

THE ROLE OF THE CONTROL PROCESS IN MANAGEMENT

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Abstract. *In order to assure the management activity's efficiency is necessary to organize a systematic inspection for all the material and financial resources, for the economic processes and the obtained results. A good inspection means perfecting and strengthening the ways of the achievement, inspecting the main batches of the company, so that the inspection reaches the requirements of market economy.*

The enterpriser is characterized by a total control of the company needs, which can affect his leading ability. Of the management tasks, inspection has a great importance; in some companies it's very often (especially in the service department). These can lead to some communication difficulties, to use the team concept and employees' commitment. The traditional approach for the control process has three steps: measuring the company's performances; comparing the results to the settled standards; making some collective actions.

Keywords: *control, management, process, decision, inspection.*

1. Introduction

The role of management inspection is to maximize the parameters referring to the quantity and quality of the obtained results and the time it took.

Maintaining these parameters to the maximum efficiency is assured by:

- constant checking of the quantity results and the parameters;
- estimating the size and direction of the influence of different factors which influence the characteristics of these parameters;
- embracing the correction measures and watching their effects.

The control is an important side of management, like a sub-system watching the stability, maintaining the foresight and achievements, measuring the performance and comparing them to the plans, assuring the right information in order to lead them to the inspection measures.

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The specific role of the control is maintaining the actual ways due to the established parameters, discovering the delaying and accelerating factors, and promoting the positive effects factors.

2. The inspection role

The inspection role is to achieve the management goals. It establishes not only the errors in management activity, but also the positive effects which refer to the right action and making it achieve the strategic and tactical goals.

The main inspection roles are:

1) estimating the results through which, close to the measurements findings results, as estimated by comparing the results to the objectives and standards initially established and the causes that determined them;

2) the recovering function, determined by control's orientation not only to realize and estimate the facts, but also to apply the corrections imposed by letting beside the deficiencies and the causes that generated them;

3) the preventive function, takes action before the values deviation, not after it took place;

4) the informative function, the information given by the inspection, assures data about the way the decisions are taken, about some aspects of the company;

5) the educational-stimulus function which come from the fact that the control activities, action like forces that stimulates the efforts of the companies for getting over the present situations and obtaining some superior economical results.

The inspection is not a goal itself, but a link of the managerial act, it contribute to the efficiency of all actions. Assuring the growth of individual and collective responsibility, the inspection purpose is to make the activities achieve the goals. So the purpose of the inspection is to evaluate the objectives, then the results, using the same techniques, ways and instruments, verifying the reached levels. In other ways, inspection is right after coordination, and in the managerial process, after decision and command, and it makes the connection between the first step and the action. Therefore, the decision-making work is the main goal of the inspection, making better the managers experience, and another objective is to assure and defend the interests of the company, making it evolve. The inspection's objectives can only be understood in their interdependent complexity with the entire managerial activity, its role being to raise the

guarantee of actions in the managerial process. It should not be mistaken, the objective with the object of control, which is practically unlimited, especially compared with the processes of execution, situations and problems, factors, deviations of inspection content.

The special role of inspection is that it helps in realizing, and getting solutions to the problems of managerial factors. The immediate intervention of evident solutions for preventing negative effects is the most relevant way the inspection can solve the problems of the company and firm.

3. The psychological problems of inspection

The way the inspection of managerial activities takes place, has deep psychological implications. In this process there are a lot of complex relations between the one that inspects and the one that is being inspected. From the managerial point of view, the inspection represents the way of taking its decisions. The goal is to make the worker think that is permanently supervised and overlooked.

Every worker thinks about what he has to do, about the conditions in which he works, the possibilities of making work easier. It is best that the employees to be encouraged to expose their ideas, the best ideas are going to be followed. Another psychological aspect of the content is that the employee is solving the tasks in a superior way when he knows he is supervised. The inspector has to know that fact and has to complete the supervising with the control of the execution so that he can tell the capacity, the work and the worth of the employees.

4. Decision – part of control process

In management, the purpose of the decision action, consist in the aware course of economical and social activity of the firm. The decision represents an essential element of management, being the most important utterance instrument, in opinion of many authors. The decision is the principal feature of the management, it's the most active, dynamic expression, throughout which it practise its functions.

The decision involves several elements, such as:

- one or more objectives;
- the identification of several variants for achieving the goals;
- choosing or selecting, aware optional process for one of the main achievements.

The solution of a decision problem involves two main actions: settling and defining the decisional problem (if there is a decisional need) and choosing the right solution which in those circumstances should satisfy in the best way possible the objectives of the one who's making the decision. In all decision circumstances there are several action possibilities, cases which are found in the decisional variants.

The evaluation and the comparison from several points of view, contribute to the completion of the rational choice and the optimal variant. Regarding to the need of decisional variants and the part of the decider in the decisional process is good to know Gheorghe Boldur statement: "From a praxeologic point of view, the variants of a decisional problem represent the resources of the decider, of which he can lucidly take advantage. The decider has the liberty of choosing one of the variants, being objective, independent of his will"

In the management process, the decisions are made knowing well the reality, being the final act of the thinking process of the decider (individually or collectively) and their purpose is to maintain the goal of the economic global system (the organisation) in a dynamic structure. As a final product of the thinking process (individually or collectively), the decision becomes an essential management process, this representing the act of transcending from thinking to taking action.

5. The role of the decisional system

The decisional system accomplishes in the company the following two main functions:

a. It directs the general development of the firm and its components.

The anticipations on which is based the development of company's activities are actually groups of strategic, tactical or current decisions through which the main objectives are established, as well as the main ways of action for accomplishing them, the human resources, materials, financial and informational given. In conclusion, the development of the firm is prefigured and directed by the plan decisions;

b. Launching the firm's personnel activities and their components.

Each person inside the company, as well as each compartment, has to accomplish the tasks based on the manager's decisions, which precisely establish what is to do, where, how and in what ways, the restrictions and so on throughout their decisions, mostly current and rarely tactical. Of course, between those two main functions of the decisional subsystem there are multiple interdependences, all together assuring the 'commands'

ensemble, essential to the smooth running of the company in the complex conditions of the transition to the market economy.

6. The components of the managerial decision

The main components of the managerial decision are: the decider; the object (task); the specified information; the variants based on the possible or imposed criteria; the multitude of the objective conditions state which characterises the certainty degree, risk and uncertainty; the consequences of the decisions taken locally or socially; the main goal. Other specialists add to these elements two more: the environment and the time.

The decider, the individual decisional factor or the participatory one, represents the main element, which through it will start the action and will prevent the reactions of those who take part in the process. Throughout the decision the personnel of the firm starts working, making their action in a certain way, so that in the end to be able to obtain their goal. So the decision belongs to the human factor, and it reflects in life too, being a volitional act, plus implies the personnel.

In the decision-making process, even since elaborating the decision, may appear conflicting states, starting from establishing the efficiency objectives, their justification, the goals; the decider starts a single action from a number of other actions, which implies a great responsibility. For every decision and decider, the optimization keeps the efficiency, the main management element.

The complexity and the dynamics of the economic and social development need the magnifying of the components of decision, capable of making the decider take the risk at his own will, for the greater ability of doing his present and future tasks, elaborating the measures that come with the adoption of the decision; these measures must assure the execution of the decision. Personnel with efficient leaders is recognized by the results, work and life's environment, the level of organization, the attitude and the intervention in difficult situations, creativity spirit and many others.

The decider (individually and collectively) is more a subjective factor, but because he's the one that makes the decision-making problem, it's evident that all the elements of the decision, as well as the decision itself, are influenced by some characteristics of his competence level. This is the main factor that makes the connection between the quality of the decider and the quality of the decision.

Regarding to the main decider, he has to have a democrat style of leading behaviour: to know how to behave with his direct subordinates,

with the employees in general, to gain their attention, to influence them in order to stimulate the responsible engagement in every action. In making the decision, the individual decider has to consider the following: the sphere of influence and the importance of the decision, to whom is addressed, the consequences and so on.

The multitude of decision variants " V_m " is an essential element, imposed by the definition of decision itself. When the problem is formed and the solution is researched only in one direction, which constitute only one variant, there is no way of satisfying the choice condition for every scientific based decision.

The variants have to be identified and made clearly, for making an assemble orientation in the decision elaborating process. So the variants of a decision-making problem represent ways of taking an action, ways of which the decider dispose for solving a formulated problem. The decider is free to choose one variant, which exists independently of his will, using many criteria which make their comparing possible.

The multitude of the estimating criteria " C_n " of the variants is the component that gives the general image of a decisional process, making possible the comparison of variants from different points of view established by the decider. Based on the multitude of the different points of view, the decider has to make a selection of variants based on the goals, and the advantages.

Expressing the multitude of decision-making criteria is depending on the objectives followed by the decider. In order to represent a criteria from the decider point of view, it has to fulfil the following conditions: to individualize a size of the quantity and quality characteristics (technical, economic, social and so on) of the multitude of variants, to be in conformity with the objectives followed by the decider, to be able to be a quantum for all the possible variants and not to depend on each other.

For establishing the list of decision-making criteria, the decider will consider the multitude of variants, emphasizing, for each variant, the main advantages and disadvantages, from which later can be identified the estimating criteria. Let's say the variants are developing countries.

The multitude of estimating criteria consequences of the variants is the decisional element which gives the quantity or quality criterion level for each variant. The level of the consequences is established independently for each criterion and variant. The consequences of a certain criterion for the studied multitude of the variants are between the minimum and maximum limits. Considering the nature of the criterion, the most

favourable of unfavourable situation can be reached on maximum as well as on minimum.

For example, for a criterion such as the productivity of a certain worker, the maximal value would be more favourable and the minimal value would be more unfavourable, while in the medium number of conflicts-criterion is the other way around.

The way of expressing the consequences is different from one criterion to another. If the criteria are based on quantity, the consequences are expressed in numbers, while the quality based criteria can be expressed in ratings (excellent, very good, good, satisfying, bad, very bad).

7. Conclusions

In the inspection process, the manager has to be close to the one that is being controlled, to show a great spirit of friendship through which he should assure the right relations between the employees and himself, the right way of knowing the employees, of their capabilities, of a continuous development of the human factor and his participation in the general effort of making the company's activity of trade or tourism, more efficient.

The multitude of consequences is related to the multitude of criteria, being as many consequences for a variant as estimating criteria. The size of the consequences can be established by the given situation by which the decider is confronted. Naming the size of the consequences is the result of practising the attribute and it is based on the extrapolation of the accumulated experience, on the knowledge of the realistic laws, on the exact technical-scientific methods, on the statistics laws, on the prediction techniques and so on.

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