

GENERAL MANAGEMENT SYSTEMS USEFUL IN CREATIVITY MANAGEMENT

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ABSTRACT: *In an organization, creativity is certainly used to satisfy the clients’ needs. Our intention is to take advantage of this endless resource. Therefore, we have brought some of the most utilized general management systems to the attention of academics, PhD students, managers and specialists in the Romanian industry: project management, product management, participatory management, and management by exceptions. We have done an analysis and a comparison of the opinions of different respondent categories regarding the utility of these general systems in creativity management. We appreciate that both the quality of the product and the employees’ satisfaction directly depend on the management system implemented in the organization. Although, according to the specialty literature, a perfect management system does not exist, we believe that human resources can be more or less creative, depending on the chosen system. Respondents from the academic environment have offered a more theoretic perspective on the usage of general management systems in creativity management, while respondents from the industrial environment have had a more practical approach. Both of those images converge to assessing a greater importance to the project management system.*

KEY WORDS: general, management, system, creativity.

1. INTRODUCTION

In an organization, creativity is certainly used to satisfy the clients’ needs. Our intention is to take advantage of this “endless renewable resource” [5]. Therefore, we have brought some of the most utilized general management systems to the attention of academics, PhD students, managers and specialists in the Romanian industry: project management, product management, participatory management, and management by exceptions.

2. RESEARCH RESULTS

We have done an analysis and a comparison of the opinions of different respondent categories regarding the utility of these general systems in creativity management. We appreciate that both the quality of the product and the employees’ satisfaction directly depend on the management system implemented in the organization. Although, according to the

specialty literature [1], [4], a perfect management system does not exist. We believe that human resources can be more or less creative, depending on the chosen system.

We developed a research based on questionnaires [2]. The respondents were academics, PhD students, managers and specialists in the Romanian industry. One of the requirements was that respondents to quantify on a scale of 0 to 10 – with different values – four of the following management systems: project management, product management, participatory management, and management by exception.

We gave up maintaining the system of management by objectives, because – in a previous exploratory research – all those interviewed said that we can not talk of management without establishing clear and phased targets.

A map of appreciation of the importance of project management in the management of creativity is shown in Figure 1.

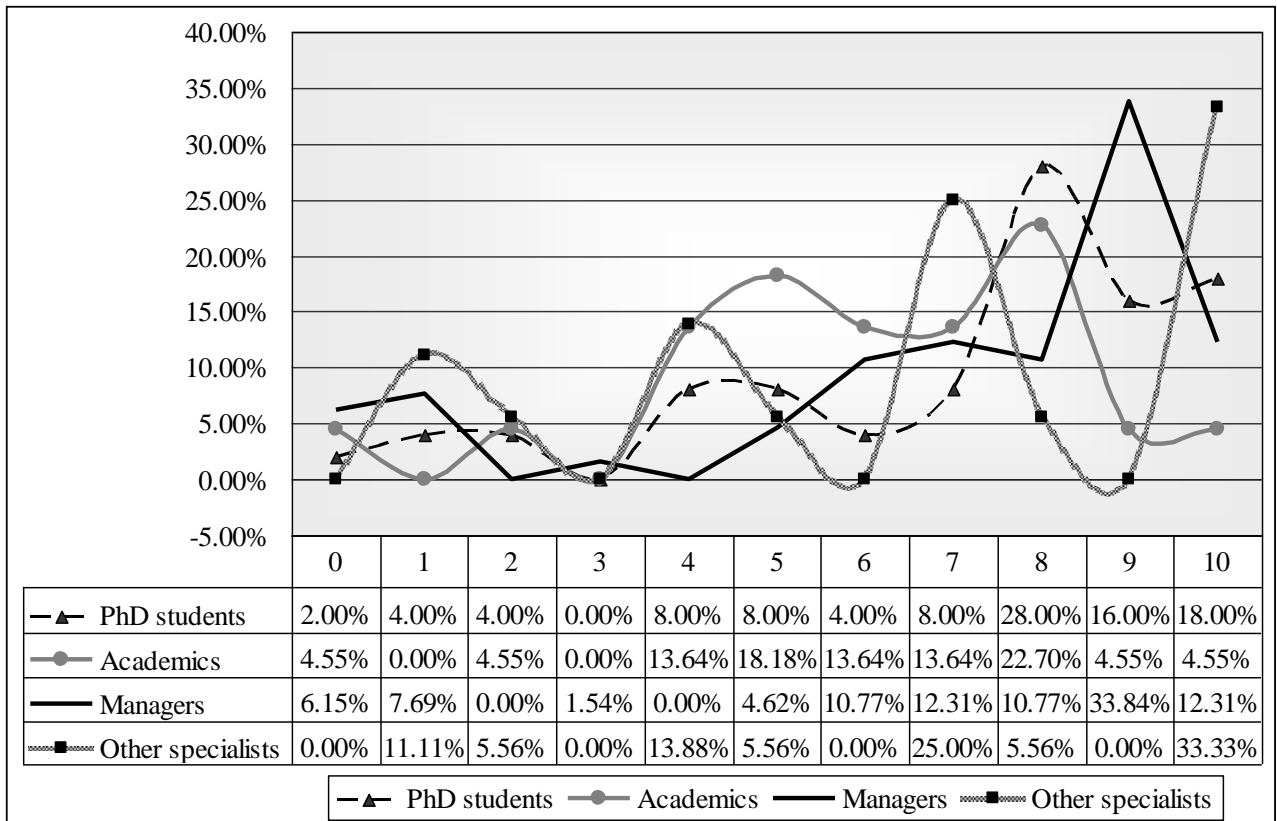


Figure 1. The importance of project management system in creativity management

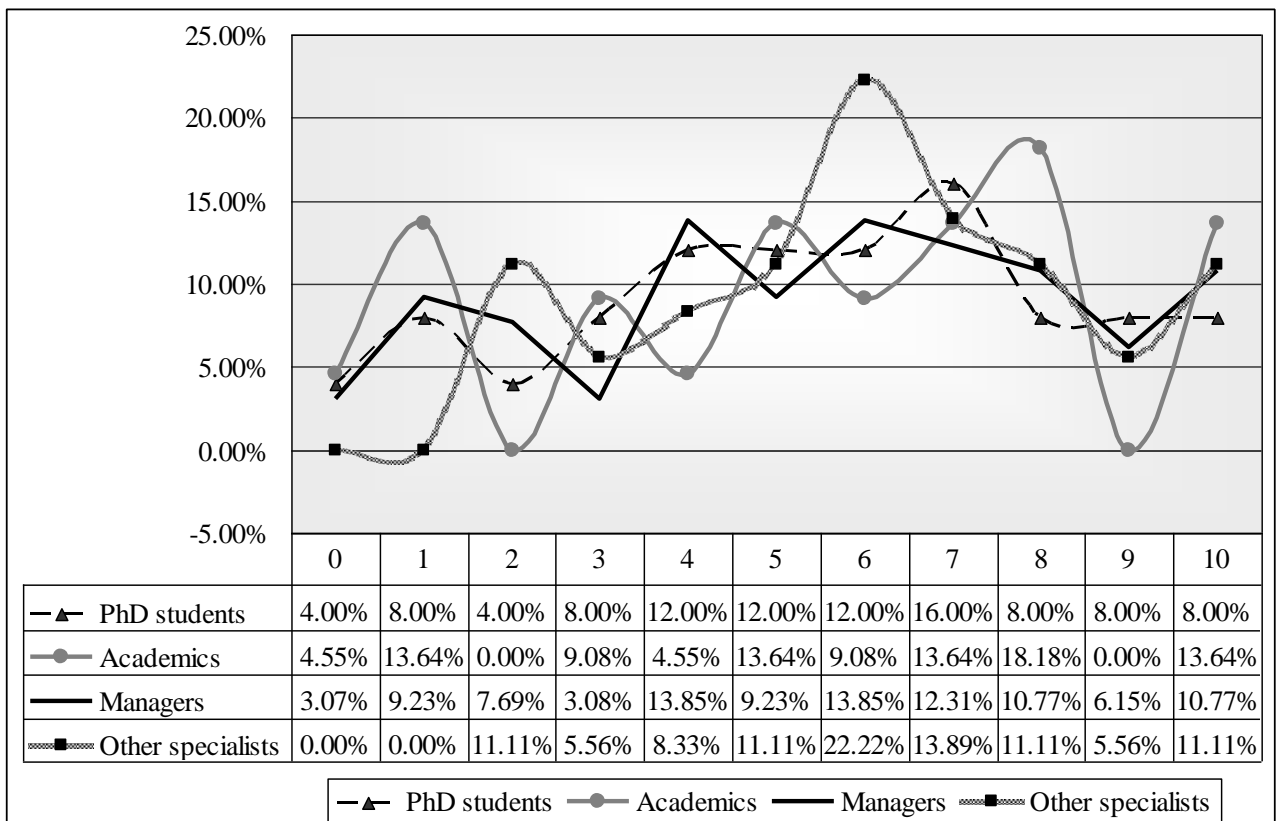


Figure 2. The importance of product management system in creativity management

Figure 2 shows the respondents opinions regarding the importance of product management in creativity management.

The role of participatory management in managing creativity is shown in Figure 3 and the role of management by exception – in Figure 4.

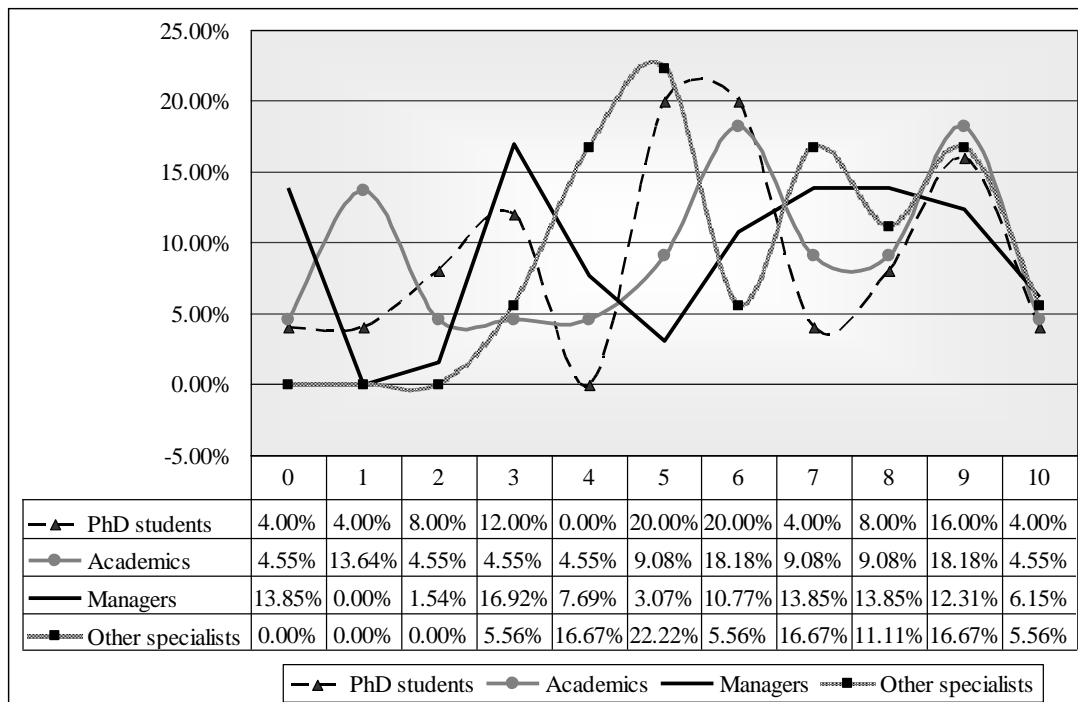


Figure 3. The importance of participatory management system in creativity management

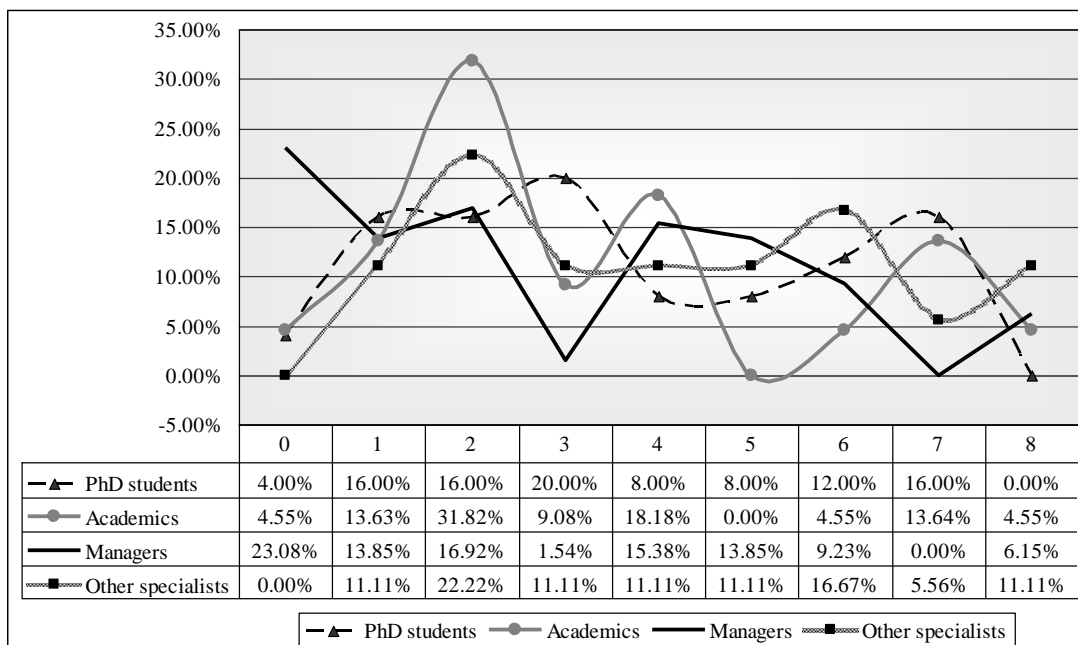


Figure 4. The importance of management by exceptions in creativity management

We mention the fact that 20.7% of surveyed managers did not know to answer to this question. So the graphs in Figures 1,

2, 3, and 4 contain only the valid responses, those of 79.3% of managers. We centralized in table 1 the statistics of the responses offered by PhD students,

academics ([2], Tab. 2.2, p. 81), managers ([3], Tab. 16.11, p. 348) and other specialists ([2], Tab. 2.1, p. 71).

Table 1. Statistics of the responses regarding the usefulness of various management systems in creativity management

General management system	Respondents	Average	Variance	Standard Deviation	Homogeneity Coefficient
Project management	PhD students	7.120	7.169	2.678	0.376
	Academics	6.000	5.395	2.323	0.387
	Managers	7.000	9.031	3.005	0.429
	Other specialists	6.583	10.021	3.166	0.481
Product management	PhD students	5.480	7.765	2.787	0.509
	Academics	5.591	9.271	3.045	0.545
	Managers	5.538	8.315	2.884	0.521
	Other specialists	6.083	5.736	2.395	0.394
Participatory management	PhD students	5.520	7.357	2.712	0.491
	Academics	5.545	9.277	3.046	0.549
	Managers	5.446	9.720	3.118	0.572
	Other specialists	6.389	4.359	2.088	0.327
Management by exceptions	PhD students	3.640	4.888	2.211	0.607
	Academics	3.364	5.167	2.273	0.676
	Managers	2.877	5.953	2.440	0.848
	Other specialists	4.167	5.171	2.274	0.546

We can observe that the project management system recorded the highest averages for all categories of respondents.

3. CONCLUSION

Respondents from the academic environment have offered a more theoretic perspective on the usage of general management systems in creativity management, while respondents from the industrial environment have had a more practical approach. Both of those images converge to assessing a greater importance to the project management system.

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