ABSTRACT

Analysis of company’s development management must be the starting point of any management activity because a well defined business plan and a strategy are not going to be influenced by subsequent environmental changes which can affect company’s ability of creating and maintaining profitable customers. This research goal is to delimitate content of development management implementing at the level of companies being based on a wide specialty literature

KEY/WORDS: development, methods and strategy.

Company – specific introductory aspects

Companies’ strategies have as essential coordinates products / services offered by company and market on which this is represented.

Competition is considered as a process and not a state and it is actually regulated in order to avoid a monopoly appearance on the market in a company’s advantage.

First meaning of “company” word in DEX [11] is “inscription on a wall, on a plaque etc., posted at the entry of a store, an enterprise, etc., and on which is indicated their name, destination and character.” The second meaning is “conventional name for a company” and it is already a current option in speech. Therefore, we are going to use the second meaning.

By analyzing state and evolution of the economic environment, company can estimate the market conditions into which it is acting and establish appropriate strategies.

Company can choose to maintain current range of services / products or to diversify them, to continue operating in the same markets or to expand into new markets [8, pg. 149-152] . One of managers’ big challenges is to build a motivated and efficient team so that the above mentioned responsibilities can be achieved in harmony for achieving business’ efficiency. More, in order to accomplish company’s mission and objectives, it is required that managers be able to alleviate the contradictions between members’ team. Therefore, managers feel the need for acquiring leadership skills in order to ensure them informal authority and to complete their management style.

The great temptation that company management feels to acquire another company for penetrating another market, determined by the consistent advantage referred to, puts it however in front of a decision dilemma: to acquire a successful company that offers larger and more effective penetrating opportunities, but whose price is high, or to acquire a weak company , but at a low price? If the buyer company had a high financial potential and a poor knowledge of industry in which entering, preferred option is buying a successful company, regardless of the purchase price. Contrary, if the buyer company glimpsed the possibility of gradual improvement of a weak company’s activity and of its transformation into a competitive one, it’s preferred the option of this one acquisition at the negotiated price.

The company can not exist in isolation and it can not be completely autonomous, because it fits into an economic organism and this one, in turn, into human society.

To conclude, companies are characterized by an economic environment of certain dimensions which management system must reflect. Internal body of companies is organized and coordinated, while with the outside bodies it exchanges. Borders of companies’ environment are likely to evolve under the impact of transactions’ cost variations in the market and of the internal coordination’s cost, but, considered at a time, management borders are precisely determined. Within these limits, management’s objectives were and still remain profit maximization under different forms [5, pg. 128].
Companies’ development according to business managerial area

Company’s strategy is an organizational process that can not be separated by the structure, behavior and culture of that organization. It implies achieved results’ formation, implementation and evaluation [2, pg. 146-163].

Globally competitive companies’ managerial practice usually was characterized by systematic cultivation of their stakeholders.

According to sensitivity of market supply, informational system has as a main function evaluation of company’s structure potential and of market’s one (strategic groups are stakeholders).

In Duckers’ vision (4, pg.3-80), a manager’s main responsibilities must be the following: acknowledge of business theory; decisions; decision on people; sustaining “small” ideas implementation; discipline of innovation; aiming business efficiency. Duckers’ vision on managers shows that they need to learn continuously, to be innovative, dynamics and open to changes.

At the base of managerial pyramid, in direct contact with the execution processes are line managers. They may be team chiefs, offices chiefs, zonal sales managers, etc.

For SMEs, this level usually overlaps the middle level and people working in this area have managerial and executive attributions.

Company’s situation that follows a certain strategy, even if this one hasn’t been formally established and explicitly assessed.

Finally, on relentless seeks for services to complete products range and to be compatible with consumer’s image.

In the process of strategies’ formulation and implementation, the following theorems of success, elaborated by Ansoff (9, pg.625), father of strategic management, allow a better understanding of this process’ complex problematic.

Detailed analysis of this synthetic declaration of strategy, specific to a company operating in more industries and countries, emphasizes precise directions with regard to business fields in which it will activate, to the way in which resources between these fields will be allocated, to directions in which the current business will develop (which one will be reduced or will disappear, which one will be developed, etc.), to the perspectives of coming into new business fields and of their development within a strategy of combination, etc.

To make this analysis, the value chain specific to a company is an analytic tool proposed also by M. Porter whom use claims considerable informational efforts, but it proves to be very productive regarding the conclusions that one may draw from its examination.

Company’s strategies may influence environment’s complexity and uncertainty; they are used for adapting company to the opportunities and threatens the environment creates. Strategic vision must represent permanence for a company.

Business plans drafts must have as a starting point the idea according to which contemporary companies’ development is characterized by a very dynamic evolution, generated by revolution and an unprecedented development of communication tools and of information collecting and processing tools.

Usually a strategy is implemented during a long time and it has a number of targets which must be achieved.

Approaches based on organizational development are the most often found, offering the perspectives of a better understanding of growing process within the small and medium area.

Generally, managers seek for finding the most appropriate methods and ways in order to get a positive strategic evolution, desiring to develop the company or just its results.

In summary, one can say that manager’s ability to recognize the difference between the two types of needs of change is important and, then, in cooperation with the specialist in organizational development and in change, to elaborate an appropriate strategy.

Management techniques implemented in the business field

Management [7, pg. 15] requires specific abilities and behaviors and it is not just a prolongation of the activity carried out previously becoming manager.
Business man daily activity supposes and implies solving a big number of problems, such as: calls, solving many papers, including correspondence; business meetings/reunion/dinner attendance, etc.

If strategy suggests that the organization should have another behavior, it is possible to appear problems if during changes implementing there are used the existing structures. Current structures and processes can easily distort and dilute concerned strategy up to cancel any recognizable change.

A strategy at the level of a company is defined by the way of entering into the competition, in a given business, basing on corporation’s overall strategic elements.

Many companies are organized on functional basis, meaning that they have separated departments for production, engineering, sales, supply, etc. If the strategy is implemented with the existing functional structure, it will be interpreted by the department’s managers according with the activity type for which this is responsible. But it can happen to be needed of crucial actions that exceed traditional labor division, on the functions. If strategy is just been translated in the behavior that reflects specialization in some past functions, then the actions out of the existing functions (or, typically, actions that pass more functions) will not be identified and executed.

A development strategy’s complexity is given by these characteristics:
- to ensure proposed objectives’ achievement based on its production factors and especially on the highest technologies and elements and technical progress;
- development strategy’s elaboration must be founded both the internal and the international context in which the company operates and the products’, markets’ and technologies’ evolution.

Identifying strong and weak points is realized by diagnosing company’s activity in all functional fields by using “matrix of internal factors’ evaluation” method. Their evolution can determine threats or opportunities for company. The tool which evaluates the threats and the opportunities for a company’s development is “matrix for external factors’ evaluation”.

In conclusion, development strategy is the result of a strategic leading process and it has a few particularities depending on the strategic management process’ approaching way.

Mission’s inappropriate statement causes difficulties in the process of formulation strategic lines of action.

Conclusions

A company’s top management must be focused on the future activities strategic planning in order that the realized item to be successful both on the national market and on international one.

The main decisions concerning company development and their taking way prove the participative management style adopted by company, at the most of decisions taking part two or even three decision factors, situated on different management levels and which determine the use, at a higher level, of the company’s employers’ professional and managerial potential. As regards the management methods which shall be used for company’s development, management methods with objectives and product (brand) will be considered and implemented.

Organization capabilities depend on a great extent on the managers’ and even employers’ characteristics referring to: attitude towards change, penchant for risk taking, abilities for solving problems related to strategic activities, motivation for implying into strategic activities and work skills expressed by currently existing attributions’ structure within the company.

Bibliography