

MANAGEMENT AND HUMAN RESOURCE MANAGEMENT. CONCEPT AND COVERAGE

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Abstract: Management is more than just driving the process of production. This science requires the existence and coordination of a complex of human notions and facts, to serve the labor and production process improvements so the result is the optimal use of all factors of production to achieve higher production yields.

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1. Introduction:

Our world changes occur extremely fast, we stick to the conclusion that planning future action remains more than a necessity for management. Also, the ability to predict must take into account adaptation of forecast to changes occurring during events. Management programs and management plans (Nicolescu, Verboncu, 1999) should be tools known and currently used by the manager in his activity.

2. Educational Management Schools

Management as a science is relatively new, its foundations were made during the XXth century. The word „management” is borrowed from the English form of the verb ”to manage”, which means to lead. Its parents are considered to be Frederick Taylor and Henry Fayol (Tudorica, 2007).

Roxana Tudorică (2007, p.10) reminds the main management schools namely:

a) The classical school, which focuses on:

- division of labor, increased individual specialization and productivity growth;
- management authority and individual responsibility of employees;
- discipline and order;
- unity of command;
- unity of direction;
- subordination of individual interest to the general one;
- payroll system is designed to enhance individual motivation for performance;
- it uses centralized/decentralized systems in conformity with businesses and staff;
- it promotes fairness, staff stability, initiative;
- managers have fewer subordinates in order to ensure control.

b) The school of functional management, which outlines a system of principles and methods, but minimizing the human factor.

The characteristics of this school are:

- use of scientific methods to determine the most effective way to achieve the tasks;
- selecting appropriate people for jobs;
- strict control and efficiency;
- perception of employees as tools;
- the belief that the manager thinks for all;
- emphasis on the quantitative aspect.

c) School of human resources (Tudorica, 2007) criticizes the classic management supporting participative management styles. Its features are:

- use of labor at full capacity;
- simultaneous support of individuals and organizations;

- integrating the policies of mining branch to business plans;

- a shift in the organization according to newly acquired capabilities by staff.

d) Qualitative school (Tudorica, 2007), it considers that organizational efficiency is given by the personal qualities of managers. Its features are:

- qualities valued to a manager differ;

- no personal feature is not essential for leadership;

- personal qualities, when they exist and they are appropriate to a concrete situation, can increase the efficiency of management.

e) Systemic school (Tudorica, 2007, p.13) is characterized by the use of a wide range of concepts and methods that come from other sciences. Also, there are other management schools, such as the empirical school, decision theory school, school of social interests, school of communication systems.

Regarding management principles (Tudorica, 2007, p.26) we must say that „they are basic ideas, general theses that guide and direct a science, an activity.”

Taylor has developed four basic principles, namely:

- to develop a science for each job;

- to carefully select employees who have skills for a certain activity;

- to prepare employees to perform work by giving them incentives;

- to support workers to perform their duties and plan their tasks.

The functions of management have been listed for the first time by H. Fayol (Tudorica, 2007, p.27).

According to this author, the management has five main functions, namely: planning, organizing, commanding, coordinating and controlling.

Ovidiu Nicolescu and Ion Verboncu (Nicolescu, Verboncu, 1999) show that management is a relatively new science, created and developed through the efforts of specialists in communication and due to the development of management as an art in the period of industrialization and expansion of American capitalism. Management is more than just driving the process of production. This science requires the existence and coordination of a complex of human notions and facts, to serve the labor and production process improvements so the result is the optimal use of all factors of production to achieve higher production yields. The cited authors show that "management companies lies in the study of management processes and relationships among them, in order to discover regularities and principles that govern them and to design new systems, methods, techniques and management, ensuring acquisition and growth of competitiveness ". We infer that management is the science of the production process, a science that studies the decision-making processes so that the final result of the technological process and not only is the increasing competitiveness and achieving superior results in terms of better, optimal use of all factors of production.

In this context (Nicolescu, Verboncu, 1999), we must not confuse the relations of any kind with relationships between people, generated from the management, leadership and organizing activity.

"Therefore, the essence of management science is the study of management relations and processes."

According to this source, management processes, in turn, can be grouped in two categories, namely: execution and management processes.

The authors define the management process in a company consisting of "all the facts determining its objectives and embedded subsystems, resources and work processes and their contractors, which integrate and control the work of staff, using a complex of methods and techniques to efficiently achieve the concepts that resulted in the establishment of that organization."

The typical management process can be considered (Nicolescu, Verboncu, 1999) in terms of three main phases: the forecasting phase, operationalization phase and final phase that seeks to commensurate and interpret the results.

The functions of management are, according to the authors quoted, five in number, namely: forecasting, organizing, coordinating, training, evaluating and controlling.

Forecasting (Nicolescu, Verboncu, 1999). This function consists of all work processes determining the main objectives of the company - company or autonomous - and its components and major resources and means to achieve them."

Forecasting is not by chance called the first of the functions of management. This is because it has the ability to see into the future, to discern future events, to be an essential feature of any manager. The forecast assumes the ability to constantly adapt to the demands of the future.

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forecast to changes occurring during events. Management programs and management plans (Nicolescu, Verboncu, 1999) should be tools known and currently used by the manager in his activity.

Organizing. "Organizing function describes all management processes through which physical and intellectual work processes and their components are established and delimited, grouping them into jobs, work teams, departments and assigning them to staff, according to certain managerial, economic, technical and social criteria, in order to fulfill the forecasted goals "

The authors noted ways and stages of the organizing function of management. Thus, firstly we talk about preparing the organizational stage, about organizing as a whole the entity we manage and organizing the components of this entity.

The trend is to organize the enterprise, the entity, in a vision supple and flexible (Nicolescu, Verboncu, 1999) that allows a permanent adaptation to the realities surrounding, that are in a deep and fast movement.

Coordinating. "This function represents all work processes which organize decisions and actions of staff and its subsystems in the forecasts and previously established organizational system" (Nicolescu, Verboncu, 1999).

Coordinating must, in turn, take into account a number of features of the organized entity and manager, as follows:

- dynamism and responsiveness to management decisions. Feed - back is required when managing an enterprise or entity of any kind;
- flexibility of the entity concerned or ability to adapt to management decisions. This aspect is very important because a late response or a late adaptation to management decision leads to a late change in evolution, without positive or even negative effects in the future;
- maker's realism is crucial in achieving a good leadership. The decision maker needs to know the exact situation inside the entity run, but also the context;
- a good level of theoretical and practical training of the manager. A good coordination can be achieved only by managers with superior skills of analysis and synthesis;
- fast deployment and follow-up of decisions to be able to make corrections to initial decision when necessary.

The quoted authors show that "it is a less formalized management function, which depends to a decisive extent on the human side of potential managers, whose effects are difficult to assess, are strongly conditioned by the content of other management functions."

Training. "This function incorporates all work processes which determine the firm's staff to help set and achieve expected objectives, taking into consideration all the factors that motivate him."

We must say that the foundation is motivation. There is no really trained production staff in the effective exercise of the company, if it is not sufficiently motivated. Motivation approaches the performer to the general objectives to be achieved in the management activity. Therefore one should consider:

- human resource position in relation to similar work in the labor market in the sense that motivation should be performed at least at the level of other companies;
- problems in everyday life of staff, related to family life, raising children, leisure time that is outside the firm;
- developing staff motivational scales to understand the exact mechanism of selection, promotion, encouragement and motivation, and the system of sanctions or other punitive actions.

Therefore, the motivation of staff will have to meet several features, namely: to be complex to be differentiated and gradual (Nicolescu, Verboncu, 1999).

Controlling - assessment. "Controlling can be defined as a set of processes by which the company's performance, its subsystems and components are measured and compared with objectives and standards set initially to eliminate deficiencies and integrate positive deviations".

Basically, this function seeks to determine:

- how decision reached its objectives;
- can determine whether a decision should be modified in the future and adapted to business environment and external environment of the company;
- verify the way the managed entity responds to that decision;
- comparing achievements with goals so that future goals to be more realistic, in line with reality and capabilities of the entity;
- measure the outputs (Nicolescu, Verboncu, 1999), so that we know exactly the level reached.

3. This function of management

This function always ends management work, it is the one that fully highlights the efforts and results of these efforts.

Given the development of present technological level, human resources play an increasingly important role in the existence and development of an organization. We could say that the interest of theoreticians and practitioners are moving towards human resource management, leadership, organizing and its supervision, so that the potential for development and growth of the organization to be maximum. "Organizations involve people and ultimately depend on human effort."

This happens because:

- the technological level of the means of production of tools, machines is becoming higher;
- objectives of the manufacturing process of the products of labor are increasingly complex
- quality and standards in operating markets are very high;
- people's tastes have become sophisticated;
- commercial competition involves several phases, which tests the ability of a product to enter and remain on a market.

Therefore, moving the organization to the workforce is not random.

In the consideration of human resources an organization has, Aurel Manolescu (2003) starts from the following assumptions, which seem very important:

- Human resources represent the organization;
- Human resources are one of the most important investments of an organization, whose results become increasingly apparent over time;
- Human resources are unique in terms of their potential for growth and development and their ability to know their own limits and to overcome them;
- Human resource management decisions are among the most difficult;
- Human resources represent a great potential, that must be seriously motivated or trained;
- People have relative inertia to change, offset by a greater adaptability to different situations;
- Human resources are strongly influenced by the time factor needed to change mindsets, habits, behaviors;
- Relations managers - subordinates must be generated by the principle of human dignity;
- Effective use of all other resources available to an organization depends to a higher and higher extent on effectiveness in use of human resources;
- Of all the resources of an organization, they summarize and express best the specific type of human activity to management.

Human resource management is the science that studies:

- Relations between employees;
- The relationship between employees and company;
- Relations between employees and management,
- Motivation of employees in the workplace;
- Training of employees for work;
- Protection of employees against the external environment;
- Promotion and encouragement of employee to obtain performance;
- Influences that patronage has within the triangle: employers - management - employees;
- The relationship between employees and the firm in connection with their social protection;
- Recruitment and staffing appropriately to different departments of the company.

Human resource management is circumscribed as an autonomous science, management science, and it took from the latter part of its functions, categories and specific research methods.

It is a recent term (Manolescu, 2003) that is known among experts, that of „activity of human resources”, "personnel leadership activities"; "Personnel management" and so on.

Aurel Manolescu describes four perspectives of analysis and understanding of human resources management:

- As an expression of existing staff practice
- As a new managerial discipline;
- As a separate resource model;
- As a strategic and international function.

Trying to define human resources management, the quoted author brings in his support a plurality of formulas as follows:

- Function that facilitates the most effective use of people to achieve individual and organizational goals;

- Function that enables organizations to achieve their goals by obtaining and maintaining an effective workforce;
- A set of interrelated functions and processes aimed at the attraction, socialization, motivation, retention and maintenance of employees of an organization;
- Ensuring strategic approach, motivation, involvement and resource development - key to an organization;
- Setting targets in relation to people in achieving and controlling following a logic of the system;
- Involves all management decisions and practices that directly affect or influence the people, or human resources, who work for the organization;
- It represents a series of decisions that affect the relationship between employees and employers, and other stakeholders;
- It represents a series of decisions concerning the employment relationship that influence employee and organizational effectiveness;
- All operational activities (planning, recruitment, mentor) and energetic (creating an appropriate organizational climate), which ensure the organization's human resources required;
- Provides the company with the necessary human resources, with the dual smooth and effective functioning of the human assembly, and respect the desire for justice, security and development of each employee.

From all definitions of human resource management, already published we remind you:

- It includes all activities aimed at by the human factor, with its objectives: conception, design, optimal use, maintenance and socio – human development;
- All activities related to ensuring optimal use of human resources, for the benefit of organization of each individual and the community in general;
- Complex of activities oriented towards an effective use of "human capital" in order to achieve organizational objectives, while ensuring conditions guaranteeing needs of employees;
- Ensemble decisions affecting relations between main social partners - employer and employees - to ensure increased productivity and efficiency business.

4. Concluzions

Concerning the stages of development of human resources management science, the author quoted talks about the "identification or individualization of various stages of development", as follows (Manolescu, 2003):

- Empirical stage;
- Welfare or prosperity stage;
- Personnel management;
- Personnel management - the development phase;
- Personnel management - maturity phase;
- Human resource management - the first phase;
- Human resource management - the second phase.

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