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SOME ASPECTS REGARDING EFFICIENT MANAGEMENT

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***Abstract:** The recent acceptations consider that the management presupposes: to obtain results by means of other persons assuming responsibilities for these results; to be oriented onto the environment; to make decisions aiming the completion of the economic unit; to trust in subordinates, giving them responsibilities in order to obtain the proposed results, and recognizing for them the possibility of doing mistakes and receiving positively their initiatives; to de – centralize the organizational system and to appreciate the employees depending on results obtained by each of them. So, the paper wants to put in light the basis of efficient management.*

In order to define the efficient management as method it is necessary first of all to have a discussion about the principles that clears up the whole program. Thus, the efficient management is based on the following principles:

1. Continuous organization of all fields of action.
2. Strategic planning as action mean.
3. Change based on future estimation.
4. The actions and decisions should be based on a certain motivation.
5. Authority delegation as working style of the manager.
6. Flexibility and encouragement of the enterprising spirit.
7. Training of managers for future generation.
8. Labor cult in attention of today and tomorrow managers.

In order to understand them, every of these elements should be discussed apart.

Continuous organization of all fields of action

The organization consists in a mixture of functions, products, peoples and goods required for achieving the commercial unit's aims or objective, all of them having a continuous dynamic trend.

The manager of commercial unit has both the power and the responsibility of establishing that the organization, from the point of view of management concept, is compatible with the businesses long term requirement. If this is not compatible, he should change, reorganize and modify the organizational structure, and everything that goes wrong in the management system. In fact, in the case when the organization is continuous one, the company or

commercial unit's dynamic is progressive, helping for achieving in efficient way all the aims with very good results in every activity field.

The permanent organization of activity fields or their reorganization represents a painful process, to which the most of managers and employees tend to oppose resistance. But this continuous changing process, adapting to new situations requires the existence of a vision onto the business future, derived from a good knowledge of existing resources, and the manager should be ready to take all major risk in the aim of disconnection from the past and connecting to the future.

Direct methods by means of which the manager orients its commercial unit onto the future would be:

- permanent modification of organizational structure based on requests;
- directing the company or commercial unit onto a new competitive environment;
- infusion of young managers onto all hierarchical levels;
- elaboration of process regarding the planning and programming of all activities and services offered to customers.

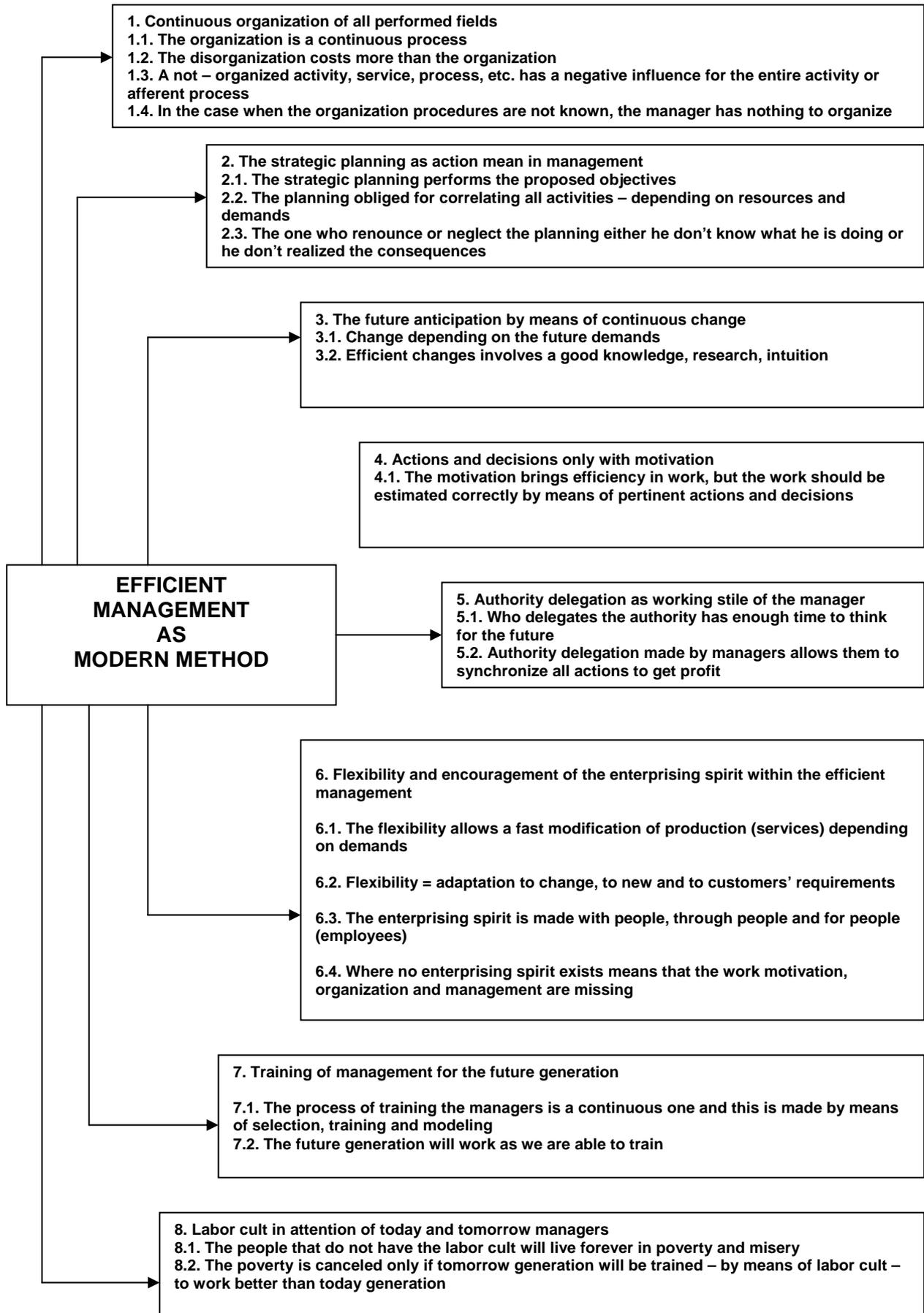
These methods – at hand of every manager – should advance step by step but continuously, in order to avoid every shock for employees, due to the change of working procedures, of new equipments in technological process, information and communication.

Strategic planning as action mean

The strategic planning represents an action mean and a characteristic of the economic unit's managers.

The vision from the top of company or of commercial unit, places the manager onto a proeminence and advantage position that offers him the possibility for a larger view and estimation of this. Its horizon is limited only by its own imagination.

In this position, the manager should have – or should develop for himself – an understanding of the central core and of its aims, of the commercial unit and its values, of the labor force and of the products and ideas' market. As a strategic planning responsible, the manager involves both its skillfulness and own associates looking for the ways in order to provide the long term development and surviving of the company. Therefore the manager represent a future analyzer in the field of company's development strategies, which involves all its resources – capital, research and development, physical and personnel values – in order to place the company into an advantageous position in the new decade or even for the new generation.



The change based on future estimation

The manager keeps the reins and has the first and in the larger measures the responsibility for directing the company's investment. This means he is responsible for directing the capital resources onto the businesses core. He should have a certain objective, a responsible attitude against the different business orientations and against the traditional products, as an opening for risk, involved by the direction change and new investment fields.

Being aware of the competitiveness advantages and of the risks of a too big attachment onto the past, the manager should be able to face the changes, anticipating the future. Within the management of a future balance increase, the manager has the possibility both to buy and to sell. He has to have the courage to purchase or to sell companies or parts of these and he has to be strong enough to perform a radical direction change – from the side businesses onto the new sectors of the economy that are in developing status. He should conceive the development regarding the company's culture with managerial talents in corporation and to avoid the purchasing that get wick and do not get strong the company or commercial unit's core.

The actions and decisions should be based on a certain motivation

Labor motivation represents a word very well known by the managers, but very hard to achieve by means of decisions based on this thing. For example, the management of very well educated human resources – and its motivation – within a complex company requires in the highest degree special managerial qualities.

The managers of commercial units and companies that have been interviewed –with different occasions – proved a great attachment to the new managerial concepts as: working in team, involvement of employees in making decisions, safety of working places, resources for promoting and a correct system of bonuses and penalties.

Authority delegation as working style of the manager

The balance between power centralization and de – centralization by means of authority delegation represents the powerful point of the decision making process.

Authority delegation – for making important decisions – depends on the management style of every manager. He will decide about the type of decisions to be delegated and the decision making level to be done. In any case, by means of authority delegation, the managers have the possibility to control the subordinated persons in making the optimum decisions for achieving the objectives.

In case of crises, in difficult moments, it is normal that the manager to have the filling of responsibility and to want less to delegate the authority of making decisions. In normal circumstances, is natural that the manager to be responsible only for the most important decisions and to delegate the rest of them onto different management levels.

Flexibility and encouragement of the enterprising spirit

All of us live in the century of speed, where the changes are produced very fast in education, technology, culture, jurisdiction, etc.

The big companies do not have flexibility and they disappeared fast or in order to avoid this thing it is imposed to encourage the enterprising spirit of every employee. Flexibility means an easy adaptation to the market, a viable strategy in making decisions, and a continuous organization according the requirements. This is achieved by means of:

1. Organizing smaller working teams, even within the large companies.
2. Matrix organization that allows fast changes and putting in practice radical ideas.
3. Encouragement and reward of risk assuming, together with the force to tolerate the unsuccessful actions.

Encouragement of enterprising spirit means establishment of creative teams that passes over very fast to the hierarchies in order to develop an authentic spirit of moving fast, but in teams organizatoric, structural and informational balanced.

Training of managers for future generation

A good manager knows that day of tomorrow should be prepared from today. The managers are formed by means of work from procedural point of view, but they are trained at the management school, due to the fact we all know that **the management is a science but its putting in practice is an art**. As each of us get attached of a

certain aptitude, but not all of us have vocation for management, the manager should select the persons with talent in managing in order to trained them for having tomorrow shift.

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