

CREATIVITY IN MANAGEMENT OF TRANSPORT ENTERPRISE

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ABSTRACT: *The ability of modern enterprise management means to take advantage of unexpected change promptly and better as competition. The function of management in transport is to know dominates the internal and external processes thus the transport enterprise has the success in this environment. Transport management concentrates on assessments of measures of the requirement for convenient transport, the requirements for a particular type of transport and transport service and maintaining the existing market for transport. So transport management examines present situation of transport market and also orientation of next demand trends and opportunities of customer satisfy requirement. The papers deals about implementation of creativity in transport management, which connects with all processes of change that bring a lot of unknown and which present uncertainty, risk and growing potential for conflicts.*

KEY WORDS: *creativity; management; transport; manager; enterprise; creative technique*

JEL CLASSIFICATION: *M10, M21, M54*

1. INTRODUCTION

Trends in transport, transport management and influences of changed passengers' requirement in transport process are focus on increase of transport quality. Also these factors help to contribute of development and utilization of the latest information and communication technology in transport process. The new technology (information and communication) allow creating new services with high added value for users with aim to assign increase safety, reliability and transport services quality with aspect to guaranteed economical and time efficiency of realized processes and reduction of transport negative influences to ecology.

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2. POSSIBILITIES OF USING CREATIVITY IN TRANSPORT MANAGEMENT

Enterprise in transport is influenced by a lot of factors which influence on the results of transport enterprise. The whole process of the determination of the development to future of enterprise in transport is a whole complex of manager skills, abilities, knowledge and technologies. It is especially about managers, who have to place a basic role of transport companies so that a product of transport will get to a customer for the fulfilment of optimal conditions. It should also contribute to the fulfilment of the strategic aims that is the orientation on the quality and completeness of transport in the relation with the orientation on the customer and application of the latest knowledge from the research.

Creativity consists in searching and accepting unconventional ways, new ideas and original solutions. It is irreplaceable where quality improvement, competitiveness and changes in specific scope are needed

All managers in transport enterprise need to create organizational environments in which their own than consists of five environmental components which affect creativity in enterprise (encouragement of creativity, autonomy, resources, pressures, organizational impediments to creativity). Utilization of creativity can be benefit for enterprise and also for their employees. As with innovation, this can be done in the following ways:

- expecting creativity,
- expecting and tolerating failure,
- viewing problems as challenges,
- providing creativity training,
- providing support,
- rewarding creativity,
- modelling creativity.

Organizational creativity may at times be best conceived of in non-linear terms while, in other cases, it may unfold in a more straightforward and sequential manner. Thinking of organizational creativity in more processual terms therefore puts pressure on practicing managers to think outside the specific organizational model they are in charge of (Styhre & Sundgren, 2005).

Manager creative work or process is impacted by many blockades and barriers. In particular:

- *barriers of job* (job place, limiting paradigms, inappropriate mental models, time factors, definition of problems),
- *perception barriers* (the attention is focused on details, being unable to widen the perspective),
- *physical barriers* (tiredness, bodily, condition of environment, non flexibility),
- *barriers of culture and environment*,
- *subjective barriers* (shyness, fear to make mistakes or to be laughed).

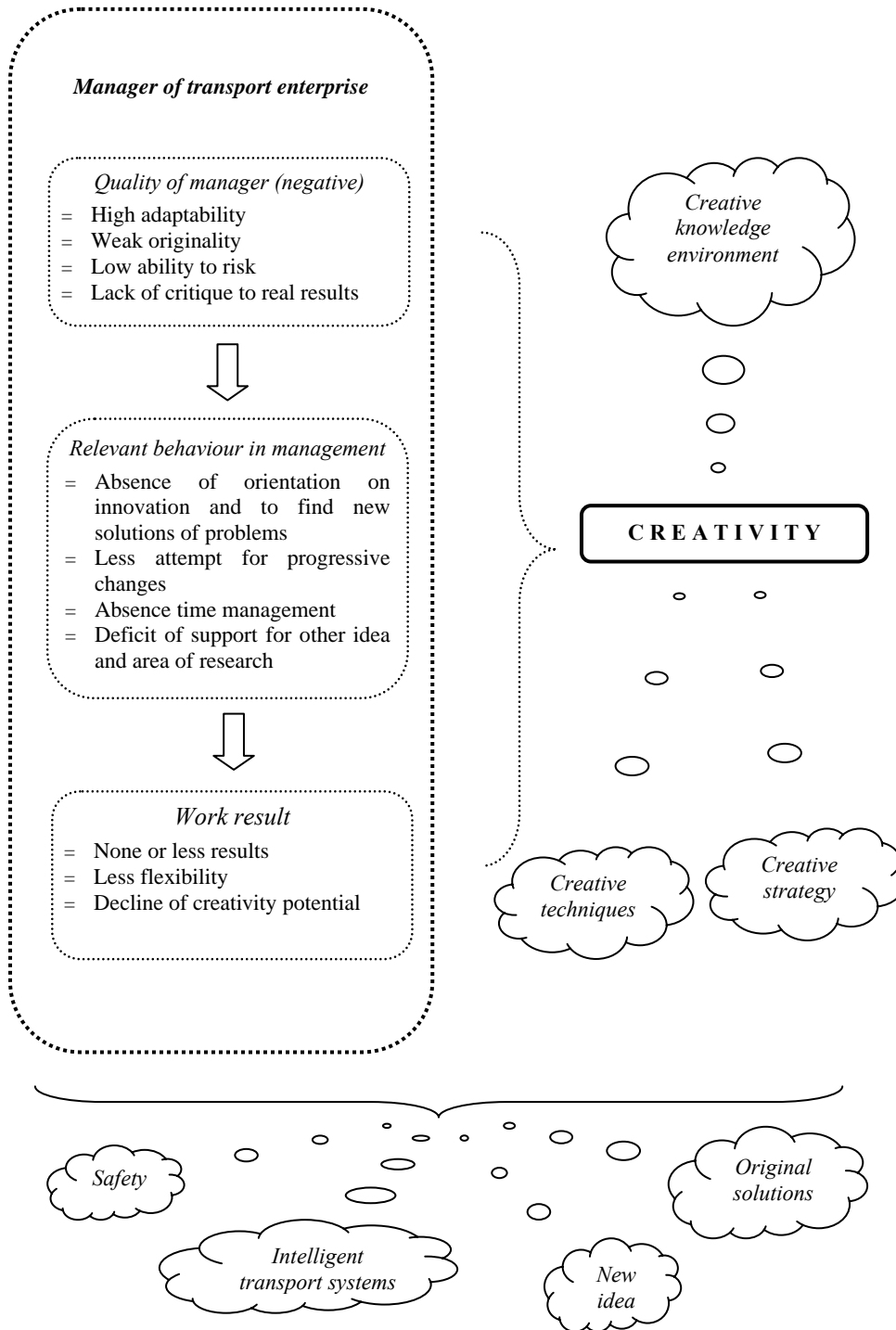


Figure 1. Influence of Creativity to Manager in Transport Enterprise

For elimination of these factors is necessary:

- to create the good creativity climate that is the possible to understand at summary of internal condition impact propitiously or blockade on creativity performance of person or group,
- or application of creative techniques.

Creative techniques are methodology procedure to support human potential to searching of new ideas. Better result that using structure procedure will be with using creative methods and also these methods will be used to go through creativity barriers (Dicová, 2008).

Table 1. View of creative techniques

<i>Creative techniques</i>	<i>Characteristic</i>
<i>Synectic methods</i>	= introduces association of seemingly don't related elements,
<i>Scenarios</i>	= models different variants of future trends and also that, which for now are not actual, = result is chronological occurrences schedule,
<i>Morphologic methods</i>	= introduces systematically-analytic procedure of searching new ideas,
<i>Bionics</i>	= technique and also art how solving complicated tasks by knowledge from biology, = indication is transfer of analogies from nature to social and technical problems,
<i>Techniques of systematic questioning</i>	= enable thorough knowledge, specification of all possible factors of entered problem = serve new impulses to finding, to creative orientation in problems,
<i>Visually methods</i>	= using graphic and pictorial representation of ideas, exercise colours, symbols and informal procedures of creation,
<i>Analogies</i>	= exercise to experience of routine thinking schemes = analogies will be chosen from similar area, that is problem and it will be pictures, procedures, acts and will be analysed from view of structure, function, aspects, surrounding connection, behaviour,
<i>Brainstorming</i>	= methods to finding of new ideas, that using teamwork and cheer to free associations that eliminated limits to problem solving,
<i>Delfts methods</i>	= is based on anonymous proposal and together officiating of individual members team opinions that after few parts of revise attitudes will allow reception team consensus to problem solving.

Creative strategy consists of the guidelines for the thoughts, feelings, and impressions that are communicated with advertising and other marketing communications that help to transport management to increase of transport attractiveness for customer and generates opportunities to achieve of competition advantage (Dicová & Ondruš, 2010)

Creative knowledge environments mean the environments in which new knowledge is produced by people, especially in their work settings. Creative knowledge environments (CKEs) are those environments, contexts and surroundings the characteristics of which are such that they exert a positive influence on human beings engaged in creative in creative work aiming to produce new knowledge or innovations, whether they work individually or in teams, within a single organization or in collaboration with others.

3. CONCLUSION

Strategy of human potential development is increasingly aimed and speaks highly of task and active resources asset in present. The active resources asset consists in human potential abilities and knowledge. Implementation and development of creativity in a lot its aspects are mainly in contact with human potential, partly in connection with individuality quality or by support its development. The creativity will be feasible resource that has economy results in all enterprise management (Dicová, 2008).

An ability of managers to implement of creativity and creative techniques in decision-making presents potential solutions which contribute to the regulation of phenomenon in a near future to a successful operation and development of a transport enterprise. The efficiency, prosperity and a whole success of enterprise in transport depend on these solutions.

Competitive ability of transport enterprise provided service increase with interest in provide services that ensure of realize basic customers objects that are oriented to safety, quality, reliability and also economic acceptability.

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