

MANAGEMENT FUNCTIONS AND PERFORMANCE MANAGEMENT

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Abstract:

This article is mentioned methods and management techniques and methodology with technical meeting in the act of driving, how the driver turns information into action, with decisions by bringing resources to requirements and seeking to obtain maximum results, classified by many criteria (how to apply, the field of use, objective nature thereof). It is an analysis of managers' performance after the five functions of management.

Key words: *manager, management method, technical management, performance management*

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Changes in the whole world in the late twentieth and early XXI century have revolutionized including managerial thinking.

To choose the path to success and come to light in entangled ways of economic recovery, privatization and the establishment of democracy, leaders of organizations have had to rethink the functional structures that accompany change, to reinvent or rethink their marketing activities to encourage creativity, or to make spectacular driving methods and techniques of world affairs, settling them on a new scale of values, consistent with the current phenomenon of decision problems.

A competitive company is the contemporary interest of managers and all staff for knowledge and customer satisfaction is top priority. In fact, to meet such requirements is to introduce and maintain control of several key issues, such as: features, reliability, durability, maintainability and safety of the product / service in question, but its sale price, term of delivery, and no harm toward the environment.

Romania's current transition to a market economy and transition means our companies to inspection and quality control (ineffective in the context of fierce competition existing in the world market) quality assurance and total quality, which are specific approaches business performance. Among the major obstacles that make difficult the transition may include: old mindsets, resistance to change, ignorance, lack of capital, general economic downturn and its consequences, etc.

Most people believe today that management or management of any activity, is an art, which rely increasingly more on science.

Regarding management, the science of leadership, attempted to define, over time, the major issues that were made to solve the time drivers or the nature of concepts and methods used in particular.

Positioning management among inexact science is independent of methods of study, it constitutes itself into a call for research, the discovery, the formation and use of instruments of increasing performance, to materialize the effective management measures and responsible.

Methods of management were noted by scientific research which has established a prominent place in management science.

Driving method is a set of principles, techniques, processes and tools, which expresses how leadership functions are performed, to reach the goals.

All procedures, rules and instruments used in carrying out management, is driving technique.

Management technique how to act means the driver applied the method of management, leadership technique combining with the actual knowledge (technical) of the driver, with his personal skills in using processes and tools.

By meeting with the technical method in the act of driving arises how the driver turns information into action, with decisions by bringing resources to requirements and seeking to obtain maximum results.

Management style is all manners and psychological peculiarities of a leader who put his mark on the actions of the leadership process.

Management methods and techniques are classified by various criteria (how to apply, the field of use, objective nature thereof), the most important criterion being that the scope of applicability, it groups in:

- general management methods and techniques - all aimed at driving process, or more functions can be applied in all fields, both the company and the subdivision thereof. Among them can remember: management by objectives, management by product, by project management, management by exception, management by budgets, management systems, management by delegation of authority, leadership by consensus, etc.
- methods and techniques that are applicable to a function with a narrower scope of applicability: brainstorm (brainstorm) panel meeting (Delphi technique), sinectica, Gordon's method, etc.

Targeting modern functionality and profitability of enterprises was necessary move to use in the management of a coherent set of elements (principles, rules, methods, decision-making procedures, organizational information, etc..) Through which to provide modeling and exercise in the entire functions are specifically for a business process management as a whole, or for the main component for economic profitability increases.

In evolution, management thinking has come in the last 50 years, played the main stages in the following table.

Managerial thinking steps

Phase	The main objective	Hidden picture
1	Scientific Management	Mechanical efficiency
2	Priority people	Organizing the social system
3	Strategic Competition	Professional War
4	Using techniques "Japanese style"	Quality, continuous improvement and excellence
5	Communicative organization	Organization as capacity

Manager is any person under the tasks, powers and responsibilities circumscribed position held, decisions that affect decisions and actions of others.

The five skills for a good manager refer to:

- intellectual skills (logical thinking and problem solving);
- technical skills (mechanical performance in different tasks);
- ethical skills (defining good part of evil);
- emotional skills (identification and handling of feelings of others);

- interactive skills (communication intelligence and creating an atmosphere that facilitates communication).

After Leonard Kazmier identified 14 principles [8] Management universally valid today, namely:

1. Division of labor;
2. Authority;
3. Discipline;
4. Unit Code;
5. Steering unit;
6. Subordination of individual interests;
7. Compensation;
8. Centralization;
9. Chain hierarchy;
10. Order;
11. Equity;
12. Stability kept;
13. Initiative;
14. Spirit bodies.

All managers, however, performance is analyzed after five functions [11] of management: planning, organization, command / guidance (guidance and control) [1], coordination and control [3], [5]:

- Function of planning is based on the vision, mission, objectives and targets;
- Function of the organization include: division of labor, delegation of authority, departmentalization, scope control and coordination;
- Function control / management include: motivation, communication, performance evaluation, discipline and conflict resolution;
- Coordination of concern: recruitment, selection, hiring, training and retraining;
- Finally control function: sets standards based on objective performance measures and records, making comparisons between two employees, take corrective actions / preventive, handles.

Golden rule of management is that: "The manager will be judged by its actions and not by his words and actions of the manager will be the best example for his team to follow" [10].

The first function of management planning / forecasting is the whole process by which determines the main objectives and its components, and resources and means to achieve them.

Planning / forecasting answer the question: "What should and what can be done?" in terms of establishing the necessary resources.

Depending on the horizon, degree of detail and binding, planning / forecasting is divided into three main categories: forecasts, plans and programs.

After [2] in these positions should consider the following questions:

- "Where are we?", To which should be an analysis of internal performance and external environment and business (stability, complexity, market diversity, hostility, competition) [4];
- "Where we want to be / to arrive?", To which must be revision vision, mission, objectives;
- "What to do?", To be determined SWOT's [1] manager, that is: tenacity / strength, weaknesses, opportunities and threats

Function means all organizational processes through which to establish and define the physical and intellectual work processes and their components (movement, time, operations, works, tasks, etc.). And their grouping jobs, work teams, departments and assignment of personnel, appropriate certain economic criteria, technical and social, to achieve the best possible conditions, the planned targets. Organizational function responsible as the question: "Who and how to achieve the objectives planned?"

Function control / guidance (guidance and control) incorporating all management processes which determine the personnel to achieve the objectives.

Background function is the motivation, which involves correlating meet the needs of staff with the objectives and tasks assigned. Depending on how conditioning staff satisfaction and performance, positive and negative reasons.

Positive motivation is based on amplification of staff satisfaction resulting from participation in employment, following the completion of assigned tasks.

Negative motivation based on threat reduction staff satisfaction if not done with the targets and tasks assigned.

After Maslow [9], to obtain an effective drive to achieve the function required to meet the staff reasoning process simultaneously several characteristics, namely: complexity, differential and gradualists.

Coordination function is to harmonize all the processes by which decisions and actions of staff in the management process.

It is generally considered a model for solving the following six steps of analysis in the decision:

- Defining the problem;
- Identification criteria;
- The importance / weight criteria;
- Generating alternatives;
- Reporting of each alternative on each criterion;
- Calculate the optimal decision.

To ensure effective coordination is essential for appropriate at all levels of management, communication to understanding the transmission of information and the full collection of the messages contained.

Coordination function is carried out bilaterally scrolling is between a boss and a worker and multilaterally, through a process of simultaneous communication between a chief and several subordinates.

Coordination function is a function that depends less formalized in a decisive extent, the human side of potential managers, whose effects are difficult to evaluate, are strongly conditioned by the content of other management functions.

Control function can be defined as all processes by which performance is evaluated and compared with standards and management objectives initially set expunged deficiencies.

Conclusions

The vast majority of managers in the firm specialize in a particular area. They lead a department within a company or organizational unit for a function.

Manager is any person under the tasks, powers and responsibilities circumscribed position held, decisions that affect decisions and actions of others.

The manager must master specific methods and tools, performance management and organization.

In a world constantly under the constraint of limited resources, management tends to be judged superficially in terms of immediate cost, are unduly neglecting a

functional system that proved its virtues in time and create value indefinitely, as far as which is internalized in the company's operational mechanisms and updated continuously.

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