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Organizational Opportunity finding by strategic Business Valuing

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ABSTRACT
The characteristics of strategic business influence whether or not those organizations engage in organizational opportunity finding. The form and structure of an organization's strategic business valuing can affect employee motivation levels in several ways. Organizations can adopt various strategic business valuing practices to enhance organizational opportunity searching. Recognizing the importance of strategic business valuing in achieving flexibility in an international context expands the types of research questions related to the role of strategic business valuing functions in organizational performance, such as selection of human resources, training, and compensation and performance appraisal. This paper considers the value of workers as an important intangible asset of an organization. The strategic importance of workers is discussed and their interaction, as an asset, with other important organization assets. The basic methodologies for valuing workers are then explained and their limitations are considered. It is concluded that organizational opportunity searching characteristics can be important in explaining the strategic business valuing within the organizational opportunity management.
Keywords: *strategic business valuing, organizational performance, management, organizational opportunity finding, strategic business valuing, organizational opportunity searching*

INTRODUCTION
Effective organizational opportunity searching is one of the important factors in business success. There are some who argue that formal written planning may be inappropriate for the organizational opportunity searching but this seems a minority view. It can be argued that strategic business valuing is as important to competitive organizations as to larger organizations and standard textbooks on entrepreneurship offer chapters on strategic business whilst a range of specialist publications outline the best ways of writing strategic business. In awareness organizations, where a organizational opportunity management exists, the preparation of the organizational opportunity management may have been driven by external forces.
The most obvious of these are the requirements of external agencies providing funding for either start up or expansion. However, the organizational opportunity management may serve as a strategic planning document for the managers, entrepreneurs and workers, a plan to guide the business and serve as a basis for taking strategic decisions and also it may serve as a subsequent monitoring device. Are the approaches applied by accountants and the resulting values, however, equally valid for strategic planning and performance measurement or simply numbers to satisfy the information requirements of investors and efficient tax planning? Continuous training, employment security, performance appraisal and alternative compensation systems can motivate skilled employees to engage in effective discretionary decision making and behavior in response to a variety of environmental contingencies. There is no doubt that valuing acquired intangibles such as brands, patents and workers lists makes a lot of sense rather than placing these organization critical assets in the accounting black hole known as goodwill.
Modern approaches recognize that selection of strategic business valuing is a complex process that involves a significant amount of vagueness and subjectivity. Tangible assets as such machinery, building, stocks and shares are pretty straightforward to value, their visible and corporeal nature makes them relatively easy to define and in most cases there is an active market from which value can be derived. In contrast, intangible assets are not so easily defined while it is rare that they are actively traded.

ORGANIZATIONAL STRATEGIC BUSINESS
As management itself becomes more emphatically fast-paced and intuitive, in order to deal with complexity and unpredictability, research is beginning to accumulate showing that coaching formats used in management support are more effective than training in the older logical comprehensive

pursuits. Like all scientific enterprises, a period of accumulation of evidence will be required before definitive conclusions may be drawn. However, there are early gleanings that evidence based evaluation research is underway. For this reason by coupling quality with customer service recovering satisfaction, a few tactical actions for implementation can make the challenge simpler and provide leadership.

Creative business building is found in knowledge-based industries, which span many sectors finance, technology, media and learning. Central to success as knowledge creators is the culturing of independent individuals, organizational members able to re-invent businesses as required.

Such capabilities are not nurtured in high compliance systems that penalize out-of-envelope contributions. The capturing the wrong organizational opportunity finding information, unclear goals, inappropriate selection and use of technology, inability to integrate workers and processes and use of misleading metrics or improper measurement approaches are the major barriers in implementing and managing strategic business valuing projects systems that seek to identify individuals with the ability to learn and adapt to new situations and markets can provide a firm with competitive advantage.

International organizations can adopt various practices to enhance opportunity finding skills as follows:

a) Efforts can focus on improving the opportunity finding of the individuals hired, or on raising the skills and abilities of current employees, or on both. Employees can be hired via sophisticated selection procedures designed to screen out all but the very best potential employees. Indeed, research indicates that selectivity in staffing is positively related to firm performance.

b) Organizations can improve the quality of current opportunity finding by providing comprehensive training and development activities after selection.

The more we understand people and their total environment, the more their needs are likely to be met. When we talk about valuing workers relationships, the scope of definition is expansive. On the one hand, it is simply the value that workers generate for the organization. On the other hand, it is purely the value of the relationship. Neither definition is more correct than the other; however, the purpose and approach for valuing each are different. A positive experience throughout the workers cycle should foster trust and develop loyalty, therefore allowing an organization to generate more revenue for less incremental expenditure.

STRATEGIC BUSINESS VALUING

To assist in understanding the strategic business valuing process used in a certain application; avoid potential misconceptions regarding the intent and define the activities associated with specific value studies, reclamation has defined four distinct types of value studies.

However, the mainly qualitative evidence available to date suggests that strategic business valuing is an activity of a minority (Woods and Joyce, 2003, 183; Bolton, *et al,* 2000, 88; Feghhi farahmand, 2002, 254). There may be a number of reasons for the lack of strategic business valuing. Historically the typical organizational opportunity management has tended not to have pursued higher levels of education or to take formal business training. Hence there are two possible reasons why organizational opportunity management tends not to plan (Chell, 2001, 67; Ballou, *et al,* 1999, 58; Barkham, *et al,* 1996, 27) that they are emotionally unsuited to it. They think and act intuitively and they are simply unaware of the various tools which would enable them to plan systematically.

A further constraint, likely to restrict organizational opportunity searching by organizational opportunity management, is that they may not have sufficient financial information to prepare a formal plan. For example, at the lower end of the size range of organization with less than 10 employees, only 33 percent regularly calculate profits to monitor their organization's performance (Nayak and Greenfield, 1994, 227; Westhead, et al, 1999). A lack of formal planning may also relate to the fact that small organizations are just too busy surviving to take time out to plan ahead whilst others might argue the environment (Westhead and Storey, 1996, 197; Ledoux, 1993, 85; Ledoux, 1994, 15). A lack of formal strategic business valuing among organizational opportunity searching does not necessarily mean that organization is badly managed. It does, however, suggest that much organizational opportunity management miss out on the opportunity to consider the overall direction of the business and management decisions may be made on the basis of poor information.

The characteristics of the organization and organizational opportunity management and also organizational opportunity searching strategies hereafter termed strategic business valuing,

influencing organizational opportunity management behavior which might be used to inform analysis of the determinants of strategic business valuing in organizational opportunity searching. Organization characteristics were controlled out of analysis in order to focus our attention on the organizational opportunity management and strategic business valuing variables. Of course, all the studies use the same general value method that definitions for four types of value studies are (Gifford, 1997, 58; Johnson, 2001, 58; McGovern, et al, 2001; Feghhi farahmand, 2004, 258; Henningsen, 2002, 35):
a) Strategic business valuing engineering: This is a value study of engineering or construction related activity. An independent, multi - discipline team conducts it. Such independent teams are formed using team members which have not had significant prior involvement in the project under study.
b) Strategic business valuing planning: This is a value study performed at the initial phases of a program, project, process or activity. The purpose of it is usually to determine mission objectives and the operations to get the project initiated e.g. procured, programmed, designed and organized.
c) Strategic business valuing management: This is a value study that involves management of resource issues. In some situations, this type of study may involve answering a specific mission charge or question for management. Consequently, the value study team may be directed, depending on the charge to the team, to not consider the question of whether going a particular direction is best. Management or the administration may set the direction and the charge to the value study team is to find alternatives to implement this direction at the greatest value obtainable.
d) Strategic business valuing analysis: This is a value study performed to study processes, procedures or repetitive program activities. Such studies may also involve answering a specific mission charge or question.

ORGANIZATIONAL OPPORTUNITY MANAGERS

The nature of the organizational opportunity management is seen as critical in other aspects (Westhead, et al, 1993, 58; Nayak et al, 1994, 425; Fisher, 2002, 25) of the activities of strategic business valuing. A selection of the organizational opportunity management characteristics is the potential to influence an owner manager's propensity to undertake organizational opportunity finding. Predictions of the direction in which the variables (Woods, 2003, 89; Feghhi Farahmand, 2002, 345; Smith, 1967, 145) will operate are inevitably problematic as there is little prior work on the determinants of organizational opportunity finding upon which we can draw:
1) Organizational opportunity managers' age: This variable has been identified as important in a number of studies.
2) Organizational opportunity managers' experience: It may be strongly linked to age and it could be argued that it might work in two ways. A long number of years running an organization as an organizational opportunity management might increase a propensity to plan future directions for the business or indeed, once the initial phases had passed and funding secured planning might well be less of a priority. Here it might be argued that organizational opportunity management moving into a new sector might be encouraged to plan rather more than those whose businesses were in sectors in which they had considerable prior experience.
3) Organizational opportunity managers' education: In the context of organizational opportunity finding, this variable might seem reasonable to hypothesis that the more highly educated organizational opportunity management will tend to be more aware of the desirability of organizational opportunity finding and thus, organization run by the better educated organizational opportunity management might be more likely to have business plans. In contrast, the organizational opportunity management with a more limited education will tend to work outside a formal planning framework.
4) Organizational opportunity managers' creativity: A distinction here may be drawn between those for whom the current organization is their first and serial founders (Bridge, et al, 1998, 52; Chell, 2001, 97; Chell, 1985, 27)
4) Organizational opportunity managers' position: Organization founders are drawn either from operatives or from those with previous managerial experience.
7) Current experience:

ORGANIZATIONAL OPPORTUNITY MANAGEMENT

The organizational capability relies in particular on coaching management skills, which rely on emotional intelligence and emphasis one-to-one, dialoguing, subordinate empowerment and mutually agreed targeting. Anyhow tactical actions steps for coupling quality with customers or service receivers recovering satisfaction are as follows (Curran, et al, 1994; Feghhi farahmand, 2004, 358; Diedrich, et al, 2001, 59; Feghhi farahmand, 2005, 187; Nayak, et al, 1994, 47; North, et al, 1997, 187):

1) Organizational opportunity management support: An organization's total quality efforts must begin at the very top and begin with the board of directors (Olivero, et al, 1997, 68; Senge, 1990, 196; Westhead, et al, 1996, 87). One method of obtaining their support is to conduct a quality survey among them that such questions could include:

- Has an estimate been made of the cost of poor quality?
- What measures are used to judge quality?
- What are current performance levels?
- How does quality of customer satisfaction compare with competitors?

2) Organizational opportunity management action plan: The answers to these and other questions will provide valuable insights into the existing corporate culture and indicate the organization's readiness for adopting quality. An action plan based on the survey feedback should then be formulated by the top management and communicated at every board meeting.

3) Organizational opportunity management vision and mission: Develop a vision or mission statement if the organization does not have one already. The key to the initial adoption of quality is continuous communication of the vision within a comprehensive communication plan.

4) Organizational opportunity management principles: Coaching in the organization setting provides a key component in the transformational processes towards value-driven management. Through its support for and focus on individual performance, it aims at achieving corporate excellence. Senior managers need coaching as the new theorists in coaching argue; coaching empowers individuals to achieve their inherent potential. Coaching makes sense as investment only if it improves the performance not only of the individual, but the organization as well. In this sense, the word strategic becomes important. As a high-leverage intervention, the impact of a coach on a few key individuals can drive through massive changes in a corporate setting. Organization's with successful quality cultures start by training and educating senior management, followed by all employees that the establishment of quality teams is a top priority.

5) Organizational opportunity management committee: Employees, shareholders and customers, suppliers and competitors have a stake and essential ingredient for success is a senior quality committee, which provides leadership in quality and stimulates cultural change. This should be chaired by the CEO and comprise the entire senior management team and the individual responsible for quality. Depending on the size and structure of the organization, these committees can be established within operating divisions, functional group or by geography.

6) organizational opportunity management responsibility: The responsibilities accept of a senior quality committee can include (Feghhi farahmand, 2004, 398): establishing strategic quality goals, allocating resources, sanctioning quality improvement teams, reviewing key indicators of quality, estimating the cost of poor quality, ensuring adequate training of employees and recognizing and rewarding individual and team efforts.

7) Organizational opportunity management satisfaction: This survey should be sponsored by the top management to send a clear message throughout the organization that quality is linked to customer satisfaction and the senior executives should then present the results to all employees that detailed strategies for improving customer satisfaction can be devised and communicated.

8) Organizational opportunity management goals: The results of the customer satisfaction survey lead the senior management to establishing a set of quality goals. Although the whole organization can provide input to this task, the setting of goals is part of management's leadership responsibility. These goals must be managed and communicated via the senior quality committee.

9) Organizational opportunity management rewards: As with financial performance rewards, quality improvement goals can be incorporated into executive management compensation models to help achieve the desired quality results. It is important not to hold senior management totally responsible until the foundations of quality i.e. key indicators, training mission statement, goals and culture are firmly established. Initially, top management must prove its capacity to deliver quality before it is used as an assessment criterion for a reward package.

Organizational opportunity management is one of the most valuable resources and organizations have to remain competitive. Modern organizations might achieve this by using organic strategic business valuing and development that promote the development of a human capital pool possessing a broad range of skills and that are able to engage in a wide variety of behavior.
These definitions allow reviewers of a study to quickly understand its organizational opportunity searching scope and limits. To ensure the opportunity to achieve the highest value, value program staff attempt to keep management or administration directed mission charges flexible enough to allow innovation. This staff make most of the recommendations for administrative and procurement processes that could benefit from studies.
Anyhow is the need to develop a means to inform administrative or procurement staff of the available resources and how to obtain assistance. Therefore core product or service quality and customer benefits return as key drivers. Organizations have over decades developed knowledge reserves and professional competencies. For this reason, there is a need to re-track fundamental management systems. Such concepts as investment valuation, ethical trading, stakeholder consultation, corporate social responsibility, value investment, preoccupy institutional investor communities. In any case, the level of uncertainty is continuing to increase even as consumer prosperity overlaps into the new century, reacting against the undoubted brilliance of the recent industrial era. The chain of activities gives the products more added value than the sum of added values of all activities. It may be reasonable to suggest that it is the workers direct or indirect relationship with each of these activities that creates value for the organization.
Strategic business valuing and development as organizational support activities, organizations tend to be highly decentralized and use informal means of coordination and control. The reasons have to do with human bounded rationality. Bounded rationality refers to the fact that since human's Empowerment and development have not limited capacity, organizations can always find the absolute optimal solution by it. Adjusting to an international assignment can provoke feelings of helplessness in unprepared manager, who may have difficulty sorting out appropriate from inappropriate behavior. (Jain & et al, 2007, 43; Feghhi Farahmand, 2004, 201; Schmitz & et al, 2004, 235). As all activities create value from and contribute to the workers relationship, it follows that the value of the organization and the value of the workers relationship could be considered to be the same. Expatriate managers are removed from the comfortable environment of their parental culture and placed in a less familiar culture. The value chain is often criticized as a dated framework that is only applicable to manufacturing industries and considers marketing in a silo rather than encompassing the whole enterprise.
A management style that works at home may fail to produce the desired response abroad, or it may be even counterproductive. Workers relationships appear to be similar; there are enough subtle differences to discount using brand value as a substitute for the value of a workers relationship. In contrast, there are operation drivers that cannot be attributed to the brand but can have a significant influence on the workers relationship with a organization. For example, inertia is considered to be the single biggest driver of workers retention in the banking industry; clearly, this is not attributable to brand and therefore could be considered as part of the workers relationship value. Many organizations are becoming aware of the need to provide continued hands-on training rather than just pre-departure awareness training. In contrast to pre-departure training, post-arrival training gives global managers a chance to evaluate their stressors after they have encountered them. Documentary and interpersonal training methods have additive benefits in preparing managers for intercultural work assignments.

STRATEGIC BUSINESS VALUING PLANNING

In strategic terms, the organization may be governed by experienced senior managers. In this way, business systems that require sustained high levels of creative response will reward emotional intelligence over rational intelligence (Storey, 1994, 172; Feghhi farahmand, 2004, 452). At the top level in all professions and disciplines, both sets of skills are required to perform at the highest levels. To this point, the discussion has focused on the fact that coaching-based intervention strategies assist management in adapting to the more intuitive and fast-response aspects in its operations. Coaching as an emergent profession, however, is moving in the other direction (Perry, 2001, 73; Sahlman, 1997, 90; Stacey, 2000, 174).

It is progressing from a period in which right-brained intuitive judgments have been dominant to an evidence-based, left-brain rationalist approach. In corporate settings, where large investments in coaching programmers are underway, evidence is required to justify these expenditures.
Models of development that build logically among different experiences are required. The basic steps of strategic business valuing development that they are suitable for all of organizations are as follows (Storey, 1994, 365 and Feghhi farahmand, 2004, 428):
1) Strategic business valuing purpose: To develop strategic business valuing to strengthen the organization's customer related, operational, and financial performance.
2) Strategic business valuing scope: The strategic business valuing should include both short-term and long term goals and plans and a method to ensure that the plan is deployed and adhered to should be part of the management review procedure throughout the organization. These activities could be a separate procedure or included as part of this procedure (Storey, 1994, 27).
3) Strategic business valuing responsibility: The chief executive usually has control of these developments, deployment, improvement processes and all executive management should be personally involved in these processes (Storey, 1994, 39).
4) Strategic business valuing procedure: It should include the description of the timetable for strategy and strategic business valuing development should be including and how the development considers (Kirby, 2003, 98; Feghhi farahmand, 2004, 298):
- Customer requirements, expectation, expected changes, the competitive environment, financial, market, technological, societal risks, company capabilities, human resource, technology, research & development, supplier and partner capabilities.
- Information related to quality, customers, operational performance, and relevant financial data are collected, analyzed, and integrated into the strategy development should be included in this procedure. These should be compared with similar measures of competitors and or appropriate benchmarks (Storey, 1994, 81; Burns, 2001, 34; Chell, et al, 1991, 152; Goleman, 1996, 77).
- Strategies and plans are translated into actionable key business drivers.
- Business plan together with the key business drivers.
- Reviews to ensure that the business processes support the business plan.
5) Strategic business valuing continuous improvement:
- Describe the main types of data and information needed to support operations and decision making, and to drive improvement of this business process.
- The management and use of key performance measures should include periodic review for continued validity and need, as well as the analysis and use in process improvement. Factors in the evaluation might include completeness, timeliness, effectiveness, and reliability.
- Opportunities for improvement should be implemented by the business process or cross functional team (Kuratko et al, 2004, 58; Feghhi farahmand, 2002, 224; Storey, 1994, 98).
6) Strategic business valuing instructions: Within an organization there must be a constancy of purpose, an alignment or unification of goals, and consistency of processes, actions, information and decisions among organization units in support of these goals. Since the organizational opportunity finding is one of the primary documents describing these goals, it impacts all business processes in the organization. It is directly related to management review, customer satisfaction measurement and lists all job instruction related to this procedure (Nayak and Greenfield, 1994, 168; Steele, 1977, 65; Storey, et al, 1989). Management responsibility, quality system, document and data control, corrective and preventive action, handling, storage, packaging, preservation and delivery, control of quality records, internal quality audits, training, statistical techniques, continuous Improvement, manufacturing capabilities.
7) Strategic business valuing documentation: List all documentation of organizational opportunity finding program used in procedure.
8) Strategic business valuing flowchart: Since the procedure describes the steps and requirements of a business process, it is recommended that the flowchart of the process be included.
Evidence now suggests that corporate coaching programs promote individual initiative and self-responsibility, objectives aimed at by human resources development initiatives. Corporate coaching stimulates creative initiative among staff and increasingly management training is becoming focused on these forms of creativity. This creativity is taking many forms. For instance, theatrical performance training is now deployed in corporate settings.

Dramatic coaching uses many coach dimensions in its delivery, including body language, voice training, and facial communications. This training can be used in management development, alongside creative problem solving and team-based projects. In order to succeed at specific tasks, these disciplines require managers to expand their emotional communications and personal repertoires. Emotional intelligence is ranked as highly as logical thinking.

Performance in a management setting means learning to express powerful, even negative, emotions in ways that are received as positive by the organization. Management, in this perspective, becomes a performance-based profession, where the way in which a team leader expresses objectives and values is as important as the targets themselves. Gaining the sustained co-operation of fellow team members requires emotional leadership. Where such leadership is available, much forgiveness is afforded. Performance creativity in a manager links to conceptual creativity.

Therefore Strategic is a tern used by some to refer to what might be termed know-when and know-why. Although it seems reasonable to conceive of these as aspects of doing, it is difficult to envision them as being separate from that doing. In other words, we can separate out strategic knowledge only in the describing, not the doing. Consequently, strategic knowledge is probably best thought of as a subset of declarative knowledge instead of its own category.

STRATEGIC BUSINESS VALUING AND DEVELOPMENT AND ORGANIZATIONAL OPPORTUNITY FINDING

Compensation is the linkage between reward and employee satisfaction. Reward systems are concerned with two major issues: performance and rewards. Performance includes defining and evaluating performance and providing employees with feedback. Rewards include bonus, salary increases, promotions, stock awards, and perquisites. Strategic business valuing and development practices in general and compensations systems in particular have been shown to be highly related to organizational performance. International organizations have considerable discretion in the design of pay policies and the choices made have consequences for organizational performance. Overall, from the point of view of performance measurement and strategic planning, the value and definition of a organizational relationship with its workers may not be particularly relevant. It is more practical and beneficial to determine the value generated per workers from the assets employed in the organization to measure performance and plan for the future.

Organizations that are similar in terms of types of employees and jobs, product market, size, and so on may choose compensation system designs that differ in their effectiveness for attaining similar goals. Performance appraisal is defined as the process of identifying, evaluating and developing the work performance of the employee in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance. The terms performance assessment, performance evaluation and performance management are also used to describe the process.

It is important to stress that this study is confined to a sample of the organizational opportunity management of strategic business valuing in one part of the area of organizational opportunity searching zone. Further, the characteristics which have been measured can be grouped into environmental and strategic business valuing variables rather than those variables which measure attributes of the personality of the organizational opportunity management. It is also recognized that the relationships only significant at a relatively low level but this reflects, in part, the small size of our initial sample. Therefore useful conclusions can be drawn as follows:

1) Organizational opportunity finding is a characteristic of the strategic business valuing that there still remains a high proportion of organizational opportunity management of strategic business valuing who does not undertake organizational opportunity finding. organizational opportunity management characteristics and strategic business valuing variables can be an influence upon whether or not small strategic business valuing undertakes organizational opportunity finding when controls have been introduced for sector and size.

2) The key organizational opportunity management characteristics, associated with a greater tendency to undertake organizational opportunity finding, are a higher level of education, experience and running a business. Not unexpectedly, those organizations with growth strategies also tended to be business planners.

3) There was no evidence that previous management experience was linked to a higher propensity to business plan. That organizational opportunity management with management experience are somewhat cynical of the value of paper exercises and the writing of business plans.
4) Although this is a study of strategic business valuing in one zone, this paper has demonstrated that organizational opportunity management characteristics cannot be ignored in trying to understand the extent to which strategic business valuing display a commitment to organizational opportunity finding.
5) Success is most likely to come from approaches to that organizational opportunity management with the characteristics of planners but who are not yet planners. These are the organizational opportunity management who may be unaware of the benefits of organizational opportunity finding rather than outwardly hostile. However, organizational opportunity management characteristics are rarely in the public domain so such targeting becomes difficult.
6) Analysis of the environmental and strategic characteristics of organizational opportunity management identified a set of variables.
7) Gaining the sustained co-operation of fellow team members requires emotional leadership. Where such leadership is available, much forgiveness is afforded. Performance creativity in a manager links to conceptual creativity because the corporation's key competence, its business and industrial concept innovation capability index, is the key to success in a knowledge driven economy.
8) Where creative responses of many kinds are required, managers will prove to be at the heart of management excellence, which empower their colleagues and clients to expand their strategic business valuing performance and utilize a higher proportion of the strategic business valuing potential.

ORGANIZATIONAL OPPORTUNITY FINDING BY STRATEGIC BUSINESS VALUING AND DEVELOPMENT STRATEGY

Strengthening appraisal as perhaps the most central strategic business valuing and development function is required to justify a wide range of decisions such as selection, compensation, promotions and training. The concept of workers value discussed above for strategic purposes is very different from the accepted definitions applied by those involved in carrying out technical valuations for financial reporting. Classifies intangible assets into four categories:
1) Workers related
2) Marketing related
3) Technology based
4) Empower workers
Fewer employees work under individual incentive plans while greater numbers of individuals work under some type of group incentive system. A substantial body of evidence has focused on the impact of incentive compensation and performance management systems on group performance. For financial reporting, an intangible asset should be recognized as an asset apart from goodwill if it arises from contractual or other legal rights. Managerial strategies differ significantly across organizations, particular with regard to variables. Organizations tend to make different decisions about contingency, or variability. In general organizations implement incentive compensation systems that provide rewards to employees for meeting specific goals. An intangible asset may also be recognized only if it is separable, that it is capable of being sold, transferred, licensed, rented or exchanged.

ORGANIZATIONAL OPPORTUNITY FINDING BY OPPORTUNITY MANAGEMENT

Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. Performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance.
Strategic business valuing and development management feedback is essential in gaining the maximum benefits from goal setting. Without feedback, employees are unable to make adjustments in job performance or receive positive reinforcement for effective job behavior. The common approaches for valuing intangible assets, including workers-related intangibles, are as follows. Each method is based on strong, rational theory and yet, in practice, each method may produce starkly different values:
1) Effective approach; the historic cost is distorted by the time value of money and evolvement of the competitive environment. How much did it cost to create the asset or how much it would cost to replace it? Estimating value under the historic cost approach is simply a case of summing all capital

invested in creating the asset in question. In the case of a workers base, the historic cost could be considered as equivalent to the total amount of marketing investment expended.
2) Management approach; the amount paid for the asset or similar assets. In a new product or service market with relatively few competitors, economic theory suggests that workers acquisition costs should be relatively low before gradually increasing as the market for new workers becomes more competitive, forcing companies to capture market share from rivals in order to realize growth.
3) Strengthening approach; the present value of future cash flows, that is, how much income the asset will generate throughout its useful life, accounting for the time value of money and associated risk.
At all hierarchical levels and across all departments in a modern organization effective strategic business valuing and development means managing the above activities successfully in an international context. The organizational opportunity finding by strategic business valuing and development management functions is essential to a human resources manager job. The strategic areas and unit's level: where decisions are made by the general manager of the official organization unit and the other top organization leaders, and measures undertaken concerning the entire particular official organization and especially the future competitiveness of the organization and management of the whole organization system are addressed. Very often in corporations there are different official organization areas that may be at different development stages.

RESULT

In a strategic business valuing it is likely to cost considerably more to replace the workers base than it cost to develop originally. For this reason, the replacement cost of the asset may be deemed to be a more reasonable proxy for value. Estimating the costs required to replace an intangible asset, however, would be an extremely subjective exercise and would hinge on the estimated effectiveness of the marketing activities. Many of organizations have sustained their organizational opportunity finding by strategic business valuing and development management systems focus over time, although these investments may or may not be considered part of a long-term organizational opportunity finding by strategic business valuing strategy.
Organizational opportunity management on the basis of historic cost demonstrates the effectiveness of the marketing team rather than providing a robust indication of workers value. For example, one major hospital defines its organizational opportunity finding by strategic business valuing systems as the marketing databases and campaign management and considers distribution methods to be a separated systems investment area. Regardless of the basis for calculating costs, it is almost always true to say that the cost of something rarely reflects its worth. The principal weakness of the multiple excess earnings approach is that it is complicated to carry out. Furthermore, correctly identifying all the value drivers operating functions and intangible assets employed and calculating their respective functional returns and present values is open to distortion and inaccuracy due to the sensitivity of the valuation to key assumptions and source data. In the case of an acquisition, the excess returns will also include the value of any synergies resulting from the organization combination.
Different organizations have different priorities and varying amounts of funding to invest in organizational opportunity finding by strategic business valuing. Many of these organizations have sustained their organizational opportunity finding by strategic business valuing systems focus over time, although these investments may or may not be considered part of a long-term organizational opportunity finding by strategic business valuing strategy. For example, one major international bank defines its organizational opportunity finding by strategic business valuing systems as the marketing databases and campaign management and considers distribution channels to be a separated systems investment area. There were striking variations in strategic business valuing. An active search for new customers was characteristic of the majority high percent of the organization that admitted to an aim to increase their turnover. Clearly, within this group, there is a sub set of growth oriented organizational opportunity management whose propensity to undertake organizational opportunity finding might be contrasted with those who were content with their current level of business.
The latter may well belong to that group of organizational opportunity management often characterized as running lifestyle organization. From this overview of the selected organizational opportunity management characteristics and the strategies of the sampled organization, it is now possible to explore the extent to which these differing characteristics and strategies influence whether or not an organization engages in organizational opportunity finding.

The main focus is on the role of organizational opportunity management characteristics in influencing the propensity for organizational opportunity finding. Organizational opportunity managers who had extended their education were significantly more likely to organizational opportunity searching than those who had not.

CONCLUSION

The characteristics of the organizational opportunity management of the strategic business valuing are summarized shows amongst this organizational opportunity management, a distinction could be drawn between and those for whom their current business was their first organization and the majority were novice organizational opportunity management. Regardless of the organizational opportunity management, a significant number had gained managerial position before setting up own organization.

A striking feature of these organizations perhaps not surprising in organization based mainly on traditional industries is that high percent of the organizational opportunity management had grown up in industrial area. Managers have too many successful measures, and a simplified set with fewer yet more important metrics would lead to superior successful. Successful management systems are hindered by too many low-level measures. The key issue is whether the strategic business valuing wants to make use of these relationships in the way it manages customers or not, and whether a given customer wants to be an actively managed relationship with the service provider, or not. Organizations compete with the quality level of their operations. An organization, which can not manage operations competition, will have problems surviving. In order to be able to do this successfully, the organization has to view its business and its customer relationships from a service existence.

A significant finding from this study and own experience is that many issues remain unrecognized for far too long after they are first identified. Valuing intangible assets, in particular workers-related intangibles, is clearly not a straightforward exercise. Each valuation method prescribed by accountants has different strengths, weaknesses and complexities and yet none are able to provide an indisputably accurate and reliable value. Although these values are not as robust as we would hope, it is certainly better to attempt to attribute value to intangible assets than classifying everything as goodwill.

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