

GENERAL CONSIDERATIONS ON PRIMARY FACTORS, COMPONENTS AND STAGES OF DECISION MAKING IN ROMANIAN HIGHER EDUCATION

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Abstract

In the current European context, it is necessary for all universities to become more powerful, and for that, they need full autonomy and decentralization, a very good funding and a total transparency in the decision making.

In Romania, one of the consequences of adopting the new Law no.1/2011 - National Education Act, as amended and supplemented, was that all higher education institutions were to reformulate their entire organization and operation strategy and therefore, to redesign the decision-making system. Improving the university management, the decision making in Romanian higher education is challenging in terms of implementation of the Bologna Process principles.

All this must be done taking into account automatically, all factors which influence university management, mainly but also the decision-taking process in universities in Romania, assuming that management means taking of decisions. Improving university management, the entire current and future management is linked in some way to the adoption and implementation of decisions.

Key words: University, decision, management, decidente.

Clasification JEL : M40, M41

1.Introduction.

One of the most important areas in which a civilized country should and must invest in social development through the transfer of knowledge is education. In the recent years, the developing educational process was aimed, in particular, at ensuring standards and performance indicators. We can say with certainty that the new Law no.1/2011 - National Education Act, as amended and supplemented created a modern system based on competitiveness and performance of higher education institutions.

Recent changes in education have had a significant impact on the society and, therefore, requires a rapid adaptation of the higher education in a world in constant change. Modern society requires any modern universities to have dynamism, flexibility and openness to the external environment. Nowadays, higher education in Romania has secured a strong competitive environment; the university's success is directly proportional to the degree of involvement and individual and collective performance of the members of the academic community.

Principles of the Bologna Process, referring to the insurance of a sustainable development of Europe based on knowledge and research, university studies structure in three levels - bachelor, master, doctoral university, quality assurance, academic mobility, transparency and recognition of qualifications and study documents application of transferable credits (ECTS), were made based on the development strategy of all universities.

Quality evaluation processes require a large student involvement and funding institutions, and evaluation results must necessarily be published. [1]

2. The decision system: concept and systemic approach.

In a world in constant change, characterized by speed and affected by the economic crisis, so the decision making process as a whole appear to be two strategic skills for any organization that wants to be an economic actor reference. This paper analyzed the impact of the use of the strategic management decision system and proposes an evaluation model of this relationship by reference to the relationship between organization and decision. Furthermore, based on interviews conducted in the respective organizations, identified a real need in this respect and suggests a number of models for decision making in relation to the positioning system organization - decision, its implementation levels are closely related to achieving or increasing organizational performance .

One of the problems faced by organizations around the world, not only in Romania, in this century, the speed of technological and managerial innovations succeed in every area of activity. In a global context marked by significant structural changes, the decision began to gain a strategic increasingly higher.

Decision as the educational component is no exception to the need for quality, especially university because pregătirea successive generations of learners to make multiple societății front solicitărilor current depends largely măsură to quality and performance of environmental education university education, but also the quality of the decision.

University is creating professionals who will lead in the near future romanian society and economy, integrated in the European Union. In recent years, the educational process performed various forms of development with preference directed towards ensuring standards and performance indicators. Law no. 1/2011 - National Education Act, as amended and supplemented reorientation provided a modern education focusing on performance and competitiveness. Currently, education in higher education takes place in an increasingly competitive environment more pronounced, the university's success depends on the involvement and individual and collective performance of all members of the university community, from students to teachers and staff administration. Teaching component, one of the main pillars of the university mission, should provide resources and tools to conduct processes of education to high quality standards in order to ensure the competitiveness of the European Higher Education Area.

In the management system, the decision is central because substantiation and implementation of other systems, and assembly and execution management processes based decision. A philosophical approach, we could say that "if the decision or decision-making system would be, nothing would be" (the company would not exist). Because of the importance it has, managers pay particular attention to developing and implementing an effective decision-making system.

An important role in the foundation of decision alternatives and their consequences assessment methods and techniques they have used decider. Upper and making decisions based complex is possible by resorting to a variety of methods and techniques that facilitate choosing the optimal decision, each of which fits into a decision model. Using methods and techniques of decision determines an increase in the degree of severity and efficacy default decisions, differentiated in relation to the type of decision situations involved. Regarding the development of decision making under conditions of certainty, this includes: maintaining a regular flow of information considered, the elements involved are the type of controllable variables and their evolution can be predicted accurately. In this case, the decision maker is certain that events will evolve so that once the action started, it will coincide fully - all with a specific model and information that he acquired before the onset of action.

For decisions under risk, which is characterized by several states of nature are known to manifest their likely involvement variables that are less controllable and poorly known. Decisions under risk occurs when the probability of a state of nature is known that it is superior maximum of zero and one's bottom. On the attitude towards risk makers a wide variety individual to extreme placing it excessively prudent decisions and overly risky.

Regardless of type, by a decision of choosing to conceptualize a variant which takes the form of an explicit model or plan translated into mental images. In terms of explicit model conceptualized, it is necessary to implement elements is a function of both the manager's experience and the other management staff, reported and applied to data and information on the situation of economic problems - social organization. Factors necessary for rational orientation, background, adoption, implementation, control and evaluation of decisions arise if, in the above, we add detail and deep knowledge of the contents of that decision system. Multitude of issues to be resolved in a timely and optimal management is one of the goals of the organization.

In the first definition, the decision is the resistance piece of management, most active and dynamic expression, which shall function. In another definition, the decision is a dynamic and rational choice process of remedies in a number of possible options to achieve one or more objectives. To decide is to choose, to choose one of the many existing ones to achieve them. [2]

Another definition is worthy to note that the decision involves identifying and choosing solutions that ultimately lead to the desired results. [3] In fact, the decision arises as a solution manager chosen from several possible options based on relevant information, to coordinate and regulate the activities of subordinate and control and their forecasting. Particularly high importance of the decision, as a management tool, lies in the very fact that thereby enables all employees of an organization manager, directing them according to what goals exist.

By an act or decision taking process you can develop a decision, and taking this decision is a complex process. Studies show a number of factors, several stages and the influence of a negative impact on the choice.

J.Payne [4] claims in scientific literature that there is a considerable variation in how people take decisions. She noticed the difference when decisions and details of a wide variety of factors that lead to this, including social, institutional and psychological variables.

The difference between the decision-making and decision process in terms of time is that the first is very short, just a few seconds or minutes and is based on that manager's experience, and the second requires a longer period of time, weeks or even months and involves consultation with several specialists and analyzing several factors. Also, the act of decision making means decisional situations that are repetitive or with low complexity, and the decision process regards major decisions. In light of the above, the decision process can be defined as all phases in which the decisional situation is identified, based, adopted, and implemented and evaluated to resolve the situation and achieve the goals.

3. Primary factors and decision-taking components.

In recent decades, strategic management has become the favorite fall decisional documents that determine the evolution of a large part of firms in developed countries and is expanding at a fast pace and in other countries, including those in transition. Marking a sufficiently well-defined stage in the evolution of world science and practice of management, this model has emerged as a natural reaction to one of the exhibited trends of the world last century - accelerating and amplifying its effects. [5]

Therefore, the primary factors of managerial decision are:

a) Decision makers. Its traits are professionalism, management expertise, authority and capacity to take risks. The decision maker is an important component of the competent organizational structure to develop and enforce decisions, and if we refer to the complexity of the decision it may be represented by one person or group of persons.

Regarding the decision maker, individually or collectively, or the decision-making factor has and continues to have a role in the decision making process as traits and characteristics have an overwhelming influence. Therefore, it should necessarily mandatory and peculiarities of the individual responsible for making decisions. Based on this need and obligation to their natural consequence is the growing need for individual characteristics - psychological, such as imagination, the capacity to react, objectivity, familiarity documentation and spirit to continue operations started and not is nothing but a part of the qualities required to be a manager.

Dominant influence of the manager or decision-making body that decides the quality of the decision lies in his decisive decision-making process at all stages, from goal setting and decision delimitation decision situation, continuing with the identification, collection, processing, analysis, decision to develop alternatives , deciding itself and ending with the preparation and application implementation decision itself. In all these sequences decision, the decision maker is the one who determines what and how to achieve limited computer intervention, is still being carried under his orders.

So, unlike the technical field where automated equipment, computerized or robotic frequently took all or most of the work processes and made them, including technical decisions involved in managerial decision-maker remains "prima donna" decision - without any value close to another competitor at least for now, in organizations. All these factors demonstrate the general nature of human decisions, which explains why the decision maker is so substantial impact on the design, conduct and complete decision processes. In the current, mainstream, owing professionalisation of management is enhancing their decision-making capacity due to increased level of professionalism in management [6]

Note here, as I have said throughout this paper, the decision making process involves, necessarily and compulsorily existence forum (body) decision presented by a person (manager, rector, dean, general administration, President board of directors, steering committee chairman, president of the university senate and so on) or by a team (management board, senate steering committee, faculty council, council of the department, the university senate office etc.) regardless of the level and nature .

Psychological profile of the person who participates in the evaluation of possible decisions is very important because a decision involves engaging the whole human personality, of his will and responsibility. Thus, nerepetând issues already presented in the previous chapter, note also that managerial decision is both a social relationship - human as well as a management tool, equally.

In the preparation judicious manager, thereby understanding its ability to assume its powers present and future, it is absolutely necessary given the dependence of the decision making process as a whole. For example, using active learning method, the manager will experience using basic economic levers to increase business efficiency, will address the organization as a system, you know interdependencies between key managerial activities.

b) Environment. Is defined as, all internal conditions (type of organizational structure, production structure and design of the company, the complexity of the production process, information system characteristics, available resources, relationship between various structural links in the production process, and so on) and external (relations firm - other role within the company to which it belongs, how it can provide human and material resources, the way the firm can secure funding, and so on) in which the decision making process takes place.

The state the objective conditions are the result of the manifestation of internal and external conditions and the influence they exert on company business at a time. Permanent changes of the environment are given by the state in which the objective conditions change and decision making process must adapt to these permanent changes. Regarding the environment, it can facilitate the adoption of rational decisions (expansion of automated data processing, improve employee training, research and development etc.), but can also disadvantage the process (increasing the size of the organization, increasing foreign market power and others).

c) The decisional situation is given by the task to be solved, seen in the context of a specific decision environment. In the management process, activity and decision-making carried out in order to resolve problems faced by the organization due to internal or external causes is preceded by identifying and defining the exact decisional situation created.

d) Decisional variations. These are ways of achieving the objective given the objective conditions. In case of a

decision process there must be identified at least two types of decisions, which depend on the specific environment and the ability of decision makers and people involved in making the decision to identify ways of solving the decisional situation.

e) Decisional criteria. Decisional criteria that can be economic, technical, social, environmental, legal and cultural viewpoints are all quantifiable to the decision maker to make more accurate comparisons and eliminate subjectivity with which it compares the variations between them and chooses the best decision.

f) The decisional objectives pursued -These objectives can be achieved, given the available resources, all other internal and external conditioning and achieving a risk estimate of the unforeseen or insufficiently known events, represents the expected level of decisional criteria that can be achieved by applying the optimal version, in various states of objective conditions.

g) The consequences of decisions. They consist of all potential outcomes that would be achieved by applying each decisional version, under objective conditions, evaluated in terms of decision criteria which help choosing the optimal choice by comparing achievable consequences for each decisional option in each state of the objective conditions for each decisional criterion.

h) Final results. Final results represent the performance obtained from the practical application of the optimal version, measured in terms of decision criteria initially established and compared with decisional objectives. Depending on the obtained result of the comparison, determining whether the decision was properly applied and identifying the causes that led to the failure of achieving the decisional objectives to combat them through other decisions.

4. Stages of the decision process.

The decision process can be addressed in a descriptive manner, and for this it is necessary to describe the conduct in its reality by using the induction method. Through this approach we can identify a large number of different decisional processes, but this does not provide a specific methodology unit for carrying out.

In case of a regulatory approach, we are describing the decision making process in the form of how it should be conducted according to rules or regulations. This approach uses the method of induction and deduction and provides a unified framework for the treatment and understanding of decision-making.

Stages of decision making are:

a) identifying and formulating the problem to be solved (decision situation) - this is done from the objectives and tasks of the company for a certain period of time, continue to provide separation from other questions of decision problems, indicating that the issues of decision should be clearly defined to find a solution.

b) inventory of decisional variants. This involves identifying and / or developing more possibilities for action. Depending on how the decision maker is involved in identifying and developing inventory decisional variants they can be active or passive.

Active inventory is encountered when making low-level decisions and involves direct participation of the manager in the development of decision alternatives. Passive inventory, specific to superior and medium level decisions, strategic and tactical, appears when the manager is provided with several solutions, several variants of solving a problem without him contributing in finding them.

c) establishing criteria for evaluation of decision alternatives. Criteria can be found in a relationship of dependence, interdependence or be independent. They can be ranked to determine their importance in assessing decisional variants.

d) identification of possible states of objective conditions. If unknown, the possibilities for further development of various environment variables, the decision is to choose several possible situations. For example: favorable and unfavorable evolution.

e) goal setting decision, depending on possible scenarios.

f) evaluation of decision alternatives. With this stage we determinate the consequences of each choice, the results to be obtained by adopting a certain decision alternative according to criteria and possible states. Consequences can result in: production increases, cost savings, increased productivity, better conditions of work.

g) choosing the optimal decision. This involves comparative analysis of the consequences of specific decision variants reported previously in the established criteria.

h) implementing the decision.

i) evaluate results. Making this step comes after a sufficient period of time after the application of the decision, to show the effects and involves several activities: comparing results obtained with the objectives set before applying the decision, setting differences, highlighting the causes that led to them, the formulation of correction solutions for negative deviations and generalization of the positive.

Based on the results of a longitudinal study, [6] it is suggested that educational decisions result from a complex relationship between different factors.

D.Tyler [7] detailed addresses some of these factors: changing social structures, changing jobs and changing skill requirements within existing careers.

However, there is a confusion of factors in the decision making process.

Some authors [8] make this confusion in the point that the choice is limited by socio-economic, family and ethnic cultures issues. Even strong research results seem to ignore this complexity and not take it into account, I think the decision making process is highly unstable. [9]

For example, P.Hodkinson concludes his study: Only forty-five to one hundred of those aged sixty-nine have been able to be traced that they were doing what they elected in eleven years of school. [10] Another author [11] suggests that there is no single factor at work. There are always combinations of factors that influence the decision to participate or not in post-compulsory education. Bloomer and Hodkinson's words: decision making is a complex connection, in which the identity habitus, personal, life history, social and cultural contexts, are learning actions and they are inter-related. [12]

Some studies recognize that decision making is a rational process that is linear and is characterized by certain stable features, [13] but others can not see the decision making process rational or stable. [14] Another author [15] suggests that the notion of choice-making is a process of rational logic.

5. Conclusion.

Globally, decision, decision making, and maybe as decision-making system based on a vast network of knowledge whose development cascade ignores essentially considerations of geographical, organizational size, etc. stakeholders.

Talk about two areas of knowledge that are autonomous and do not depend on their development of interference with others, regardless of the commonalities shared.

Epistemological question, not merely methodological reflection, aims to clarify the concept of knowledge covered by the research work done and achieve expected value of knowledge are developed. Clarification epistemological positioning adopted and justifications to be made will serve to confer legitimacy and electoral research work behind it.

The ability to make decisions is one of the elements that make the difference between a leader and a manager. A leader is not always a decider.

To the decision process becomes complex if those decisions concern the interests of the majority of staff, in which case, to be applied, first the decision must be written in a simple, clear, concise way so that it can be understood by all those who will apply it and not to give rise to misinterpretations. It is necessary to explain both the content of the decision, as well as its consequences, because the performer is motivated when they know what to do, what results are expected from the implementation of individual actions what will be the final results obtained from the decision .

Preparing application involves all managers in hierarchical levels at which the decision was addressed, namely the need to create conditions, a good psychological training of staff, monitoring the conviction, necessity and appropriateness of each employee. Application is determined by the manager's authority to coordinates its field or fields covered by the decision. Practical experience has shown clear delineation of decisions requiring a type of inventory or another. We can say that choosing a certain type of inventory depends largely on the skill of the manager, the relationship between him and his subordinates, the degree of knowledge and involvement of the decision maker in solving a problem, and the type of management style adopted.

Higher education options should be considered in the context of broader patterns of choice in education and training. However, there is no single model to explain the complexity of choice. In this analysis, the aim was to provide an overview of three conceptual models of decision making in education. Two key issues are addressed in these models; the relative importance of structures involved in making individual decisions and the issue of how different, but important is rationality, in decision making

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