

| *Jarosław Plichta*

# Management Costs as a Manifestation of Transaction Costs in Hierarchical Structures for the Coordination of Production and Exchange Processes

## Abstract

According to the assumptions of representatives of institutional economics, enterprises as market institutions exist due to the existence of transaction costs in the processes of market exchange. The hierarchical structures of enterprises limit their occurrence and thus they are by definition more effective than the coordination of exchange by a market mechanism. The creation and maintenance of such structures also bring about costs. These are generally management costs, some of which are transaction costs. They result from imperfections of internal processes, information asymmetry, the division and establishment of property rights, opportunistic behaviour or specific resources involved in these processes. The article looks at the problems of management costs perceived from the institutional point of view, as transaction costs and an indication of the broad applicability of this approach, especially in the context of new phenomena and processes based mainly on modern technologies and the mechanisms of co-creating value. The considerations are of a conceptual character and are based on the achievements of various scientific disciplines.

**Keywords:** management costs, transaction costs, new institutional economics, process management.

**JEL Classification:** D23, L14, L22.

## 1. Introduction

The existence of enterprises, according to R. Coase, one of the forerunners of the institutional trend in economics, is the result of the existence of market transaction costs. These costs are reduced by creating hierarchical coordination structures as an institutional response to the failure of the market mechanism. This does not mean that transaction costs, which in addition to production costs make up the total operating costs of entities, are eliminated. They are by default lower than the costs of market exchange. The structures based on the criterion of effectiveness are, as a consequence, characterised by lower transaction costs and greater efficiency. This makes it possible for them to survive and develop. The market and enterprise are treated in accordance with these assumptions as alternative exchange mechanisms that manifest themselves in the diversity of forms in a hybrid system from the perfect market to pure monopoly. The variety of forms is bound, according to institutionalists, with imperfections (frictions) of exchange processes that reduce effectiveness. It is assumed that production technology is widely available, which is not a legitimate assumption.

The aim of enterprise is to reduce the “friction” in the exchange mechanism. In the light of these assumptions, business management can be defined as a set of activities and processes aimed at reducing transaction costs through specific rules for the cooperation of entities that decide to exchange property rights with resources at their disposal. Management actions are simultaneously charged with costs that arise from the establishment and functioning of the exchange mechanism within organised structures. The increase in transaction costs is one of the reasons for the decline in the effectiveness of operations as the size of enterprises increases.

The aim of the article is to approximate the problems of management costs, as transaction costs perceived from the institutional point of view. It also indicates the broad applicability of this approach, especially in the context of new phenomena and processes based mainly on modern technologies and the mechanisms of co-creating value. Based on achievements in various scientific disciplines, the paper is theoretical in character.

## 2. Cost Problem in Management Theory and Practice

The category “cost” is one of the basic concepts in economic sciences. However, it is defined in a variety of ways, and formulated definitions of costs often lack a strong theoretical basis (*Teoria rachunkowości...* 2014, p. 195). The basis for the existence of costs is the principle of minimising the activity taken from the natural sciences in the 15th century by G. W. Leibniz. In his

comprehensive theory, Leibniz linked many metaphysical, religious, logical and sociological aspects. His concept of substantialism therefore contains four theses about substance and its characteristics. Aside from the changes evoked by the structure of substances, there is also a second reason. Substance is goal-oriented. These two reasons for changes stay in harmony with each other

This principle is one of the basics of the approach to the problem of operational efficiency in the sciences of economics and management (Ziębicki 2014, p. 21). The economic issues related to costs in various economic concepts have been based on the achievements of classical and neoclassical economics for a long time. They usually refer to the sphere of production and are based to a large extent on the price mechanism as the basis of their measurement. In economic considerations, a lot of space was therefore devoted to resources (land, money or labour), their properties, values in time and the role they play in the transformation processes. The sphere of exchange regulated by the price mechanism (with the exception of international exchange) and the sphere of consumption (apart from the very concept of consumption and consumer surplus) did not constitute a fundamental stream of considerations in the initial phases of economic development. Costs were, in a sense, the residual category of different theories and concepts related to the input and use of resources in manufacturing processes and exchange. Frequently, aggregate quantities such as supply or demand were used, treating processes at the microeconomic level as the effect of perfectly functioning adaptation mechanisms within the framework of the “black box” construct.

This also applies to management sciences, although there the factors of the failure of neoclassical assumptions, which mainly concern the impact of human resources on management and production processes – e.g. the problem of alienation, productivity, efficiency, motivation and work ergonomics – are identified relatively early.

Improving organisational structures and working out business strategies was another problem. Admittedly, the influence of these factors on the efficiency of operations was indicated by default, though the problem of costs was not explicitly in the mainstream of considerations. A new look at the cost of management and efficiency emerged along with the development of the analysis of competition, cooperation and corporate governance processes. Going beyond the traditionally defined boundaries of enterprises was a step towards taking account of the sphere of exchange in management processes, which undoubtedly took place under the influence of other disciplines, such as sociology and new theoretical trends in economic sciences, e.g. the New Institutional Economics (NIE), whose microeconomic aspects O. E. Williamson started to develop at the end of the 1960s. Among the main NIE trends, the following are also developed: the theory of transaction costs, agency theory and the theory of property rights, aspects related to

management and its costs emerging mainly in transaction processes, conclusion and performance of contracts and transfer of property rights in intra and inter-organisational relationships.

It is difficult to find direct references to cost issues in the work of representatives of organisation and management theories from the second half of the 19th century to the end of the 20th century. However, in the current achievements of organisation and management, a number of inspirations and premises about the legitimacy of using the institutional approach and the theory of transaction costs in this area can be found. At the end of the 19th century, the neoclassical economics of the company and organisation and management started to develop on the basis of the microeconomic approach (Martyński 2002). The development of enterprise science was initiated by changes in the economic structure, where production companies were created and developed as a result of the industrial revolution. Regardless of the role that neo-classical economists such as J. Schumpeter ascribed to enterprise, entrepreneurs, and their development, problems related to the selection and allocation of resources within internal enterprise structures began to emerge. In addition, there was the problem of dividing and redistributing property rights (joint-stock companies) and separating property from management. The development of management science, initiated in the second half of the 19th century, focused to a large extent around the above-mentioned principle of minimising operating costs in various areas of business operations (Griffin 2009, p. 40).

The first combination of practical and theoretical knowledge created the basis for the development of two approaches in the organisation and management of enterprises: scientific and administrative (Griffin 2009, p. 42). The research and implementation work concerned both individual workstations, their optimisation and coordination, e.g. F. and L. Gilbreth and F. W. Taylor, as well as problems of managing an entire organisation, e.g. H. Fayol and M. Weber. The emphasis on productivity and work efficiency as well as the coordination of management processes was an important cost and efficiency aspect. Their researchers aimed mainly at synchronising human resources and material resources in an effective production and distribution process, emphasising structural aspects, e.g. the concept of M. Weber's bureaucracy.

On the basis of the theory of monopoly, oligopoly and perfect competition, research on the relations between market entities has also developed. The main areas of interest of the broadly understood science of enterprise in the 1920s and 30s included (Komańda 2012, p. 177):

- individual types of enterprises and their functional departments,
- specific issues of the economy of enterprises (e.g. costs, advertising, office organisation),
- business relations between enterprises and with the purchase and sales markets,

- the essence and classification of enterprises,
- organisation and management,
- the impact of the company goals on organisational structure,
- enterprise size,
- the analysis of work and material resources,
- control issues,
- the analysis of profitability.

At the same time, the limitations associated with dynamic industrial development and the consequences for the functioning of the organisation were also recognised. This mainly concerned human resources. As the fields of psychology, sociology and medicine developed, research and conceptual work began under the so-called behavioural sciences and the direction of interpersonal relations. The work of E. Mayo, Y. Maslow and D. McGregor contributed to the emergence of organisational behaviourism focusing on behavioural aspects of management. Importantly, attention was drawn to the organisation as a structure of relations and behaviours of people who create it and factors that shape it, such as motivations or values (Griffin 2009, p. 45). Undoubtedly, the science of management at the earliest took on the theme of costs having psychological and social background.

The era of world wars certainly influenced economic development. Independently of the negative and destructive influence of the Second World War on the economy and social life, technological development and the invention of new management methods supporting military operations, including logistics, took place. At that time, a quantitative trend in management was developed based on operational research and mathematical methods supporting management. The problem of gathering a large amount of information on both internal processes of enterprises and external actions was already observed. The increasing flow of goods and people required the development of methods and computational tools supporting management both in time and in space.

In the second half of the 20th century, the problems of market failure and regulatory mechanisms were more widely recognised. This was related not only to globalisation, but also to the growing consumption sphere and the differentiation of behaviour on the part of buyers. This important impulse triggered the development of concepts that explained the need to adapt the sphere of production to the sphere of consumption. With consumers playing a key role in economic processes, the concept of marketing developed, and remains one of the basic orientations in the activity of enterprises (Borden & Kotler 1973). The marketing orientation of enterprises has determined the approach to both production processes and exchange processes as integral elements of value creation, whose final destination is the end buyer. This fundamental change in the approach has also posed new challenges in the mechanisms that condition the effectiveness of these processes. One of them is

undoubtedly the issue of costs, the concept of which evolves, adapting to the increasingly complex nature of economic and social processes. It has also resulted in the development of concepts that have been drawn together in the area of management, combining the system and situational approach. They assume a holistic approach to organisational problems as a bundle of processes, interactions and relationships of various resources, emphasising increasingly the importance of knowledge and information in managing a modern enterprise.

The processes of globalisation and the development of modern communication and information technologies (CIT) have not diminished interest in the search for optimisation methods, increasing the effectiveness or value of the organisation and management processes (Nowosielski 2009, Stabryła 2012). These have provided an important impulse for the development of such solutions that would improve company operations, including: TQM, re-engineering, lean management, process management and project management (*Współczesne...* 2011, Perechuda 2000, Zimniewicz 1999). Since the 1980s, there has been an intense development of methods for increasing management efficiency based on an integrated organisational analysis called performance management, as well as a balanced scorecard or benchmarking (Ćwiklicki 2005, Ziębicki 2007).

Contemporary challenges facing the field of economic sciences have given rise to broad discussion regarding the identity of management sciences, the scientific method, the status of theoretical reflection and the need to develop new paradigms (Sułkowski & Czakon 2011, p. 164). The development of network structures and concepts based on modern technologies, such as the sharing economy or mechanisms extending the classic chain of value creation for co-creation by consumers, poses new challenges for management, analysis and the evaluation of the efficiency of these processes. Although costs on the consumer's side were taken into account in calculating the value they received, they were not treated in a similar way as other entities involved in creating value by enterprises. This new perspective also raises questions about the boundaries of contemporary enterprises with the service function being dominant in the creation of value, based on the concept of Service Dominant Logic (SDL) (Vargo & Lusch 2016, pp. 5–23).

The postulate of integration of areas and areas of science, raised on the one hand by the various scientific communities and, on the other, a critical approach to current scientific achievements, led to the creation of the interpretative-symbolic paradigm, the paradigm of radical structuralism and the postmodern paradigm. These new ideas and concepts have introduced various cognitive assumptions into the theory of management, which assume contradiction, incommensurability, integration and the intersection of paradigms (Sułkowski & Czakon 2011, p. 176). This allowed us to open up to many new perspectives and research perspectives, which also include a neo-institutional school that exposes dynamic relations

between the organisation and its context (the environment), treating the organisation as a process of continuous cooperative and competitive adaptations. New research directions emphasise the more cultural, social, network and ecological dimension of problems in contemporary organisations, such as: actor-network theory, citizen-enterprise approach, social entrepreneurship, diversity management, and management on the experience market (*Nowe kierunki...* 2012, p. 14). It is undoubtedly an extension of the research perspective in management for qualitative elements that also poses a major challenge to management accounting and controlling.

### 3. Limitations of Existing Cost Accounting Systems

The problem of identifying transaction costs results from a different, contractual approach to economic processes, on the one hand and the inadequacy of the current system of measuring and recording costs, including management costs, on the other. For companies operating globally and using new online business models based, the traditional full cost account and the rules of their records are no longer sufficient in the management of complex value chains. The development of CIT and the new methods of integrated management of an MRP, ERP or CRM type based on them yield greater opportunities for both the collection of information, its processing and use in decision-making processes.

On the basis of the criticism of existing solutions, new cost accounting systems have been created. Among them is ABC (Activity Based Costing) and accounting of processes. These systems make two things possible: to create more realistic information about a product's full unit cost than traditional systems and to develop a process approach in enterprise cost management in the conditions of using modern production technologies, high level indirect costs and manufacturing of multi-variant products in variable length series (Sobańska 2011, p. 125). Some improvements to this system were introduced in the 1970s in Germany under the name GPK (*Grenzplanungskostenrechnung*), which was developed by W. Kilger and H. G. Plaut.

GPK is based on the planning and control of costs and the calculation of product costs centred around responsibility centres (costs). The second principle is the distinction between fixed and variable costs in each of the individual cost centres. Similar systems based on the identification of cost centres were also introduced in other countries, but not on the same scale (Cooper & Kaplan 2000, p. 51). These systems, however, do not take into account the complex processes of creating value in the enterprise, including values for the client and the value of the client, and thus do not allow for measurements such as DPR (Direct Product Rentability) or customer profitability CP – Client Profitability (Epstein, Kumar & Westbrook 2000) or CPA – Client Profitability Analysis (Holm 2012).

The latter approach is related to the Customer Lifetime Value (CLV) concept and analysis, in which, in addition to potential spending opportunities by a given customer, costs and costs related to investments and maintenance of relationships are taken into account. Admittedly, attempts are made to adapt the current profit and loss account system to conduct such analyses, but they assume the creation of various types of distribution keys for general management costs or sales costs (Gabrusewicz, Sowińska & Poetschke 1996). They also assume the possibility of linking marketing outlays with the revenue realised by a specific client, which in practice is not so obvious in the multichannel or omnichannel concepts currently used by many companies. This problem is particularly evident in relations with the final customer, i.e. the consumer.

While the exchange between entities is based on more or less consolidated and formalised unified characteristic actions, e.g. for a given group of co-operators, supported additionally by cost accounting and information flow systems, in the relations with consumers there is a problem with determining not only the expected benefits, but also costs, i.e. net value. Therefore, the proposed new approaches in management accounting, which take into account the cost of measuring customer value and customer value in the calculations, are usually based on the gross value for the attributes of goods and services, product life cycle and customer life cycle. This consequently enables the measurement of customer's profitability and assessment of the impact on goodwill (Łada 2011). However, it does not take into account the limited information value of the price in the calculation of costs, assuming a complete lack of availability of the relations and exchange processes. Therefore, it is mainly the problem of identifying the factors and measuring the costs of these processes. Taking into account the concept of stakeholders, the number of relationships in which an enterprise remains with its external and internal clients (employees) is very large, which significantly hampers not only the measurement of value, but also the coordination of activities within these relationships.

#### **4. The Problem of Identifying and Operationalising Transaction Management Costs**

D. C. North and J. Wallis conducted studies to identify transaction exchange costs in an aggregated manner on a macroeconomic scale. They sought to define the transaction sector, contrasting it with the production sector. According to D. C. North and J. Wallis, transaction costs are all costs related to exchange, and thus the costs of performing a transactional function. Production costs are costs related to transforming production factors into finished products, and thus the costs of performing the production function (Williamson 1998, p. 15). The functioning of the transaction sector requires the consumption of resources in



the form of labour, land, capital and management personnel involved in organising the exchange. According to D. C. North and J. Wallis, the transaction sector only takes into account the costs recorded by business entities. Some of the costs raised by individual buyers remain outside the sector's accounting. The records still include costs incurred in connection with the use of entities supporting the execution of transactions, e.g. notaries.

The model assumes the division of the transactional sector of the economy into public and private. Within each, there is a transactional and non-transactional industry. The consumption of resources used for the transactional function is estimated by calculating the share of remuneration of non-transactional industry employees in individual industries and adding it to the cost of the resources consumed by all branches of the transaction industry. In the public sector, the measurement is handled similarly, dividing government activities into transactional and non-transactional ones. Based on the historical analysis of the American economy, almost half of GDP is the transaction sector (Hardt 2009, p. 96). Its size grows with the increase in the number of city dwellers, the growing share of industrial products and services in population consumption, the increasing amount of government spending and the growing size and number of enterprises. This results in an increase in the number of transactions in the economy, and the opportunities to increase specialisation, which are growing thanks to the fact that technological progress requires more interaction between economic entities.

However, it is difficult to estimate the impact of changes in the measurable sectors on the transaction costs not recorded and the impact of the institutional environment on their increase or decrease. D. C. North and J. Wallis do not provide a measure of all transaction costs in the economy, but only a measure of the amount of expenses related to the operation of the transaction sector, which is a significant limitation of the model (Langlois 1989). As D. C. North and other researchers have confirmed, the main barrier to its development are deficiencies in the current accounting system and records in business and public activities, which does not include the division into production and transactional parts.

This problem has also been highlighted by researchers in the field of accountancy. One of the main criticisms of Transaction Costs Theory (TCT) is that production costs and transaction costs are not clearly defined or delimited (Sobańska 2010, 2011). H. Mathiesen and others have attempted to operationalise and link transaction costs with production costs from the point of view of their measurement in the current accounting system and cost records. Table 1 shows H. Mathiesen's decomposition of costs.

Difficulties in estimating the volume of transaction costs not passing through the market have meant that the growing share of the transaction sector in GDP cannot be unambiguously interpreted from an economic point of view (Wang 2003, p. 4).

This lack of information has led companies to develop a methodology for the costs of setting up and running a business. That method, called Doing Business, is now used by the World Bank (Business 2017).

Table 1. Decomposition of Costs

Basic Division of Costs	$KC = KP + KT$	$KC = zK + zP$	$KC = KZ + KS$	$KC = Ks + Wp + I + Ex - Im$
Shortcuts	$KC$ – total costs $KP$ – production costs related to input-output transformation or direct production costs $KT$ – transaction costs related to exchange processes or indirectly to production costs	$KC$ – total costs $zK$ – capital or resources used for cash transfers $zP$ – labour resources or resources related to remuneration	$KC$ – total costs $KZ$ – variable costs depending on the scale of production $KS$ – fixed costs independent of the scale of production in certain time intervals	$Ks$ – consumption $Wp$ – public spending and investments $Ex$ – export $Im$ – import
Examples of cost components	$KP$ – including costs of materials and remuneration of production staff not related to repair and maintenance of equipment $KT$ – including management, monitoring and administration costs, marketing, accounting, repairs and maintenance as well as customer service	–	$KZ$ – energy, costs of raw materials, semi-finished products $KS$ – fixed personnel costs, buildings, machinery and equipment	–
Area of application of TCT	Explanation of relations between environmental factors and a hierarchical internal structure. It provides tools for making adaptive decisions and optimising organisational efficiency	At the micro level. Using the production function to analyse the general balance from the point of view of specialisation and exchange as well as competitive advantage	At the micro level. Partial use in the study of the balance between maximising company profit and consumer surplus. Application in accounting	At the micro level. By explaining the interaction at the micro level, the possibility of prediction on the meso- and macro level

Source: Mathiesen (1997–2002 as cited in: Shah 2007, s. 73).

Difficulties estimating non-market prices and market transaction costs reveal the significant limitations of the “exchange field”, which identifies costs at the time of its occurrence, but does not take into account the situation when it does not occur (*ex ante* costs). When it is realised, on the other hand, costs are incurred *ex post*. The sources of transaction costs can be traced to the limited rationality of the decision-making entities and the disloyalty of transaction partners. These cause both competition and cooperation to take place in uncertain circumstances. In addition, the transaction processes are connected with the establishment and transfer of property rights. This brings about additional transaction costs. To reduce the influence of these factors on transaction costs, the entities create the institutions, e.g. enterprises. The relationship between transaction costs and institutions with a range of activities results in a variety of these costs, which provide the basis for the type of cooperation of contracting parties (Zbroińska 2013, p. 167). Considering the difficulties in defining the boundaries of enterprises and modern business models based on competing value chains, it is difficult to clearly divide the costs related to management and exchange, although such attempts are made (Table 2).

Table 2. Intra-firm Transaction Costs

Types of Costs	Problem	Solution
Gathering information	Comprehensive functioning of the company	Information system
Communication costs	Difficulty communicating	Communication system
Management costs	Unclear division of tasks	Organise hierarchy
The cost of supervision	Opportunism, picking contracts	Implement motivational and control systems
Costs of implementation	Unrealised property titles	Find an agreement, including third parties

Source: Małysz (2003, p. 328).

Separating company costs from the costs of exchange is extremely difficult. For example, the costs of customer relationship management concern both internal processes (e.g. updating a database or obtaining information from other subsystems or the complaint process) and external processes, such as the customer service or sales. A similar problem arises with the distinction in sequential transactions between parties of *ex ante* and *ex post* costs, taking into account the evolutionary nature of these relations.

Management costs arise in every hierarchical structure due to the existence of a relationship between the supervisor and those he or she supervises, in which the value of a given unit is exchanged for income (benefit). Additional costs result from activities related to establishing and modifying the organisational structure.

Table 3. Intra-corporate *Ex Ante* and *Ex Post* Transaction Costs

Costs <i>Ex Ante</i>	Problem	Solution
Search costs	No contact between the seller and buyer	Advertising, mediation
Specification costs	Indefinite characteristics of the subject of exchange	Agreement on properties, including experts
Costs of gathering information	Opaque markets	Comparison of inefficiency prices
Costs of conducting negotiations	No agreement as to prices and conditions	Negotiations, prepare contract, sign contract
Management costs	Unclear division of tasks	Organise hierarchy
Costs <i>Ex Post</i>	Problem	Solution
Overseeing costs	Uncertainty about the fulfilment of the obligation	Control, concessions regarding time and payment, quality measurement
Costs of implementation	Unrealised property titles	Inclusion of third parties (courts, arbitrators)

Source: Małyśz (2003, p. 328).

The transaction costs (agencies) of this type often include the costs of ownership supervision, organisation of work or control. The difficulty in shaping an effective ownership and management structure is in finding the appropriate agency and delegation of powers (Fig. 1).

Transaction costs are revealed in a cross-section of the function and management process. Planning activities are focused to a large extent on reducing risk and uncertainty and preparing the organisation for contracting resources. They are *ex ante* costs and aim to minimise *ex post* transaction costs of contract performance at the organisational, coordination and control stages.

A similar problem arises in the public sphere, where transaction costs relate to the transaction of supplying public goods in which a collective superior occurs, and the subordinate is an individual entity. These costs accompany the processes of creating general-purpose institutions, providing public goods, making political decisions, and in particular maintaining organisations that carry out these activities (Zbroińska 2009). According to W. Stankiewicz, in a comprehensive model of transaction costs, the following can be distinguished (Stankiewicz 2012, p. 159):

- costs of searching for alternative resource allocations,
- time and expenditure on acquiring information about prices and contractors,
- settlement costs – financial institution commissions,
- measuring costs – expenditures for measuring and determining the physical characteristics of products and related expenses for experts,

- costs of concluding contracts – time and costs of negotiations and the required procedures;
- costs of specification of protection of property rights – fees of legal services and participation in financing the public and legal institutions;
- costs of opportunistic behaviour – insurance costs, court proceedings, profits lost due to the opportunistic employees.

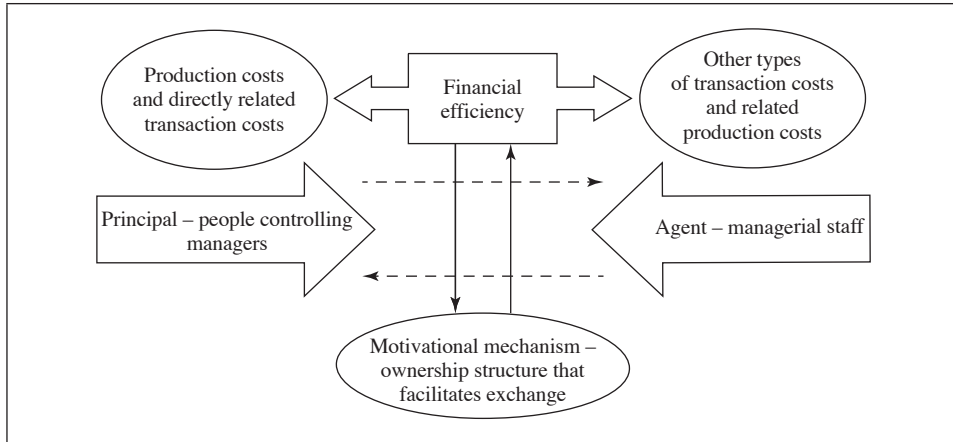


Fig. 1. Transaction Costs as a Corporate Governance Problem

Source: Mathiesen (1997–2002 as cited in: Shah 2007, p. 75).

These exemplary classifications of transaction costs clearly indicate a large methodological diversity, and thus the difficulty of using them in empirical research. This applies not only to problems with the separation of production costs from transaction costs, but also to the methodology for measuring them and comparing results. These difficulties are behind one of the basic objections to Transaction Costs Theory (Fischer 1993, Langlois 1989, Richter & Furubotn 2003).

## 5. Summary and Directions of Further Research

Modern processes related to organisational management are increasingly going beyond the traditional understanding of enterprise boundaries. This is manifested by various types of network structures or hybrid cooperative systems, such as franchise systems. The issues related to transaction costs discussed in this article clearly indicate their close relationship with management costs. However, they were not in the spectrum of management studies, leaving this problem of accounting and finances. A brief description of the limitations of existing cost

accounting systems does not provide sufficient grounds for identifying and measuring these costs. That assessments of the effectiveness of management activities is often based on the analysis of performance rather than activities is a limitation. It seems that broadening the management issues, especially in the praxeological aspects by elements of transaction costs, would make it possible to develop a methodology for measuring management costs. This would require the identification of processes and transactional activities carried out on the basis of various types of formal and informal contracts under various ownership structures and the determination of the friction that exists between them. This in turn would make it possible to determine the size of transaction costs and thus the efficiency of operations and, further, would allow aggregation of results on a meso- and macroeconomic scale. Such research should concern various value creation chains and business models using qualitative and quantitative methods.

## Bibliography

- Borden N. H., Kotler P. (1973), *Marketing Management: Analysis, Planning and Control*, "Journal of Marketing", vol. 37 (1), no. 110, <https://doi.org/10.2307/1250783>.
- Business D. (2017), *Equal Opportunity for All*, International Bank for Reconstruction and Development, The World Bank, [doingbusiness.org](http://doingbusiness.org), Washington.
- Cooper R., Kaplan R. (2000), *Zarządzanie kosztami i efektywnością* (Managing costs and effectiveness), Dom Wydawniczy ABC, Kraków.
- Ćwiklicki M. (2005), *Ewolucja zrównoważonej karty wyników* (The evolution of the balanced scorecard), "Przegląd Organizacji", vol. 6.
- Epstein M. J., Kumar P., Westbrook R. A. (2000), *The Drivers of Customers and Corporate Profitability Modeling, Measuring and Managing the Causal Relationships*, "Advances in Management Accounting", vol. 9.
- Fischer M. (1993), *Neue Institutionenlehre als Antwort auf Kritik an der Neoklassik* (in:) *Make-or-Buy-Entscheidungen im Marketing*, Springer Nature, Gabler Verlag, Wiesbaden.
- Gabrusewicz W., Sowińska A., Poetschke H. (1996), *Rachunkowość zarządcza* (Management accounting), Wydawnictwo Akademii Ekonomicznej w Poznaniu, Poznań.
- Griffin R. W. (2009), *Podstawy zarządzania organizacjami* (The fundamentals of organisational management), Wydawnictwo Naukowe PWN, Warszawa.
- Hardt Ł. (2009), *Ekonomia kosztów transakcyjnych – geneza i kierunki rozwoju* (The genesis and development of transaction costs economics), Wydawnictwo Uniwersytetu Warszawskiego, Warszawa.
- Holm M. (2012), *Customer Profitability Measurement Models: Their Merits and Sophistication across Contexts*, Copenhagen Business School, Frederiksberg.
- Komańda M. (2012), *Bogactwo w klasycznym nurcie zarządzania* (Wealth in classical management) (in:) *Dokonania współczesnej myśli ekonomicznej. Teoretyczne ujęcie dobrobytu* (Accomplishments in modern economic thought — the theoretical approach to wealth), *Studia Ekonomiczne*, vol. 101, Uniwersytet Ekonomiczny w Katowicach, Katowice.

- Langlois R. N. (1989), *What Was Wrong with the Old Institutional Economics (and What Is Still Wrong with the New)?*, "Review of Political Economy", vol. 1, no. 3, <https://doi.org/10.1080/09538258900000022>.
- Łada M. (2011), *Pomiar ekonomiczny zorientowany na relacje z klientami we współczesnej rachunkowości* (Economic measurement of customer relations in contemporary accounting), Wydawnictwo Uniwersytetu Ekonomicznego w Katowicach, Katowice.
- Małysz J. (2003), *Instytucje a koszty transakcyjne w świetle neoinstytucjonalnej ekonomii* (Institutions and transaction costs in the light of the neo-institutional economy), "Ekonomista", nr 3.
- Martyniak Z. (2002), *Historia myśli organizatorskiej. Wybitni autorzy z zakresu organizacji i zarządzania w pierwszej połowie XX wieku* (The history of organisational thought. Outstanding authors in the field of organisation and management in the first half of the 20th century), Wydawnictwo Akademii Ekonomicznej w Krakowie, Kraków.
- Mathiesen H. (1997–2002), *Encycogov, Encyclopedia of Corporate Governance*, <http://e.viaminvest.com>.
- Nowe kierunki organizacji i zarządzania* (The new directions of the organisation and management) (2012), M. Kostera, B. Glinka (eds), Wolters Kluwer Polska, Warszawa.
- Nowosielski S. (2009), *Podejście procesowe w organizacjach* (The process approach in organisations), Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław.
- Perechuda K. (2000), *Zarządzanie przedsiębiorstwem przyszłości: koncepcje, modele, metody* (Business management of the future: Concepts, models, methods), Agencja Wydawnicza Placet, Warszawa.
- Richter R., Furubotn E. G. (2003), *Neue Institutionenökonomik: eine Einführung und kritische Würdigung*, Mohr Siebeck, Tübingen.
- Shah M. (2007), *Conceptual Framework of Transaction Cost* (in:) *Analysis of Transaction Cost* (ProQuest ebrary.Web. 30 October 2014), Sunrise Publishers and Distributors, Jaipur.
- Sobańska I. (2010), *Aspekty rozwoju rachunku kosztów w praktyce* (Aspects of the development of cost accounting in practice), "Zeszyty Teoretyczne Rachunkowości", vol. 56, no. 112.
- Sobańska, I. (2011), *Ocena systemów rachunku kosztów w zarządzaniu kosztami i sprawozdawczości finansowej* (Evaluating cost accounting systems in cost management and financial reporting) (in:) I. Sobańska, M. Turzyński (eds), *Rachunkowość, audyt i kontrola w zarządzaniu* (Accounting, auditing and control in management), Wydawnictwo Uniwersytetu Łódzkiego, Łódź.
- Stabryła A. (2012), *Podejście procesowe w zarządzaniu przedsiębiorstwem* (The process approach in business management), "Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie", no. 880.
- Stankiewicz W. (2012), *Ekonomia instytucjonalna. Zarys wykładu* (The institutional economy – an outline of the lecture), wyd. 3 uzupełnione, Wydawnictwo Akademii Obrony Narodowej, Warszawa.
- Sułkowski Ł., Czakon W. (2011), *Rodzaje teorii w zarządzaniu* (The types of theory in management) (in:) W. Czakon (ed.), *Podstawy metodologii badań w naukach o zarządzaniu* (The basics of research methodology in management sciences), Wolters Kluwer Polska, Warszawa.
- Teoria rachunkowości. Podstawa nauk ekonomicznych* (Accounting theory – the foundation of the economic sciences) (2014), M. Dobija (ed.), Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie, Kraków.

- Vargo S. L., Lusch R. F. (2016), *Institutions and Axioms: An Extension and Update of Service-dominant Logic*, "Journal of the Academy of Marketing Science", vol. 44, no. 1.
- Wang N. (2003), *Measuring Transaction Costs: An Incomplete Survey*, Ronald Coase Institute, Working Paper, vol. 2.
- Williamson O. E. (1998), *Ekonomiczne instytucje kapitalizmu* (The economic institutions of capitalism), Wydawnictwo Naukowe PWN, Warszawa.
- Współczesne metody zarządzania w teorii i praktyce* (Contemporary methods of management in theory and practice) (2011), M. Hopej, Z. Kral (eds), Oficyna Wydawnicza Politechniki Wrocławskiej, Wrocław.
- Zbroińska B. (2009), *Publiczne koszty transakcyjne instytucji systemu podatkowego* (Public transaction costs of tax system institutions), "Gospodarka Narodowa", vol. 11–12.
- Zbroińska B. (2013), *Wkład ekonomii kosztów transakcyjnych i teorii kontraktów do nauki o zarządzaniu* (The economics of transaction costs and contract theory – their contribution to management science), "Studia i Materiały. Miscellanea Oeconomicae", nr 2.
- Ziębicki B. (2007), *Benchmarking w doskonaleniu organizacji usług użyteczności publicznej* (Benchmarking in improving the organisation of public services), Wydawnictwo Akademii Ekonomicznej w Krakowie, Kraków.
- Ziębicki B. (2014), *Efektywność organizacyjna podmiotów sektora publicznego* (Organisational effectiveness of public sector entities), Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie, Kraków.
- Zimniewicz K. (1999), *Współczesne koncepcje i metody zarządzania* (Contemporary concepts and management methods), PWE, Warszawa.

## **Koszty zarządzania jako przejaw kosztów transakcyjnych w hierarchicznych strukturach koordynacji procesów produkcji i wymiany**

(Streszczenie)

Istnienie przedsiębiorstw jako instytucji rynkowych według założeń przedstawicieli ekonomii instytucjonalnej wynika z istnienia kosztów transakcyjnych w procesach wymiany rynkowej. Hierarchiczne struktury przedsiębiorstw ograniczają ich występowanie, z założenia są one więc bardziej efektywne niż koordynacja wymiany przez mechanizm rynkowy. Utworzenie i utrzymanie takich struktur jednak kosztuje, dlatego mamy do czynienia z kosztami zarządzania, których część stanowią koszty transakcyjne. Wynikają one z niedoskonałości wewnętrznych procesów, asymetrii informacji, podziału i ustanowienia praw własności, zachowań oportunistycznych czy specyficznych zasobów zaangażowanych w te procesy. Celem artykułu jest przybliżenie problematyki kosztów zarządzania, postrzeganych z instytucjonalnego punktu widzenia jako koszty transakcyjne, i wskazanie na szerokie możliwości aplikacji tego podejścia, szczególnie w kontekście nowych zjawisk i procesów opartych głównie na nowoczesnych technologiach oraz mechanizmach współtworzenia wartości. Rozważania mają charakter koncepcyjny i opierają się na dorobku różnych dyscyplin naukowych.

**Słowa kluczowe:** koszty zarządzania, koszty transakcyjne, nowa ekonomia instytucjonalna, zarządzanie procesowe.