organizational changes (*menadžment poslovnih procesa i organizacione promene*),
- Development of management in sport organizations (*razvoj menadžmenta u sportskim organizacijama*),
- The concept of management of organization by integrating strategic and project management (*Koncept upravljanja organizacijom integrisanjem strateškog i projektnog menadžmenta*)
- Managing Communications in the function of organizational change (*Upravljanje komunikacijama u funkciji organizacionih promena*).

The terms used to denote a team, a group of people or an individual managing a process or an institution are *management* and *manager*. The most common Serbian translation of the term *manager*, derived from *management*, is *menadžer*, and in very few instances – *rukovodilac*. If the term is followed by an object, it is in genitive case (*menadžer ljudskih resursa*).

3.3.2. Term organization

It appears as a noun, adjective and adverb. In most of the titles analyzed in a corpus it is usually used as a noun. As a noun, it has the following forms:



1. *organizacija* or 2. *organizovanje* (gerund).

1. **Organization (Organizacija)**

The most common collocations with the term in this sense are:

a. **Noun+ noun:**

The term *organization* analyzed in the corpus is used as an *organization* (followed by instrumental case) of :

- System (*sistema*)
- Costing (*obračuna troškova*)
- Securities market (*tržišta hartija od vrednosti*)
- Research (*istraživanja*),
- Exploitation of living edible resources (*iskorišćavanja živih jestivih resursa*)
- Production (*proizvodnje*)
- Preparation of production (*pripreme proizvodnje*)
- Linking science and education (*povezivanja nauke i obrazovanja*)

b. **Noun (gerund) + noun**

- Projecting of organization (*Projektovanje organizacije*),

- Designing (of the model) of organization (*Oblikovanje (modela) organizacije*),
- Optimizing organization (*Optimizacija organizacije*),
- Restructuring of organization (*Restruktuiranje organizacije*),
- Internal control organization factors (Faktori *organizacije unutrašnje kontrole*.)

c. **Adjective - noun**

Adjectives which qualify the term *organization* most often found are:

- Work organization (*radna organizacija*),
- Manufacturing process (*proizvodna organizacija*),
- Complex organization (*složena organizacija*),
- Staff organization (*štabna organizacija*)
- Systematic organization (*sistematska organizacija*)

As in the function of an adjective we found the form *organizational* (*organizacioni/o/a*) as a noun qualifier:

- Organizational Development (*Organizacioni razvoj*),

- Organizational structure (Organizacione strukture),
- Organizational structuring (Organizaciono struktuiranje),
- The organizational aspect (Organizacioni aspekt),
- Organizational model of business unit connectivity (Organizacioni model povezanosti poslovnih jedinica),
- Organizational Systems (Organizacioni sistemi),
- Organizational adaptation (Organizaciona adaptacija),

2. Organizing (organizovanje)

As gerund (*organizovanje*) (followed by instrumental case) we found the following examples:

Organizing of:

- Educational function (*obrazovne funkcije*),
- Quality control (*kontrole kvaliteta*),
- Scientific Research (*naučno-istraživačkog rada*)

In one case we found the form: process of *organizing* (*proces organizovanja*).

5. Conclusion

The starting point for the determination of certain techniques of our analysis we took from Newmark's (1982), although most of the results we obtained are the result of our own views on the use of two key terms in management we analyzed in this paper.

After defining the terms *management* and *organization*, and obtaining data on their frequency of use in master's and specialist's dissertations, and magister's and doctoral theses, and their translation equivalents in Serbian, the authors feel that there is still a need for the subject terms to be more precisely defined and appropriate translation adopted in order to avoid confusion and misuse of the terms. Furthermore, the authors are of

the opinion the distinction between terms formed by *calque* translation and domestic terms is not strict, since in some instances it is difficult to distinguish what is literally translated from the term "domestic" terms.

The problems that arose during the preparation of this work were numerous. This terminological field includes a very large number of terms, there are few theoretical papers on the use of management terminology in the world today, a small number of translated works on the same topic, a rare number of English-Serbian management dictionaries, and the government and other use in terms of non-standardized and inconsistent terminology in both languages. This research has highlighted the necessity of regulation and standardization of management terminology in Serbian, facilitation of its translation from foreign languages, the need to enable monitoring of literature, writing publications, and in particular, the inclusion of our country in the world system of standardized information.

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