THE DECISION-MAKING SUBSYSTEM OF THE MANAGEMENT BY OBJECTIVES WITH FRAMEWORK PROCEDURE

Munteanu Stolojanu Victoria-Ileana- Ph.D candidate University of Craiova, Faculty of Economic Sciences, Department Management Romania,

email:lastolojanlafinante@yahoo.com

Abstract:
Management by objectives framework- a management system based on strict targets to determine the executors, who participate directly in establishing their close correlation and that rewards and sanctions to achieve the predetermined objectives.

The main goal of the article is represented by the goals as management elements but also as the nervous system of the managerial actions. The presence of the functional deviationism in organizations, the need of reconsidering the functional deviationism in organizations, the need of reconsidering the strategic planning, all these lead under economic and financial crisis to the need of elaborating a tool which should the manager find an optimum combination between the limited resources and carrying out the objectives with a minimum cost.

Keywords: individual goals, the fundamental objectives, the functional deviationism, management by objectives, the optimization of the objectives

Introduction:
Therefore the functional department sachieve their own objectivesbut at te same timethey cultivate the absenteeism, losinigthe final labour signification for example, in the primary and secondary sectors of the national economy the final signification of labour is represented by the finite product and its way of accomplishment.

The essential component of the decisional system, the decision represents the action chosen in to meet on or more goals. In choosing from decisional variants one has to mention the objective of decisional process. In what the definition of the objects is concerned we have identified the historical stages in the development of the objectives, the first one being to make a pyramid of the objectives with five or six levels which consist of too many details and the second stage which offer more freedom to the operational manager which make up their own functional strategies, real action programs for the objectives of the organization.

The reduction of the resources of the organization under the circumstances when the fight for survival in the competitive field is uncertain and the risk doubles any decision of granting resources and this should lead to the unification of the preoccupations of the specialists, to reducing their preoccupation around the fundamental decision of the organizations.

Contents:
1. Management by objectives framework

Te involvement of the specialists is made by their participation in setting the objectives and making the decision of the managerial-organizational problems, but also the interdisciplinary teams (there is a major change in the culture of the organizations and increase of the involvement of the employees). A single authority should prevail, the one of knowledge. The value scale will be changed by using procedures and giving up the informal. The use of specialists is necessary because the dimensions and the complexity of the organization have increased a lot (the multitude of the political, economic, social, technical factors), and the fundamental process of the decision involves a lot of knowledge.

We plead for an active routine, as Peter Drucker said, that makes skilled people without the problem discernment be able to do what before could be a genius, for a routine placed in a systematic form (organizational documents), on stage, what a man is very capable of learning from the past crisis experience. Recurring crisis is simply a symptom of the disorder and of laziness (Drucker P., 2005, 54).

We propose a procedure of introducing the management by objectives. The idea that the organizational structure was projected as required organizational objectives. We do not recognize the need for the establishment of profit centers, as recommended by authors such as Daniel Froisart Ovidiu Nicolescu Ion Verboncu. Practically without knowledge of the long (4-5 years) that needs the organizational changes (Management by objectives criticism with profit centers). In case of the realization of the profit center there is a dilution of responsibility introduced by the method of distribution of the allocation of indirect costs directly (Stolojanu Munteanu V., 2011, 399).

System categories of objects - fundamental objectives, derived 1a derived 2 specific and individual, as defined by a concrete and operational manner, thus facilitating their implementation. The fundamental objectives
express the main goals pursued by the organization as a whole (Dijmarescu I, 2009,198). They have a synthetic and integrative nature. The derived objectives of first degree are deducted directly from the fundamental objectives whose achievement involves a considerable part of the work processes in the organization (Constantinescu D.,2008,150). Second grade derived objectives are deducted directly from objectives derived of first degree, consisting of concrete and defined work.

In order to elaborate a cycle of setting the objectives (Stolojanu Munteanu V., 2010, 69) an effort is needed oriented towards a common list of expectations regarding the way in which team should work and focusing to the clear definition and accomplishment of the objectives (the emergence of the actions and the emergence of the solution in order to carry out an entrepreneurial thinking with management by objectives framework). Foreshadowing future development direction of the organization is usually achieved with difficulty. To take action programs we need a diagnosis. This includes that set of operations that establishes the organization situation at a time (Rosca C., 1997,115). Based on the analysis of information describing the phenomena and processes of the organization, the diagnosis provides the elements necessary to support the new objectives that are defined and refined continuously by a provisional administration. There is an optimal situation not only that the manager has already defined the objectives but the functional managers have all the tools necessary to achieve a variety of action programs. But the situation is rarely so, and the objectives are not defined by the contracts of management and the functional managers do not have the real functional strategies which are action programs. It is necessary a managerial professionalism, the professionalism is needed in all areas, but if the degree of danger of other professions is reduced, the dilettantism of the management is among the most dangerous social events. It is no less true that the management interest is directly proportional to the degree of development of the society. The economic performance results summarized the positive social impact. ( King A, 1993, 52). If the manager is does not let to be known the organization fundamental goals appears the functional deviationism (Tumbar C., 2001, 2). This symptom of organization cannot take too long (long disease, certain death) because of the economic difficulties will be unconditional present and a manager with no objective and functional managers without functional strategies are undesirable in this situation.

2. The emergence of the actions and the emergence of the solution
In management theory the essential component of the decisional system, the decision represents the action chosen in order to meet on or more goals. In choosing from the decisional variants one has to mention the objective fundamental of the decisional process.

The fundamental objectives are quantitative or qualitative expressions of the purposes for which the organization have been set up and are functioning. There are three approaches or models of the organization: neoclassical, managerial and behavioral. The neoclassical model considers that the organization has a single objective: the short term maximization of the profit. The organizational objectives of the managerial model (synthesis of the theories, transactional costs and signals) are besides profit maximization, the incomes from sales, the managerial utility, the rate of growth of the sales in order to maximize the long term profit etc. The behavioral model does not regard organization as a system of centers of the groups of interests which make it up (political confrontation space of different interests and fight for power). Distinguish stages in the implementation phase of management by objectives to determine the objectives. First is determination by a statistical observation of the indicators followed of reach leader and each employee (and what indicators, if they had control, would lead better). The optimization of the objectives pursued of each employee requires a good definition of outcome indicators and decision criteria (Stolojanu Munteanu V., 2011, 1079).

It is shown by the economic practice in Romania that the old and much-used management system based on the provisions can not effectively keep afloat the highly developed technical device that leads, by exaggerating the importance of one or another operations, to the appearance of functional deviationism. The use of scientific methods as the management by objectives, which pass on the foreground the object of the organizations activity and nothing else, is a priority. For example, in producing organizations the object of activity is production, finished product and its realization. If managers are poorly trained and do not understand the information and decision system of the organization that they lead is better to refrain from changes. Also if the evolution of the organization dominates insufficiently. If so, the need to innovate requires the designation of an employee who thinks continuously to innovation and to whom is given the opportunity to continue the idea to the practice achieve. Here is the second big obstacle: the more solid structures are, the more necessary is to shake the structure to “move” the organization over the simply adapt to a foreseeable future. Distinguish stages in the implementation phase of management by objectives to determine the objectives:
1. determination by a statistical observation of the indicators followed of reach leader and each employee (and what indicators, if they had control, would lead, better)
2. introduction of management by objectives, procedure and performance management ongoing cycle, by targets for compiling the common list of expectations
3. the performance management cycle by objectives for the categorial system of targets
4. actual, introduction
5. the goals maintenance and the continuing concern for them, the existence of an opened system of them (processes optimization, activities of the organization and decision).
3. So, the management by objectives, we’ll use project management to determine, first, by a statistical observation, to what indicators pay attention each leader and each subordinate.

It will have to carefully and how measure the expected results

Statistical observation: to what indicators pays attention every leader, indicators on who has control, what are their, decision, criteria? Object: track indicators of each leader and each employee (and what indicators, if they had control, would lead better?) or to what concerns, in this respect, has dropped over time due to lack of data.

The development of statistical observation plan.
1 synthetic drawing of observation plan
Methodological, problems:
- Goal: Create the necessary databases management by objectives by drawing, first, the list of indicators followed by each boss and employee.
- Subject: indicators followed by each leader (if it pursues the purpose of work)
- Unit of observation: leaders Observation program: registration subjective opinions and especially intentions of the managers (obtained indicators, indicators liked, but I can not get).
- Observation, time: period referred to-used indicators (eg. October)-registration period (completion) :1-5 November
- Place of observation: the x organization Register forms:
  -Which are the reporting forms?-Whose, report?-How, often, is, reporting?- Does someone control?

Organizational, problems:
To start the observation, the person designated by decision of the head of the organization to lead the project will do, for example, in a productive organization, a meeting with the leaders of the workshop, a meeting with the foremen, a meeting with employees at their workplaces. For data collection will be used 5-6 teams of 2-4 engineers.

Qualities required by the person designated by the manager and team members used for data collection are: capable, intelligent, tactful, with a desire to work with people from different hierarchical levels, friendly and adaptable behavior. It is desirable, if the organization also has authority, to be co-opted in the team employees with higher education on the activity profile of organizational subdivision review, for example, mechanical work-in-chief to be, “observed” also by a specialist in car tools.

Those who will ask for clarification, which is the purpose of observation, the analysts will answer that the purpose for the entire program is to collect from employees and then to provide information back through the reporting, the control and the development of their work be more efficient. Thus, by a better organization it aims to minimize the hierarchical and functional connections and the organization of information system for rapid and complete information for each leader and the operability assurance in the decision making process.

There are high chances for successful implementation of the program. Study cost is zero. The beneficiary is the organization, which creates a database really necessary. Besides determining individual objectives, decision criteria and thus the evaluation of the management by objectives framwork may thus appear control concerns of all costs but of the administrative as well. First of all, each unit must be observed, list all costs which are the highest to the workplace, list also concerns from other previously had jobs and always concerns. Example of problems that would have in view: better use of capacities, fast execution of orders, reduce or maintain costs at work, monitoring of operations, quality plans, quality costs, quality tools, quality checking, quality repairs technology, staff training, reducing accidents at work, computerization of work, mechanization, automation, robotics).

Basic rules for statistical observation:
- basic theme analyzed logical and clearly on groups of problems
- it will take into consideration the clarifying of the intention motivation and the behavior compared to the practice and the objective review of the truthfulness of responses (words and deeds are the same?)
- the questionnaire won’t contain suggestive questions for not influencing the response of the interviewee;
- questions comparison with objective character (accounting data, statistical data) with the subjective;
- the questionnaire will be required a minimum number of objective data (eg. hourly production, production capacity, average daily productivity, the amount of raw material processed monthly).

Example of questions
- after what criteria will you orient in business management for executives?
- in daily activities for execution staff?
- what efforts did you make and see possible for
  - reduce, costs
  - profit, maximization
- what indicators you watch or follow and you can not?
- what decision criteria do you have?
- who do you report to?
- the work improving with organizational documents by bringing to the forefront of job descriptions and individual employment contracts that effective powers to be first and they result from or lead to the composition of the common list of expectations, categorical system of common objectives organization.

4. Centralization and clustering of individual data from statistical observation
These data will be submitted to the superiors of the employees and functional managers: technical, economic, commercial, to check the inferiors concerns, if these have records (checking data recording) and the elimination of the insignificant. Knowing the fundamental objectives and also knowing the leaders intentions, the indicators followed and their decision criteria, functional manager and also general manager, by the measures they will take, can create the climate that allows:
- implementation of executives
- preventing them if they are in contradiction with the objectives,
- identifying the data that are inaccessible to bosses and would be required,
- staff satisfaction and to all employees depends on right appreciation (intellectual property) of personal contribution (so it could be found from the concerns listed by each).

What is the role of manager if the field is done? The answer is the same: the decision.
But the manager will decide if everything is proceeding? Systematic elements of phenomena and processes in the organization can be processed, but there are enough random elements. You can not conceive rules for random situations. Effective manager will deal with these problems. Random events must be analyzed in depth, correctly defined (a problem well put is almost solved, but better a solution not just the best in a well-established problem than an extraordinary solution to a false problem) and took action. But this area of extraordinary decisions includes:
- formulation of clear specifications on what the decision has to achieve, the goals decision has to propose, encouraging opinions, the choice between two or more courses of action, as it the results will be extended (relevant criteria), weighing risks, their assumption , effective decision.

5. Manager business process can be done at the intermediate level of management regarding the operational decisions they are reduced to a routine state that officials can handle. By definition “routine” makes unqualified people and without discernment on this issue be able to do what before could be a genius, because a routine places in a systematic form, step by step, what a very able man managed to process from previous experience. So the medium level managers will professionalize, being forced to be decision makers and to take effective decisions. (“Creativity can be described as the renunciation of certainty” Gail Sheehy). There is no question of taking decisions in terms of uncertainty and risk. In this sense we can say that, given that the entire organization has held management by objectives, top manager leads by exceptions.

Examples of decisions: it is at hand of manager with his team to develop even at the first meeting its own method of targeting; it’s necessary a big effort of compiling a common list of expectations on how to work together, a quick and continuous orientation of efforts of all those involved and their focus towards clear defining of the objectives and, especially their achievement, all actions emergence and the solutions emergence to exist this cycle of setting goals.

The decision to choose the priority objective for a certain period (false targets lead to false results) is not easy.

6. The optimization of the objectives pursued of each employee requires a good definition of outcome indicators and decision criteria. There are reserves of economic and financial performance improvement, because concern for the economic results is continue in the organizations. As we know, the reserves have a quantitative expression based on measurements in unit value, natural, conventional or work (amount of material saved, time saved, saved indirect costs, cubic meter of gas, electricity kW saved). Reservations may be: current reserves, potential reserves and reserves that are formed and mobilized to work on the organizational subdivisions and organization.

Every employee at his work place may make a comparison of his results in the previous periods, tracking over time various quantitative and qualitative indicators. They are those who show the possibilities of improving the performance of their jobs and thus the entire activity.

Leaders should also know the optimal results (scientific standards) from each job and ensure conditions for achieving them.

The performance standards are records management. In terms of setting goals Edwin Locke, 1968, demonstrated that an individual performance and behavior are influenced by the objectives which they set. Other authors’ opinion is different (Burlea Schiopoiu, 2008, 85). Some experiments have shown that employees should not be involved in planning objectives because participants can contaminate the lenses with human relations hygiene (Herzberg), employees are not considered competent to re-describe own posts or because the job description is seen as a management function. Observations made by Steers and Porter have shown that employee participation in these projects to boost the process of change. Their ideas of objectives focused on improving the mobility of border posts and hygienic factors but they are subject to future developments.

It starts from the formulation of objectives which will be operational managers with freedom in formulating functional strategies (Nistorescu T, 2010, 25). Define objectives and can only start by defining the duties and functions driving responsibilities of the persons who will have the responsibility of planning, implementation, monitoring, improvement, revision, to ensure achievement of objectives. They can establish functional strategies starting right from their job, proposing standards of performance for their own activity.

In the files of these stations, to make the connection to the common objectives to subordinate staff, will appear first the attributes and the efficiency concerns (which are summarized into the categories of objectives). But managers alone can not achieve functional goals. Functional managers are promoters of functional strategies. They
have to know the organigrame and what items they have to bring for the contribution to achieving these functional strategies.

CONCLUSIONS

Continuous process of asset management and communication between higher and subordinate employee evaluation method that allows determining, measuring, monitoring and performance objectives and eliminating deviationism functional organizations, management by objectives continue to encourage researchers.

The innovative character of the paper is that its how the functional manager solved using management by objective and the decision-making subsystem of the organization, problems arising from the dynamic nature of the functions (research and development, production, trade, finance and accounting staff), activities and powers of organizations and individual tasks to the workers to realize programs of action. Scientific challenge we have been ade by an actual problem functions, activities and functions of organizations: the statutory concentration behavior of the functional compartments of their targets. The consequences are serious: neglect of the general interests of the organization, functioning deviationism appearance, failure to achieve the management contracts.

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