

## **CONSIDERATIONS REGARDING THE MODERN MANAGERIAL METHODS AND TECHNIQUES USED AT THE LEVEL OF THE ORGANIZATION**

**George BUCĂȚA\*, Marius Alexandru RIZESCU\*\***

**\* “Lucian Blaga” University, Sibiu, Romania,**

**\*\* “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania**

**Abstract:** *In the life of any organization we can meet two kinds of processes: execution and management. Unlike the process of implementation, in which the labor force act on economic objects through the means of work, managerial process is defined mainly by the fact that part of the work force is acting upon the other party a majority in order to lure in organized manner to the achievement of the objectives. In connection with this, the process appears to us as a managerial overview of interventions through which the manager provides, organizes, coordinates, and controls the decisions of his employees, for the attainment of unity in terms of economic profitability and social utility.*

**Key words:** *managerial methods, managerial techniques, organizational management.*

### **1. INTRODUCTION**

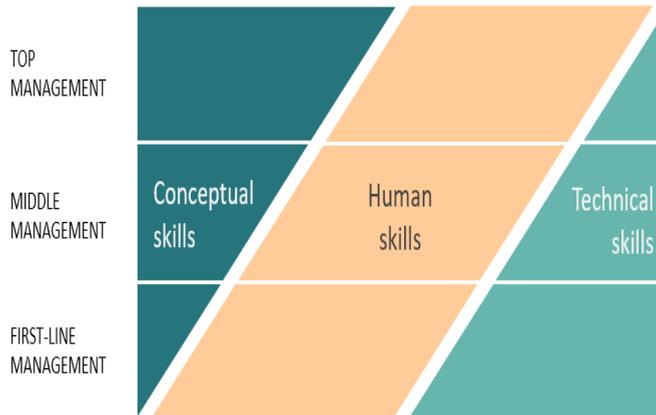
The process of management is made throughout the phases and processes of work setting out the objectives of the unit and its organizational subsystems. In this connection it should be borne in mind, in particular, that work processes are required and envisaged to attain the objectives of the economic unit, as well as

those set to execute measures to fulfill their conditions as more profitable. Not to be out of sight, nor that the coverage and intensity of management process lies in the dependency of ratio management. As a result, these shall be carried out on a stage top of the managerial system, the more comprehensive, more intense and richer in meanings and results [2].

## 2. THEORETICAL FRAMEWORK

The essence of management lies in ensuring that the objectives will be achieved despite the difficulties and resistance encountered. As managers we will not always succeed, but we have always had fewer excuses than others for failure. Directing staff hold the largest share in the successful implementation of the objectives of the individual, group or organizational levels. Managers, regardless of the level at which they operate, can influence the

behavior and expectations of underlings, encouraging or discouraging their performance and achieving the organization's objectives or tasks. A manager cannot neglect the fact that effective leadership involves the granting of special attention to both tasks and people. No doubt, in time, will lead to the experience of the managers' particular style which will reflect their own ideas and perceptions regarding the importance of the tasks and objectives of the organization [3].



**Figure 1.** Management skills/ top, middle and first-line managers.

The essence of leadership lies in trying to influence the behavior of subordinates and is based on two types of functions: task orientation and guiding people. Functions relating to task

orientation are achieved by specifying the activities and objectives to be achieved by the group, as a whole, each person individually. Functions aimed at guiding people, call for the leaders

to keep the processes as a whole group, as well as the needs and aspirations of individual subordinates. Attempts to influence have success if you get increased performance - better quality, lower cost, reduced absenteeism and fewer conflicts. An organization may be composed of a larger or smaller number of persons. Each person has a particular potential that can be used in achieving the goals of the organization. Leading process ensures mobilization of human potential of an organization and its functional unit. Leadership manifests itself in any situation where people in their effort to combine its achievement of common objectives [1].

### **3. LEADERSHIP AND MANAGEMENT SKILLS**

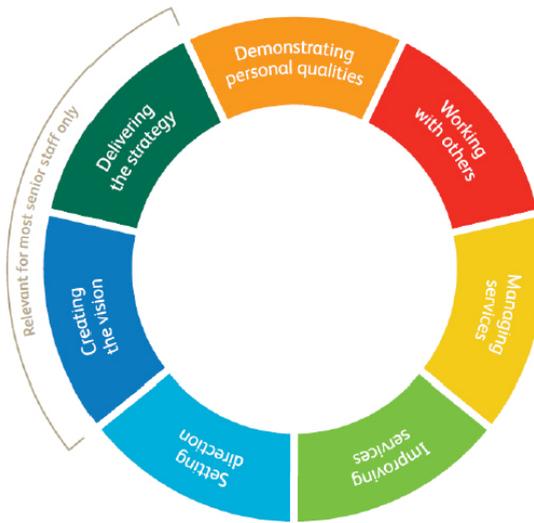
It is impossible to determine the best path (single), valid in any situation. Dynamic economic environment determines changes that require specific approaches in the management plan. Effective leadership in a given situation, it might no longer be valid in the other conditions. In any organization it may appear informal groups, and within these groups are people who influence the behavior of other members of

the group. These people are called informal leaders. People who are influencing their behavior groups are formal leaders entrusted. Leadership is appreciated by people as an attractive activity because the persons occupying leadership positions in both producing gains economically and psychologically. The tendency to occupy leadership positions in an organization is manifested even if you obtain material or financial rewards. The manager by his power and rewards has authority over other members in your organization. Under this authority, people think that can determine positive behavior of others [5].

Motivation is, in any case, a problem much more individual than it was believed. It is the responsibility of the personality, and the factors that are determining it are different for each one of us. Motivation varies depending on the circumstances, but also age. Managers who want to motivate people need to understand their distinct sources of motivation. Goal setting is one of the most powerful tools of management of leadership. To lead effectively, we need to know what objectives we want to achieve and make it clear to those we are conducting. It is not enough to

have a general desire to progress; you have to know where you want to go and which road to follow to get there. Using the objectives of some organizations as systems for

departments and for individuals have resulted in defining performance, but in practice, the tendency is to become bureaucratic and time consuming [4].



**Figure 2.** Leadership and management skills.

Personal example plays a decisive role in the art of leadership, because it requires solidity and at the same time, a message is always stimulating. Managers generally use a power source or combination of sources of power. It should be noted that the use of any kind of power can enhance or limit the effectiveness of other sources. The authority is legitimate power based on the position of the manager of the management structure of the

organization and the employees, agreement against a person who occupies a position of leadership. An organization is a formal structure of authority composed of individuals, groups, departments with responsibilities, activities and functions clearly defined. When new people come into your organization, you need to recognize the formal structure of authority as legitimate [14].

Leadership is an action that keeps the prestige, skills and other

relevant aspects of the competition, but the connections between behavior related to leadership and people who react to the work of the manager, as well as between the central factor of the position of the driver and the activity of the party of which it is part, must be met and the condition is the identification of the members of the group with its leader. The art of leadership exists at the same time, but as science and art. In so far as it is science is related to theoretical knowledge, but without skills and talent, leadership does not materialize in the results. Art is when the principles are known, and talent manager gives the possibility to choose, in a given situation, the optimal solution [7].

There are several common knowledges of the concept of leadership but most elegant are:

- empirical leadership;
- scientific leadership.

Leadership involves empirical problem solving, as their occurrence, on the principle of „seeing” and then watching the adaptation to situations occurring” from day to day.” The basis of this lies in the leadership qualities of its manager, flair, prior analysis and thinking. The success of leadership depends on intention, common

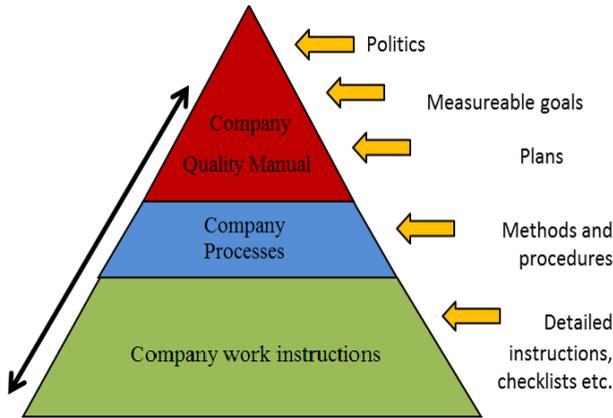
sense and experience, imagination, psychic reaction, or talent decision makers. In this case, the results are obtained on upholding, require more time and are costly [6].

Directing scientific research constitutes a fundamental requirement of the contemporary world, being a rational and systematic activity. This coordinated activity considers the scientific part started from knowing the specific principles by using appropriate methodologies. This kind of leadership is based on a set of logical rules, principles and activities ordered, which work by targeting towards the realization of the objectives, at any complex process, organized. Scientific leadership cannot be reduced to a simple application of scientific discoveries, but also implies a creator, an adaptation and a combination of the techniques provided by scientific knowledge. Scientific leadership is nothing more than the application of the principles formulated by the science management, under certain conditions, taking into account the specific aspects and requirements of the objectives.

In order to have an appropriate management that will require the use of scientific methods and techniques, that to achieve

knowledge and law enforcement objective, rational and efficient use of resources, stimulates the activity of staff and optimize the decision-making process. In general, systems, methods and techniques of management means used by the

system manager pathways for resolving problems arising from the functions they perform and trigger the activities of the system led to establish and achieve the objectives [10].



**Figure 3.** The structure of a management system.

In the economic literature, there are considered a multitude of views concerning the definition of the main concepts:

- method of management is a set of principles, rules, techniques, processes and tools that indicate the manner in which it carries out certain functions of management, ensuring at the same time, the actual resolution of issues arising from these functions, in order to establish and achieve the objectives of the system. It follows from this definition that

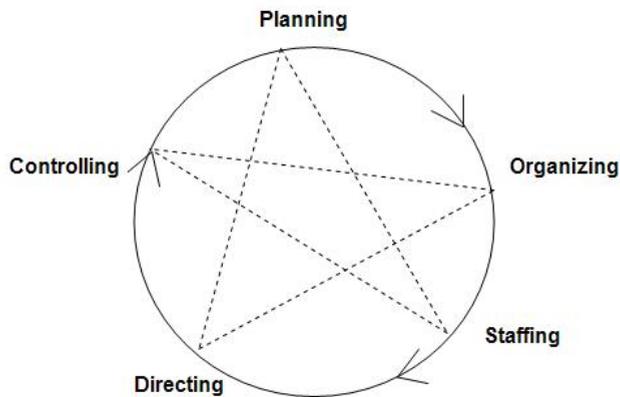
management method contains principles and rules arising from management functions;

- management technique includes a set of specific rules, processes and tools through which it resolves issues arising from the concrete functions of management;

- management system is a set of methods, tools and techniques associated with information, decision-making procedures and organizational measures, specific methods and techniques integrated within the system [9].

In the strictest sense, systems, methods and techniques of management represent the ways used by the rulers to amount of activity in the field, to organize work of the collaborators, to coordinate their actions, to train them in establishing and achieving goals, control the activity of collaborators and to adjust activities, while maintaining balance. In the broader sense, systems, methods and techniques

of management represent concrete modalities used by managers and contractors from management device for resolving problems arising out of the functions of management. In the activity of a unit is necessary to use a lot of systems, methods and techniques whereas management staff must solve a range of problems, through specific methods or techniques [11].



**Figure 4.** The management functions in a company.

Process management is a limitation regarding the order of successive operations to address processes and phenomena, with a view to formal organization of data and activities. Management-rules represent the totality of the recommendations and the underlying use of a method. Leadership tools are the means that

help the realization in practice of a technique, a process or a method. Methods of management follow the principles of leadership, so are subordinated. Principles are applied by management methods. Management methods represent the complete management technique, and are a part of it, so

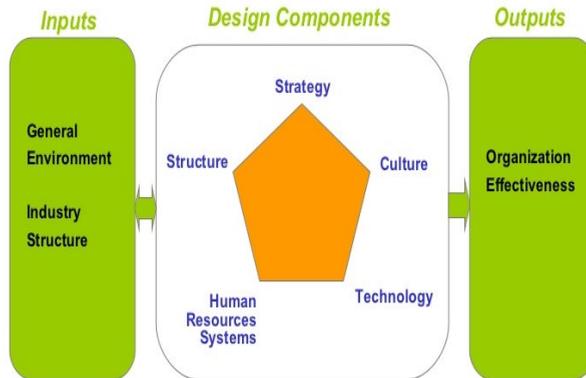
the method is comprised by one or more techniques [13].

Analysis-diagnosis represents a broad investigation of the main aspects of economic, technical, sociological, legal and managerial factors. It shall be carried out in order to identify weaknesses of internal and external activity of the company, as well as to the causes he has generated by for the formulation of recommendations to exploit strengths and eliminating or mitigating the weaknesses. By coverage, we have: general diagnosis and partially specialized diagnosis.

- general diagnosis refers to the organization as a whole and aims at the structure of organization as its global system;
- partial diagnosis refers to one of the core areas of the company. Activity in an organization can be segmented into the following areas: financial, commercial, human resources, production, research and development and management.

Diagnosis of different outcomes or targets is the main results obtained by analysis in the

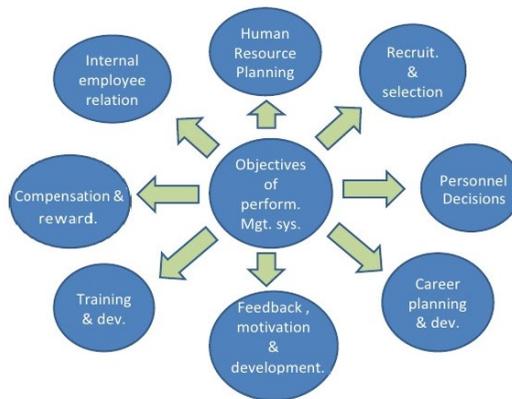
past. In this type of diagnostic results are compared at a time with the objectives and the results obtained in the past. The results highlight the evolution of the company over time. The diagnosis of potential highlights the organization's vitality to cope with future requirements and situations, as well as the ability to redress in the event of difficulties in the last large recorded period. Diagnosis of the functioning of the company is aimed at assessing the atmosphere as a system, which is part of the national economy, which is the macro system. In this type of diagnosis both internal and external links should be analyzed - organizational links and connections with the firm's environment, suppliers, buyers, media, etc. Diagnosis evaluation aims at analyzing the company's objectives and provides input for establishing targets for the upcoming period. This type of diagnosis represents a synthesis of the first three types of diagnosis [12].



**Figure 5.** Organization's level diagnosis.

Nowadays, the challenge for companies is to deliver fast and flexible products and quality services, in order to respond to changing demands. Standardization and specialization are the aspects that characterize the

traditional organization; the work is divided into different segments, starting from preparation for fulfilling different roles, in which workers specialize to increase productivity [8].



**Figure 6.** Uses and objectives of work performance management.

#### 4. CONCLUSION

Practice has proved that the success of an organization is obtained both learning from its own experience, as well as, especially, from the experience of other organizations. Because other organizations already have found more effective solutions, we must study the experience of them. To deal with growing success, face the demands of the organization, be it private or public, must acquire permanent new working procedures and the need to implement new ideas. This means that the organization must change and improve performance by learning from other organizations.

By comparing their own solutions with our one is the best way we can learn how to improve our own situation. It is the goal of benchmarking: to learn from others. In an open market conditions, obtaining the necessary information, adopting high-performing solutions of others and their implementation in a given organization constitutes a function of management.

#### REFERENCES

[1] Afonina, A., & Chalupský, V. (2012). The current strategic management tools and techniques:

the evidence from Czech Republic. *Journal of Economics and Management, Vol. 17 (4)*, 1535–1544, available at: <http://dx.doi.org/10.11118/actaun201361040833>, accessed on 07.01.2019;

[2] Aldehayyat, J., Khattab, A., & Anchor, J. (2011). The use of strategic planning tools and techniques by hotel in Jordan. *Management Research Review, Vol. 34 (4)*, 477-490. available at: [https://www.researchgate.net/publication/235259963\\_The\\_Use\\_of\\_Strategic\\_Planning\\_Tools\\_and\\_Techniques\\_by\\_Hotels\\_in\\_Jordan/download](https://www.researchgate.net/publication/235259963_The_Use_of_Strategic_Planning_Tools_and_Techniques_by_Hotels_in_Jordan/download) accessed on 08.01.2019;

[3] Cherian, J., & Jacob, J. (2013). The impact of self efficacy on motivation and performance of employees. *International Journal of Business and Management, Vol. 8*, No. 14;

[4] Dartey-Baah, K. (2010). Job satisfaction and motivation: understanding its impact on employee commitment and organisational performance. *Academic Leadership: The Online Journal, Vol. 8(4)*, 4-9;

[5] Efendioglu, A., & Karabalut, A. (2010). Impact of strategic planning on financial performance of companies in Turkey. *International Journal of Business*

- and Management, Vol. 5 (4), 3-12.*  
DOI:10:5539/ijbm.v5n4p3;
- [6] Dessler, G. (2011). *Human Resource management*. (12th ed.), Bergen County, New Jersey, United States: Prentice-Hall;
- [7] Gupta, V., & Kumar. S. (2012). Impact of performance appraisal justice on employee engagement: a study of Indian professionals. *Employee Relations, Vol. 35*, No. 1, 61-78, DOI: 10.1108/01425451311279410;
- [8] Hax, G. (2010). Self efficacy and work-related performance: A meta-analysis. *Psychological Bulletin, Vol. 124 (2)*, 240-261;
- [9] Indiatsu, C. M., Mwangi, M. S., & Mandere E., N. (2014). The Application of Porter's Five Forces Model on Organization Performance: A Case of Cooperative Bank of Kenya Ltd. *European Journal of Business and Management, Vol. 6 (16)*, 75-85, from <http://www.iiste.org/Journals/index.php/EJBM/article/view/13364>. accessed on 07.01.2019;
- [10] Karanika-Murray, M., & Cox, T. (2010). The use of artificial neural networks and multiple linear regressions in modeling work-health relationships: Translating theory into analytical practice. *European Journal of Work and Organizational Psychology, Vol. 19*, 461-486, DOI: 10.1080/13594320902995916;
- [11] Thomas, J. X. H. C. (2011). How can leaders achieve high employee engagement? *Leadership & Organization Development Journal, Vol. 32, Issue 4*, 399-416;
- [12] Watson, T., (2012). Engagement at risk: management strong performance in a volatile global environment. *Global Workforce Study*. available at: <http://www.towerswatson.com/assets/pdf/2012-Towers-WatsonGlobal>, accessed on 09.01.2019;
- [13] Williams, P., & Naumann, E. (2011). Customer satisfaction and business performance: a firm level analysis. *Journal of Services Marketing, Vol. 25 (1)*, 20-32. DOI: <http://dx.doi.org/10.1108/08876041111107032> accessed on 07.01.2019;
- [14] Zheng, W., Kaur, S., & Zhi, T. (2010). A critical review of employee turnover model (1938-2009) and development in perspective of performance. *African Journal of Business Management, Vol. 4 (19)*, 4146-4158.