

## THE MANAGERS AND THE MANAGEMENT PROCESSES

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### *Abstract*

*The amplification of the role of management in the efficiency of organization and in the superior-systems of which it is a part, demands a much deeper approach to it and, first of all, to the management processes, which represent its object of study. Management processes are exercised by managers who, through the substantiated and adopted management decisions, influence the decision-making and operational behavior of the executants. Management processes, considered the most important category of processes specific to an organization, together with the basic (main) processes, which give specificity to the object of activity and the auxiliary or support processes, comprise five attributes or functions: prevision, organizing, coordinating, training and controlling/evaluating. These functions are exercised by the managers of the organization with different intensities, according to the hierarchical position of each of them. Basically, exercising each function and management processes, as a whole, is materialized in the adoption of decisions by which some specific „products” are outlined: strategies, programs, policies, organizational documents, studies, organizational projects, etc. The malfunctions registered in this area show that the managerial profession is very difficult to exercise if its owner does not have the necessary competence, professional and, above all, managerial. The solutions offered for the professionalization of managers and management come to meet those who face such deficiencies of competence.*

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**Keywords:** *management, management processes, management functions, managers, professionalize*

### 1. Introduction

Management can be approached at two levels: in a restricted sense, in this case it may be equivalent to management; in a broad sense, a situation in which management means leadership and management. This is an Anglo-Saxon concept although, it originates from a French one, used in the fifteenth century, called „menager”, in the sense of „holding the reins of a horse”; it came from the Italian word „maneggiare” (and from the Latin word „mana”, which means hand). Beginning with the sixteenth century, „menager” was translated as „holding the reins of an organization”, not just a horse (see the paper of Olivier de Serres of 1600, entitled „Le Théâtre d'Agriculture et mesnage des champs” = „The Theatre of Agriculture and the managing of fields”). The word has the same root as „manege” or „menage”, meaning hand, hence the predominantly human dimension of management. At the same time, we cannot avoid several suggestive expressions from this perspective, such as: „leading with a master hand”, „getting your hand on the organization”, „handling the organization”, „manipulation”. From the end of the 19th century to the present, we are witnessing a wide range of definitions of management, largely related to the most important category of work processes carried out at the organization level, respectively, management processes:

- Mental revolution (Brother W. Taylor, 1890);
- Prevision, organization, command, coordination, control - POCCC (H. Fayol, 1916);
- Planning, organizing, personnel, managing, coordinating, reporting, budgeting - POSDCORB (L. Gulik, 1937);
- Leading means: deciding, wanting, putting people ahead of goals, animating teams, passing on a vision, achieving results through others and being responsible for what others have done, making available to people and teams, a help for their success and so on. (O. Gelinier);
- To plan, to organize, to direct, to control – „Deming’s Wheel” - PODC (W.E. Deming, 1988);
- Management is something that relates to human beings. The task, the need, are things that determine people to produce a common result, to give efficiency to their ability and to make their weaknesses unimportant (P. Drucker, 1989);
- The processes through which those with formal responsibility, at the level of the organization or at a part of it, try to direct it or, at least, guide it in its activities (H. Mintzberg, 1989);
- A set of intentions (planning), transformed into actions through a bureaucracy (organization) and actors (training), regular actions through a piloting system (control) (R.A. Thietart, 2012);
- The process by which the results are obtained in an efficient and effective way through the cooperation of others (S. Robins et al., 2014).

Regardless of the manner of approach - in a restricted (management) or extended (leading and management) sense - management is, at the same time, science and art, it is the „newest among the sciences” and „the oldest among the arts”. Management requires the existence of two categories of characters regardless the type of organization: the managers who, through appropriate decisions, ensure its leading and management, and the executants who, through their actions, ensure the operationalization of the decisions in terms of efficiency and effectiveness.

In conclusion, management (as a science) addresses management processes and relationships, in order to discover principles and legalities that govern them and to create managerial tools that allow the achievement of goals in terms of efficiency and effectiveness.

Managers are a separate component of the human factor existing in any type of organization, involved in the exercise of management processes, that is, in the substantiation and adoption of management decisions that influence the decision-making and action of other persons, called executants. The roles of managers are clearly defined in the organization, they lead and manage: on one hand, they substantiate and adopt managerial decisions and, on the other hand, they monitor their application. The executants participate in the substantiation of decisions and, after their adoption, they effectively operationalize them through relevant actions. If managers are solely responsible for the quality of the decisions taken and, in part, for the efficiency of their application, the executants are directly responsible for the results obtained from the operationalization of the respective decisions. Managers are persons who, by virtue of the tasks, competences and responsibilities of the occupied positions, exercise management processes, make decisions by which they influence the decisions and actions of

other people; can be found as individual managers (in this case, the terminology used is extremely rich: general director, president, executive director, vice president, head of department, head of section, office manager, construction site manager, foreman, s. o.) and as group managers (participatory management bodies, such as the General Assembly of Shareholders, the Board of Directors, the Supervisory Board, s.o.). The management can be approached in different ways: as a science, in which case the object of study is represented by the management processes and the relationships they generate; as a practice, in the context of operationalizing the principles, laws, instrumentation s.o., in particular, at the organization level or other procedural or structural components. The link between management theory and practice is represented by managers (approached individually or as a team).

## **2. Applying / exercising the management processes**

The management processes, exercised by managers, are found in several scenarios, generated by their functions or attributes: prevision, organizing, coordinating, training and control - evaluation [5, p. 23]. The application of the management processes is materialized in the substantiation and the adoption of decisions in all phases of their manifestation - prevision, operational and postoperative. The typology of the management processes functions is unfortunately not the same for authors established in different countries of the world; planning is confused with prevision, management is often identified to be a distinct function, as the decision appears as a standalone function. If we refer to the approach in the restricted sense, respectively in the broad sense of management, we find management as the depository of the management processes (management), as in: prevision, organizing, coordinating, training and control-evaluation. Also, each of the aforementioned functions is materialized in the decision making, so it is definitely wrong to identify the decision as a specific function, as long as this is a result of the management processes and each function.

### **2.1. Prevision**

Prevision is found in any of the concepts related to the content of management, it is true, in at least two scenarios - prevision and planning - in our opinion, close, but not identical. Prevision includes decisions establishing the objectives of the organization and its components, specifying the modalities of accomplishment, sizing the resources to be committed in achieving the objectives and establishing the intermediate and final deadlines for achieving them. Given that, other management functions - organization, coordination, training and control/evaluation – are associated with the objectives and report on them. We consider the prevision as the most important management function. Without it, the management process cannot exist, without the objectives established by prevision, other functions are not justified! [5, pp. 23-24].

We try to clarify these issues with the help of answers that managers should give to the following four questions: what do the organization and its structural or procedural components do?; how is it done? what is it done with and when? The answer to the first question is given by the objectives established respecting minimum requirements (SMART)

and in a varied typology, in relation to the degree of derivation and cascading of fundamental objectives – the first degree derived, the second degree derived, specific and individual. The objectives are quantified and/or qualitative expressions of the purpose for which the organization or its component was founded and operates. The answer to the second question is given by the ways of achieving the objectives, also called strategic options, tactical or current. Their scope depends on the type, complexity and difficulty of the objectives to be achieved. Among the most complex, we mention managerial reengineering, restructuring, specialization or diversification of the production, retechnologicalization, manufacturing of a new product, fusion, absorption and so on. The objectives and the modalities of accomplishment demand a relevant answer to the following question, namely the sizing of the necessary resources. These can be human, material, financial, informational and knowledge. Finally, the answer to the last question is generated by the intermediate and final deadlines, associated with the achievement of objectives or development of modalities for achieving them.

The exercise of prevision is reflected in the process within the outline of three important activities: prognosis, planning and programming, delimited in terms of time horizon and the impact on the organization. The three activities are materialized in several „product” of the prevision: prognosis involves the elaboration of prognosis, with a large time horizon and objectives, respectively insufficiently defined, sometimes even utopian, ways of achieving it; planning is reflected in strategies and policies, global or partial, with variable time horizons (from 3-5 years to one month or up to one year); programming involves the detailing in time and space of monthly policies, with the help of programs, especially encountered in the area of manufacture, supply and sale. From this brief review of the prevision content, the difference between prevision and planning is obvious; although planning is the most important activity arising from the exercise of prevision, it is not the same, prevision being much more complex, which is reflected, as we have specified, in three significant activities in the organization' economy (prognosis, planning and programming).

In terms of trends, we point to the amplification of the anticipatory, predictive dimension of management through the elaboration and operationalization of realistic strategies and policies, rigorously substantiated through valorising the information provided by diagnostic studies and/or SWOT analyzes, by market studies or by national and sectoral strategies, to the extent the latter exist.

## **2.2. Organising**

The exercise of the organization demands the substantiation, the adoption and the application of the decisions regarding the delimitation and dimensioning of the business and support processes, necessary for the achievement of the objectives, the delimitation and dimensioning of the structural components necessary for the exercise of the work processes and occupying management and execution positions. Three features mark this function: the procedural dimension, given by the outline of the procedural components (functions, activities, attributions and tasks) associated with the achievement of different types of objectives; structural and organizational dimension, highlighted by the establishment and functioning of

the structural components required by the exercise of business and support processes; the human dimension, expressed in the provision of competent personnel for all positions and compartments, capable of transforming information into decisions and decisions into actions, using specific methodological elements (instrumental and managerial methodologies). The trinoma processes - structures - people becomes viable and, thus, preliminary conditions are created to achieve the objectives. Since the occupancy of management and execution positions is still far from the requirements imposed by the scientific management, in the sense that their holders are not fully selected according to the criteria of professional and managerial competence, the vulnerability of this function can be invoked to a much greater extent than in the case of other management functions. Moreover, when we make critical appraisals of the management exercised in a company, public institution and s.o., we tend to focus on „poor organization” or „deficient organization”, which reinforces the assertion that „organization is the most vulnerable of management functions”. In fact, this is a generic deficiency due to several reasons, subsumed by the famous „stupidity factor”, invoked by the specialized literature:

- non-synchronization between interests and competence, translated, on the one hand, by non-synchronization between positions and their occupants and, on the other hand, by non-synchronization between the official authority with which a position is invested and the personal authority of the position holder; in a situation of managerial normality, the person occupying the position should have sufficient professional and managerial knowledge, qualities and abilities (personal authority), which will allow him to solve the problems faced by the position at the level of decision-making and actions and gives them a certain freedom of decision-making, the right to decide (official authority). Since the organization is a set of economic interests and the managers called upon to satisfy them in a concerted manner are managers, it is obvious that this disadvantage has a negative effect on the efficiency and effectiveness, in general, and at the level of procedural or structural component.
- manifestation of Parkinson’s laws; Cyril Northcote Parkinson (1909-1993), a British analyst, published the first so-called “law” in 1955 in *The Economist*, claiming that “work expands so as to fill the time available for its completion”. The three Parkinson’s laws, on which the specialized literature insists, can be summarized in [7]:
  - a) Parkinson’s first law - Any activity extends as much as to fill the entire time allocated to its execution;
  - b) Parkinson’s second law - Expenses increase as much as to equal the income;
  - c) Parkinson’s third law - Expansion means complexity and complexity means decay or, even simpler, the more complex, the closer to death.To the three laws, Parkinson added two axioms: the first - an official wants to increase his subordinates and not his rivals, and the second - the officials work for each other.
- Peter’s principle, defined and developed in the 1960s by L. Peter and R. Hull [4] by capitalizing the experience of north US companies, emphasizes that “in a hierarchy, each employee tends to rise to the level of his incompetence”. In other words, there is a risk that promotion to management positions will not take into account the requirements expressed by them in terms of personal authority and, in this way, official authority will not be able to be exercised. Suggestive is, from this point of

view, the statement of the French psychologist Gustave le Bon: „competence without authority is as powerless as authority without competence”.

- to these is added the manifestation of the Dunning-Kruger effect, also called the effect of overconfidence/over-appreciation, it defines a thinking mechanism that generates a self-evaluation error, by virtue of which ignorant, incompetent people value their level of intelligence, knowledge and competence as being much higher than in reality. (D. Dunning and J. Kruger conducted studies in this area from 1995 to 1999, the results of which were published in the Journal of Personality and Social Psychology in 1999) [6].

A mixture of reasons invoked leads to the conclusion that the factor of stupidity or „obsolescence of the organization system” is the basis of the poor organization, and this, in turn, generates non-quality and inefficiency in management. Also, Peter’s Principle, the Dunning-Kruger Effect and the Laws of Imbecility formulated by Cipolla [1] suggest a question simple as formulation, but complicated, from the perspective of solutions: why incompetent people become/are promoted in management hypostasis/positions?

Whether we refer to the overall organization of the organization, or to the organization of one component, decisions and actions specific to this function of management must focus on designing, redesigning and maintaining the operation:

- procedural organization, respectively the delimitation and dimensioning of business processes and auxiliary processes in functions, activities, attributes and tasks from the perspective of ensuring the conditions necessary to achieve the fundamental, derivative, specific and individual objectives;
- structural organization, which ensures the proper ground for the exercise of the work processes and the achievement of the objectives by „arranging” the structural components - positions, functions, compartments - in a predetermined configuration, through the hierarchical levels, the hierarchical weights and the organizational relationships; the result of the structural organization is the organizational structure;
- management of human resources, in the sense of meeting the need for managerial and executive personnel and its proper distribution to positions, functions and compartments;
- decision-making organization, that is, specifying the types of decisions to be substantiated and adopted by managers located at different hierarchical levels and the decision-making mechanisms they refer to;
- information organization, focused on the delimitation of data, information, information flows and circuits, information procedures and means of processing information, depending on the types of decisions to be adopted;
- methodological organization, materialized in the nuance of managerial tools (systems, methods, techniques) and other methodological elements that can be used in substantiating, adopting and applying decisions.

The tendency manifested in the perimeter of this function refers to the acceleration of the transition to a flexible, dynamic and efficient organization, possible to be achieved by professional managers, with a prospective attitude and a general, systemic vision on its organization and management.

### 2.3. Coordination

Coordination - the third function of management - approached as an extension of the organizational function, consists in harmonizing the decisions and actions of the subordinates and of the organizational subdivisions of the organization to ensure the achievement of the objectives. The coordination support is the communication, defined as the process of transmission of informational messages, on downstream or upward flows, between the manager and subordinates. On the vertical of the management system, descending or ascending flows, the communication involves the following categories of informational messages:

- descendant: managers transmit to the executants the decisions made and/or methodological indications regarding the application of these decisions;
- ascending: executants transmit to the managers informations regarding the degree of achievement of the objectives, the degree of application of the decisions and the attitude towards them.

The hypotheses in which coordination is found - as, in fact, the communication - are:

- bilateral coordination, which takes place between a manager and a subordinate, with the advantage of sending undistorted messages and the disadvantage of oversizing the manager's time budget;
- multilateral coordination, carried out between a manager and several subordinates at the same time; there is the advantage of the correct transmission of informational messages - as the manager wants it, but also the disadvantage of allocating extra time to communicate with each subordinate. It creates the possibility of different understanding of the content of the informational message due to the different level of preparation of the subordinates. From this perspective, it is necessary to call a harmonization session, as a management method, with direct impact not only on the relations between managers and subordinates, but also in terms of using the time budget of those who lead and manage the organization or some structural components of it.

The quality of coordination is determined by the fulfillment of two major requirements. The first refers to the promotion, by the managers, of some rules in the relations with those in their direct subordination [1, p. 46]:

- developing self-awareness, which involves asserting a personal belief, requesting feedback, finding trusted external specialists, performing periodic psychological evaluation tests;
- cultivating the empathic spirit, that is, the ability to understand and react effectively to the subjective experience of the other (specialists invoke, in this context, the "emotional literacy" of managers in the intellectual and emotional understanding of people);
- treat others the way you would like to be treated, considered the golden rule of effective management; the main values of this type of behavior are, in the opinion of American specialists Kohn and Connell [1, pp. 115-118] the following:

- treating people with respect by: displaying courtesy, expressing politeness, empathetic listening, accepting the opinions of others; respect for others entails respect from others;
- the correctness of the steps taken starting from the assessment of the situation under the conditions in which the roles would be reversed;
- honesty in words and deeds;
- accepting cultural, social, sexual, family, ethnic diversity by practicing empathy and maintaining an open attitude in order to understand the others, the elements that make them different and cause them to react in accordance to certain situations.
- framing within the limits of common sense (managers must use judgment and self-control in terms of setting limits for subordinates, as a way to maintain a healthy authority position);
- the ability to make critical criticism, namely to criticize the employees with tact and with maintaining self-control in approaching such a situation;
- folding on the human personality, respectively understanding the interpersonal communication styles promoted by subordinates, in order to understand their motivation and to develop different behaviors depending on the particularities of each one.

The second requirement aims to promote effective techniques of motivating the executives, such as enrichment and enlargement of the position, rotation of positions, along with a control focused on results, rather than how to obtain them.

From this perspective, the coordinating function is the most pleasant for the managers, giving them the possibility to exercise with priority the managerial qualities and skills.

## **2.4. Trening**

The most difficult function exercised by managers, especially affecting the economic-financial condition of the organization, is the training.

Difficult to exercise because, again, the relationships between managers and subordinates are very close, the first ones having the task of appreciating what the others have done and granting them incentives or sanctions.

The training – as a distinct sequence of the management process - includes decisions and actions that determine the participation of the employees in establishing and achieving the objectives by taking into account the factors that motivate them.

The economic support of the training represents therefore the motivation of the personnel, which contributes to the harmonization of the categorical system of economic interests of the participants to the work processes.

Motivation involves correlating the material and moral-spiritual rewards sanctions with the actual results obtained from achieving the objectives. Its essence is the trinome rewards/sanctions – results – objectives.



Regardless of the form, positive or negative, motivation must meet fundamental requirements, without which its role in supporting the personnel's participation in setting and achieving goals is compromised:

- It has to be complex, that is to include both material and moral rewards/sanctions, in proportions that facilitate the manifestation of the personnel' potential, their active, effective and affective involvement;
- It has to be differentiated, in the sense that the sizing and granting of rewards/sanctions should be made according to the specificity of the person, the specificity of the group to which it belongs and the specificity of the situation to which it refers. In this way, favorable premises are created to mitigate and subsequently eliminate the collectivist, populist motivating character;
- It has to be gradual, that is, to seek to satisfy the various categories of individual needs, from simple to complex, from lower to higher level needs (see the so-called motivational stairs).

## **2.5. Control-evaluation**

Any management process, associated with a managerial cycle, is completed through the control-evaluation function. Although less attention is paid to it - being considered the most tedious of management functions - its importance in the economy of managerial processes should not be diminished. As such, this function involves evaluating the results, comparing them with the established objectives, causally detecting the main positive and negative deviations and making corrective or prophylactic decisions.

Both during the course of the management process, and, especially, at the end of it, it is necessary the control from the manager, oriented on the results obtained by the subordinate persons and the modalities used to achieve the objectives. Measuring the results obtained, comparing them with the predetermined objectives and standards, from which result favorable or unfavorable deviations, determining the causes generating deviations and making corrections by acting on the generating causes, are all the sequences of the control-evaluation that managers must carry out in exercising this function.

The corrective decisions are aimed at changes in the state parameters of the analyzed domain (production capacities, resources involved, deadlines, modalities of accomplishment s.o.), while the updating decisions are oriented towards the revision of the predicted objectives level, considering that they do not were sufficiently substantiated.

### **3. The problem degree of investigation at the moment; the purpose of the research**

The approach of the organization management through management processes is unanimously recognized as a way of highlighting the performance of managers. Unfortunately, there are few references on how to exercise the main sequences of management processes, treated in our article as functions or attributes, materialized in managerial decisions of a strategic, tactical or current nature. Moreover, there is no consensus as to the number and content of

these sequences - as we stated in the Introduction - a situation that amplifies the difficulties associated with a unitary approach to management processes. The purpose of our research is to identify the main malfunctions resulting from the exercise of each function of the management processes (prevision, organizing, coordinating, training and control-evaluation) and to outline ways to mitigate or eliminate the causes that generate them.

#### **4. Applied methods and materials**

In carrying out the research, we have made use of the didactic experience, scientific and managerial research, study of the specialized romanian and foreign literature regarding the management, managers and managerial efficiency of the organizations. In addition, we have used the ideas put forward over 43 years of activity at the Academy of Economic Studies in Bucharest in the numerous scientific papers - books and specialized articles - published in prestigious publisher houses or in internationally rated magazines. To these, we have added the results of the scientific research carried out over time with the help of national research grants or at the level of the business environment in Romania (public and private companies).

#### **5. Results**

The aspects presented below highlight, briefly and suggestively, the main dysfunctions or the „managerial dangers” generated by the poor performance of the functions of prevision, organizing, coordinating, training and control-evaluation. Their careful examination highlights the fact that each managerial function registers some dysfunctionalities in its exercise, generated by various causes, out of which two can be generalized: lack of professionalism led to incompetence in an important part of those who lead and manage the organizations and other structures of the Romanian economy and society; excessive bureaucracy [3].

##### **Prevision**

Major dysfunctionality: the predominantly empirical character, of a random type of management, a predominantly post-operative dimension.

Causes: fear of the unknown, anticipation of the organization future on small time horizons, empirism in management, managerial and legislative instability, lack or insufficiency of realistic, sectoral and national strategic projections, incompetence of managers, internal and external bureaucracy.

##### **Organization**

Major dysfunctionality: the rigidity of the organizational systems, their obsolence (the stupidity factor).

Causes: manifestation of „Parkinson's laws”, manifestation of Peter's principle, Dunning-Kruger effect, lack of synchronization of interests and competence, lack of decisional transparency at top level management, manifestation of „silo effect”, rigid definition of positions and functions, incompetence of managers, internal and external bureaucracy.

##### **Coordination**

Major dysfunctions: poor managerial communication.

Causes: lack of decision-making transparency at top level management („ivory tower”), ineffective managerial styles, incompetence of managers, internal and external bureaucracy.

### **Training**

Major dysfunctionality: predominantly populist motivation.

Causes: insufficient decentralization of objectives within the organization, difficulties in evaluating individual, group and organizational performances, reducing (limiting) training to motivation, poor economic-financial situation of some Romanian organizations, incompetence of managers, internal and external bureaucracy.

### **Control-evaluation**

Major dysfunctionality: predominantly postoperative.

Causes: lack or insufficient control and periodic evaluations, low degree of managerial involvement in the exercise of this function, non-existent or insufficient causal approach, incompetence of managers, internal and external bureaucracy.

The solutions with general validity recommended for a quality managerial performance require the professionalization of the managers and the management, both available to the Romanian organizations. The professionalization of managers and management requires:

- Stability and coherence in the legislation regarding the management of various categories of socio-economic entities (public enterprises, mainly)
- Reconsidering the role of human resources management in providing professional managers
- Amplification of managerial methodologisation degree
- Intensifying the managerial training exercised by professionals in the field
- Reinvigorating the management consultancy
- The efficiency of its own activity; the name of „professional manager” cannot be invoked if the management services provider does not know how to make his own activity more efficient. The theory and practice of management offer numerous ways of efficiency based on time-management, which can be successfully used in any organization and at any hierarchical level. We mention here the modalities and the instrumentation of scheduling and organizing the work, ergonomics of manager, use of modern collaborators of the manager, effective use of secretariat or the optimization of relations with subordinates. There are no typical recipes for using the most important resource available to a manager - time! On the other hand, there are variants of solutions that must be adapted to the manager, depending on the importance of the job, its hierarchical position in the structural configuration of the organization, the influence of endogenous and exogenous variables exerted on the organization and the organizational subdivision in which the manager works.

## **6. Conclusions**

If we consider the content of each sequence of the management processes, the „products” resulting from their exercise and their importance in the organization’ economy, the role of management, as a decisive factor in the efficiency of any socio-economic entity, is obvious. The causal detection of major dysfunctions and the presentation of possible solutions to

improve the managerial performances demonstrate that the purpose of our research has been reached. However, it is not enough. We expect from the Romanian organizations a reconsideration of the management, in the sense of “equipping” management positions with competent managerial and professional personnel, with high vision and creative and innovative capacity. Secondly, we believe that reporting on managerial innovations produced and implemented in organizations in the European Union, US, China, Japan, etc., is more than necessary, if we want high quality and efficiency.

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### Rezumat

*Amplificarea rolului managementului în eficientizarea organizației și a suprasistemelor din care face parte reclamă o abordare mult mai profundă a acestuia și, în primul rând, a proceselor de management, ce reprezintă obiectul său de studiu. Exercițierea proceselor de management se realizează de către manageri care, prin deciziile de management fundamentate și adoptate, influențează comportamentul decizional și operațional al executanților. Procesele de management, considerate cea mai importantă categorie de procese specifice unei organizații, alături de procesele de bază (principale), care dau specificitate obiectului de activitate și procesele auxiliare sau suport, cuprind cinci atribute sau funcții: previziune, organizare, coordonare, antrenare și control-evaluare. Aceste funcții sunt exercitate de managerii organizației cu intensități diferite, în raport de poziția ierarhică a fiecăruia. Practic, exercitarea fiecărei funcții și a proceselor de management, în ansamblu, se concretizează în adoptarea de decizii prin care prind contur unele „produse” specifice: strategii, politici, programe, documente organizatorice, studii, proiecte de organizare etc. Disfuncționalitățile înregistrate în acest perimetru arată că profesia de manager este una foarte dificil de exercitat dacă titularul său nu dispune de competența necesară, profesională și, mai ales, managerială. Soluțiile oferite pentru profesionalizarea managerilor și a managementului vin în întâmpinarea celor care se confruntă cu asemenea deficite de competență.*

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**Cuvinte-cheie:** management, procese de management, funcțiile managementului, manageri, profesionalizare

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### Аннотация

*Усиление роли менеджмента в эффективности организации и надсистем, частью которых он является, требует более глубокого подхода к нему и, прежде всего, процессов управления, которые представляют предмет его исследования. Управленческие процессы осуществляются менеджерами, которые посредством обоснованных и принятых управленческих решений влияют на процесс принятия решений и оперативное поведение руководителей. Процессы управления, считающиеся наиболее важной категорией процессов, характерных для организации, вместе с основными процессами, которые придают специфичность объекту деятельности, а также и вспомогательные процессы, включают пять атрибутов или функций: прогнозирование, организацию, координацию, обучение и контроль-оценку управления. Эти функции выполняются менеджерами организации с различной интенсивностью, в соответствии с иерархической позицией каждого из них. По сути, выполнение каждой функции и*

*процессов управления в целом осуществляется при принятии решений, в соответствии с которыми формируются определенные «продукты»: стратегии, программные политики, организационные документы, исследования, организационные проекты и т. д. Неисправности, зарегистрированные в этой области, показывают, что управленческая профессия является очень трудной для выполнения, если ее владелец не обладает необходимой компетенцией, профессиональной и, прежде всего, управленческой. Решения, предлагаемые автором для профессионализации менеджеров и менеджмента, подходят тем, кто сталкивается с такими недостатками компетенции.*

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**Ключевые слова:** *менеджмент (управление), процессы управления, функции управления, менеджеры, профессионализация*