

WHEN IS IT NECESSARY TO USE THE MANAGEMENT TOOL?

Ion VERBONCU, Prof., PhD

Bucharest University of Economic Studies, Romania
Email: iverboncu@yahoo.com

Valentin VEZETEU, PhD Candidate

Bucharest University of Economic Studies, Romania
Email: valentinvezeteu@yahoo.com

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Abstract

The decisive contribution of management modernization to the overall efficiency of public and private organizations, regardless of their size, is well known. Among the ways to modernize it, managerial methodology is crucial. What does managerial methodology entail? First of all, using a modern managerial tool, adapted to the dimensional and functional specifics of the organization; secondly, the promotion of methodologies and other rigorous methodological elements (procedures, rules, standards, etc.), able to discipline the performance of managers, materialized in the exercise of management processes. Managerial tools, materialized in complex methods, methods and management techniques facilitate the substantiation and adoption of forecasting, organization, coordination, training and control-evaluation decisions, providing real help to managers for establishing and achieving the objectives assumed in efficiency. However, the use of managerial methods and techniques should not be regarded as a whim of a particular manager but should meet certain needs. Our article highlights the need and ability to use the managerial tools, situations that require its promotion and effective use. The focus will be on the most representative management methods and techniques, established internationally, such as profit center management, exception management, project management, SWOT diagnosis and analysis, delegation or dashboard. They are joined by a method proposed by the author in the field of employee evaluation and motivation.

Keywords: managerial methodology, managerial tools, management methods and techniques, management decision, managerial efficiency and effectiveness

1. Introduction

Specialized literature abounds in presenting the most significant aspects regarding the content of management methods and techniques applicable at the level of organizations. The practice has significant quantitative resources - over 300 such managerial tools. For each, there are detailed methodological guides that highlight the steps and phases to be followed when applying them. These are accompanied by the advantages and limitations of actual use. Most managers who want and decide to use a management method or technique have, as a starting point, the benefits generated by using it, if possible, in the short term, neglecting or paying less attention to the complexity of the implementation methodology or situations where presence is required, for example, a managerial tool. Our research addresses the answers to the question: when is it necessary to promote and use the X method/technique? We proceed from the fact that those who are decisively and operationally involved in the use of

managerial tools - managers and specialists in public and private organizations - know the specific methodology of each management method or technique, as well as the managerial and economic implications of their operationalization. Here, we refer to the management based on profit centers (business formats or strategic business units), project management, exception management, diagnosis, SWOT analysis, delegation, dashboard, evaluation and motivation grids. The elimination of arbitrariness in the selection of the most appropriate managerial tools will allow the amplification of their contribution to the efficiency of management and the organization as a whole.

2. When is it necessary to use the most important managerial tools?

The managerial tools to which we refer include:

- Complex management methods: profit center management, project management, management through exceptions;
- Management methods: diagnosis, SWOT analysis, delegation, dashboard, evaluation and motivation grids.

2.1. In what situations is it necessary to call the management of profit centers?

Profit center management or management of profit center is a complex management method based on the promotion of the management center (profit or cost) as a business format, with a high degree of decision-making and operational autonomy. Often considered as a development of management by objectives, the management based on profit centers is the most complex and sophisticated management tool known and operationalized in public or private enterprises, medium and large. Its complexity is explained by the fact that it constructively takes over both some components and operating mechanisms specific to the management by objectives, management by budgets and the cost-hour-production system (SCOP) [2, pp. 41-42].

The use of this complex method is recommended in the following situations:

- when the management of the enterprise really wants to imprint characteristics of order, discipline and rigor to the managed field, as a premise of its efficiency and effectiveness;
- when the exercise of a truly predictive, anticipatory management is pursued, supported by the substantiation and elaboration of objectives at all organizational levels (up to the job level);
- in situations when the management of enterprise has initiated complex managerial redesign actions;
- when managerial and economic decentralization within the company is a necessity for its economic success;
- when the responsibility of the managers of business formats and their components is pursued; the delimited business formats or management centers (profit or cost) have a high degree of decisional and operational autonomy, and its capitalization is conditioned by the competence of its own managers;
- when the professionalization of management is pursued to its lower levels;

- when searching for the “right ground” for the implementation of management processes and each of their functions, from forecasting to control-evaluation. Practically, as it will continue to be, both the components and the methodology of operationalizing the management based on profit centers set in motion the managerial functions, imprint them new dimensions and give special importance to them in the economy of management processes;
- when an amplification of motivational dimension of management is desired; the granting of material and moral spiritual rewards/sanctions is conditioned by the degree of achievement of individual objectives, objectives of the management centers (business formats) and objectives of the enterprise, as well as by the degree of involvement in their achievement.

2.2. Evaluation and motivation grids

Evaluation and motivation grids recommended in terms of promoting and using management of profit centers are encouraging in this regard.

At the level of each month, quarter, semester and year, the obtained results (budgets) are evaluated and analyzed focused on:

- the registered differences compared to the budgeted level (objectives, expenses, revenues, results);
- the dynamics of results/objectives and results/results, during a calendar year;
- the causes that generated favorable or unfavorable deviations.

The motivation of employees, in the sense of providing material and/or moral and spiritual rewards/sanctions should be focused on:

- the degree of achievement of individual objectives;
- the degree of achievement of business format (management centre) objectives; and
- the degree of achievement of company’s objectives.

In this regard, we recommend the use of an evaluation and motivation grid, designed to provide specific motivation.

Such a grid plays two important roles:

- evaluates the results obtained from the achievement of objectives inserted in the company’s budget, budgets of business formats (management centers) and job descriptions;
- facilitates the promotion of a differentiated motivation of each participant in achieving the objectives, by taking into account the degree of achievement of enterprise’s objectives, business and individual format.

Recommended situations for promoting and using such a managerial tool:

- when the organization operates on the basis of a categorical system of objectives, decentralized to the level of management and execution positions;
- when the accountability of managers and executors is pursued as a principle;
- when the classical mechanisms of evaluation and motivation tend to approach the populist and undifferentiated contribution of employees to achieving objectives.

The evaluation and motivation grid proposed below (functional in the context of management of profit centers) has monthly use, since the launch, execution, monitoring and analysis of budget execution take place monthly. This managerial tool is a novelty for the theory and practice of management in Romania.

Evaluation and motivation grid

I. Objectives

- *At enterprise level:* O_1, O_2, \dots, O_n
- *at business format level:* $OFa_1, OFa_2, \dots, OFa_m$
- *at job level (individual objectives):* OI_1, OI_2, \dots, OI_p

II. Results

- *At enterprise level:* R_1, R_2, \dots, R_n
- *At business format level:* $RFa_1, RFa_2, \dots, RFa_m$
- *At job level:* RI_1, RI_2, \dots, RI_p

III. Degree of achievement of objectives (Index = Objective / Achieved \times 100)

- *At enterprise level:* I_1, I_2, \dots, I_n
- *At business format level:* $IFa_1, IFa_2, \dots, IFa_m$
- *At job level:* II_1, II_2, \dots, II_p

IV. The employment salary of person X is S_x

Determine the importance of each objective within the overall objectives, at each organizational level: enterprise, business format, position, so that the sum of the importance coefficients is 1. The size of the importance coefficients K_n (enterprise), K_m (business format) and K_p (position) is established either by consulting the members of the management team (at enterprise level) or the directors of the business formats (at the level of business format and position)

V. Determination of the coefficients of correction of the employment salary, at three levels:

- *At enterprise level:* $KcI = \sum I_n K_n$ (1)
- *At business format level:* $KcFa = \sum I_m K_m$ (2)
- *At job level:* $KcP = \sum I_p K_p$ (3)

VI. Calculation of the global correction coefficients: $K_g = (KcI \times k_1) + (KcFa \times k_2) + (KcP \times k_3)$, (4)

where k_1, k_2, k_3 are the importance levels of the correction coefficients, so that their sum is 1.

VII. Determination of actual income/employee: $Se = S_x \times K_g$ (5).

2.3. When is it recommended to use project management?

Project management is a complex management method with a limited duration of use, which facilitates the solution of complex problems, of a strategic and innovative nature, by specialists with heterogeneous training, temporarily constituted in an organizational network parallel to the formal organizational structure.

Private companies, public organizations, non-governmental organizations, etc. can appeal to its services. The element of specificity is the simultaneous existence during the time necessary

to complete the project, the project team (team), the project manager and a specific organizational formula of project management (with facilitation, with individual responsibility, with staff or mixed).

The use of project management is therefore recommended in the following situations:

- when the organization encounters some very complex problems that have a pronounced strategic and innovative character (for example, promoting strategic management, managerial reengineering, company restructuring);
- when it is desired to shorten the period of realization of some projects (complex problems);
- when different substantiation of solutions is pursued for solving certain projects, by involving specialists with heterogeneous training, recruited from the functional and operational departments of the organization or from outside it.

2.4. When is it necessary to use exception management?

Exception management is a simplified management system, based on the upward flow of information that represents deviations from the pre-established tolerance limits, in order to simplify management processes and make better use of resources. Its applicability is restricted to enterprises with large series or mass production, with repetitive character, where the objectives and other elements of characterization of the conducted activities are judiciously delimited and dimensioned. Situations requiring the presence of this management system [1, pp. 37-43]:

- the aim is to streamline the company's information system or an organizational unit. Information, information flows and circuits are targeted with priority;
- the time budget of managers is too crowded, they are "suffocated" by small actions, less important, which realization requires a large amount of information with a degree of aggregation inconsistent with their hierarchical position;
- a reasonable, tiered hierarchical structure of authority is demanded, along with the determination and proper sizing of duties and responsibilities, as a prerequisite for streamlining the organizational management subsystem;
- in the context of management by objectives, when pursuing the degree of achievement of objectives (especially those related to physical production) and deviations from their budgeted level (with priority deviations in the cost of raw materials, materials and workmanship);
- when the production assortment structure is a simplified one (few products), and the type of production is large scale or mass. Management by exception can be used also in other types of companies, but to pursue the deviation recorded in a particular area (consumption norms, raw materials and workmanship, physical production-level benchmarks, and so on).

2.5. When is it necessary to perform diagnostic and/or SWOT analysis studies?

Diagnosis is a management method that provides research, analysis and evaluation of an organization, by identifying the main strengths and weaknesses and formulating strategic and

tactical recommendations to improve its viability potential. Even if through diagnosis we know the past and the present of the organization and its procedural or structural components, let us not omit the fact that, without this knowledge, we cannot substantiate the future!

SWOT analysis, in turn, is a management method focused on investigating, analyzing and evaluating the organization and its environment (regional, national, international), highlighting strengths and weaknesses, opportunities and threats.

There are several situations that require priority diagnosis:

- whenever the managers of an organization or its organizational units want to know in detail the „state of affairs” in the managed field, respectively the main dysfunctions and positive aspects, the reasons that generate them and „areas” in which it is necessary to intervene decisively;
- when launching large-scale initiatives, with a pronounced strategic touch, such as managerial redesign (remodeling), privatization, restructuring, etc. of an organization;
- in situations when, especially in public organizations, the managerial teams are being replaced;
- at the end of important periods (usually at the end of the year) to identify the potential for economic and managerial viability of the organization and the effectiveness of the management team;
- before projecting the future of an organization, respectively, before developing its strategy.

SWOT analysis is used when:

- substantiating, elaborating and implementing organization’s strategy;
- there are significant changes in the configuration and functionality of the organization.

The two methods of analysis can be found in any type of organization and are required, more than ever, with the resumption of activities in organizations affected by the coronavirus pandemic.

There are similarities and differences between SWOT diagnosis and analysis. Similarities, derived mainly from their status as foundations of a strategy, refer to [5, pp. 120-121]:

- both can be considered important cornerstones of the organization’s strategy, providing valuable information on its functioning, efficiency and effectiveness, or regarding procedural or structural and organizational components that are investigated and analyzed;
- both can be considered an important basis for the design and operationalization of organizational and managerial changes, such as restructuring, privatization, management redesign, retrofitting, etc., with major impact on future economic, commercial and managerial levels;
- both provide an overview of the organization’s configuration and functionality at time „t”, requested by its top management;
- both are made in a specific typology, depending on socio-professional configuration and origin of research developers, the mixed ones, the result of

involving professional teams from inside and from outside the investigated organization being more attractive in terms of content;

- both involve using a variety of tools for collecting, recording, processing and interpreting data and information relating to the investigation, such as questionnaires, interviews, direct observation, study of documents (information situations) etc.;
- both apply methods to stimulate brainstorming-type creativity for identifying and defining strengths, weaknesses, opportunities and threats;
- both highlight the organization's competitive advantage.

Similarities of the two methods make it difficult for those who want to investigate and analyze their own organization. „Trendy” is the SWOT analysis today, mainly through the way of visualizing strengths, weaknesses, opportunities and vulnerabilities.

The scope, methodological complexity and managerial utility generate significant differences between the management methods approached - SWOT diagnosis and analysis:

- a much higher complexity of a diagnostic study, compared to the SWOT analysis;
- a causal highlighting of the main strengths and weaknesses is specific to diagnosis; moreover, a serious diagnosis, carried out by professionals, deepens the cause-effect analysis to the smallest detail. Thus, we call such a diagnosis „in cascade”, extremely beneficial for study users (organization managers);
- SWOT analysis is completed by a matrix that describes the strengths, weaknesses, opportunities and threats; a diagnostic study is completed by strengths and weaknesses, causally addressed, by determining organization's viability potential with regard to domestic, foreign and global aspects and making recommendations related to increasing its attention on the reasons of strengths and shortcomings. From this perspective, diagnosis detaches from the SWOT analysis by complexity and value for managers and other stakeholders.
- strengths and weaknesses are defined and characterized in a quantified diagnostic study by specifying the period of comparison, the causes and implications of their manifestation; in case of a SWOT analysis, strengths and weaknesses are highlighted as such without substantiation, which can bring additional elements of understanding;
- a diagnostic study may „suffer” from external diagnostics, given that its makers focus only on the internal environment;
- recommendations focused on the reasons causing strengths and weaknesses of the strategy are found mainly in the form of strategic options, while the strategic dimension of a SWOT analysis is provided by a combination of strengths, weaknesses, opportunities and threats;
- frequently, SWOT analysis summarizes the SWOT matrix, whose recovery and interpretation says little to an unprofessional manager; a diagnostic study highlights the relevant tabular forms, the strengths and weaknesses of a causal relationship, much easier to interpret, including insufficient managerial competence of managers; also, recommendations developed on causes facilitate the decisional intervention of managers and their transformation into solutions to the problems faced by an organization or its component at the time of analysis;

- the combinations of inventories of four quadrants, in fact, are more suggestive in terms of the types of strategies to be adopted and promoted in the „life” of an organization compared to the findings of a diagnostic study; suitable answers to questions like „how can we use strengths to capitalize on identified opportunities?” or „how can we take advantage of opportunities to overcome weaknesses?” cannot be discovered only by harnessing a SWOT matrix; as for diagnosis, the choice of a certain type of strategy can only be given by the potential for global sustainability, whose size allows a choice between a recovery, consolidation or development strategy.

The correlative approach of the two methods, very close in terms of methodological content, allows us to see that diagnosis is a much more complex and suggestive method for the „real health” of organization and, at the same time, much „closer” to its strategic future.

2.6. When do managers turn to delegation?

Delegation is a management method that consists in temporarily transferring the exercise of tasks, together with the necessary skills and responsibilities, from the manager to a direct subordinate [3, p. 178].

Then, the use of delegation by managers occurs:

- when their time budget becomes insufficient to perform the tasks limited to the position, they suffocate from the pressure of small but urgent problems;
- when they want to train future managers, the delegation being a real school of management, if used professionally;
- when they want to create, maintain and develop an atmosphere of trust in the potential of subordinates, collaboration with them and, implicitly, appreciation of the role they play in fulfilling the objectives of their organization and the structure of which these two players of delegation are part.

2.7. In what situations is it necessary to use the scoreboard?

The scoreboard is a set of relevant information regarding the results obtained in the led field, presented in a synthetic form, pre-established and operatively transmitted to the beneficiaries. It follows from this brief definition that the instrument panel can be approached in two ways [4, p. 339]:

- on the one hand, as a way of rationalizing the information system, which acts, practically, on all its primary components (information, information flows and circuits, information procedures, etc.);
- on the other hand, as a managerial method with a direct impact on the time budget of managers and on its structure.

It can be used (as a method, n.a.) on its own or in the context of more complex management tools, such as management based on profit centers.

The scoreboard is recommended in the following situations [1, pp. 37-43]:

- when tracking is required on the way to achieving the objectives and the level of results obtained to ensure an improvement in the degree of soundness of management decisions.
- when one or another area or the organization as a whole, are subject to control, monitored by the top management due to poor results recorded continuously during a preceding interval time.
- when organization's information system is malfunctioning, which means recording numerous changes of the information message (filtering, distortion) or parallelisms during transmission and processing of information (redundancy) or existence of an oversized volume of information that can not be responded appropriately by relevant decisions and actions. Manifestation of this situation naturally leads to consequences both "upstream" by affecting the quality of decisions taken (degree of substantiation inappropriate) and "downstream" through influencing the actions undertaken to implement the decisions.
- when the time budget for managers, especially those located on the top floor of organization's management, is tight because they are "bombarded" with all kinds of information, some of them – most of them, at some point - having little importance and relevance to the occupied position. "Informational suffocation" of managers can have only negative consequences for the quality of decisions, and also for the level and quality obtained as a result of achieving goals. In addition, there may be common conditions of stress, physical fatigue and nervous irritability for managers, which can negatively affect the subordinated staff.

3. Degree of investigation of the problem currently, and purpose of research

Managerial tool approach is not a novelty anymore but, on the contrary. There are numerous specialized works, studies, articles, etc. which emphasize the methodological part of management, perhaps as the most dynamic and with a decisive role in sizing the manner of exercising management processes. Unfortunately, there are few references to situations in which managers of public or private organizations have to take a decision in order to promote and use a management method or technique or to try empirically solve the problems they face. The selection of managerial tool must be made according to the nature, complexity and difficulty of solving respective problems, and also to the degree of knowledge of the methodological content of managerial methods and techniques. For these reasons, our research focused on signaling the main motives of managers' decision-making interventions in identifying those useful managerial tools at a given time or at a certain stage in order to ensure the continuity of organization's development in improved conditions of efficiency and effectiveness. Otherwise, chaos is created by using management methods and techniques. The competence of managers who make decisions in connection with the typology of a managerial tool and the moment of its use in the exercise of management processes is, in our opinion, decisive.

4. Applied methods and materials

When conducting research, we capitalized on didactic experience, scientific and managerial research, study of specialized literature from the country and abroad on management, managerial tools and methodological-managerial efficiency of organizations. We also capitalized on the ideas from numerous scientific papers - books and specialized articles - published in prestigious publishers or internationally listed journals. To these, we added the results of scientific research carried out over time with the support of national research grants or Romanian business environment (public and private enterprises).

5. Results

The scientific research we referred to materialized in a managerial methodology of two types of enterprises, by promoting modern managerial tools, improved in terms of content (see management based on profit centers, diagnostics, dashboard or evaluation and motivation grids, the latter being an absolute novelty). It is known that the management by profit centers is specifically Romanian, countries with advanced economy have been using, for over 7 decades, the management by objectives and the management by budgets. The combination of these complex methods, together with the cost-hour-production system (SCOP), allowed the methodological shaping of the management by profit centers. In recent years, changes have been made to this complex method, in the sense that the management center (profit or expenditure) has been redefined as a „business format”, and the operationalization of the last stage of the application methodology, intended to evaluate and motivate the personnel participating in achieving the objectives; it developed a new method, entitled “evaluation and motivation grid”. All these results have allowed a more rigorous definition of the situations that make necessary and possible the promotion and use of management methods mentioned above.

6. Conclusions

The presented aspects highlight the special importance of the temporary and situational location of decisions for the promotion and use of extremely important managerial tools in the management of Romanian organizations, with major impact on the efficiency and effectiveness of management and, in general, on the efficiency of organization. It is absolutely true that the decision to choose and implement a management method or technique, at the level of organization, belongs to its top-level managers. As such, their managerial competence is decisive in this regard. Moreover, because of the desire to “be fashionable” from this point of view, they make many mistakes and choose methods that “do not correspond” to the dimensional and functional peculiarities of the managed field and record losses, instead of gains. At the same time, bureaucratic phenomena can be exacerbated. In order to avoid such undesirable situations, generated by the reckless, random use of managerial tools, we consider that action must be taken in several directions to de-bureaucratize Romanian organizations, presented below [6, pp. 486-489]:

- *The first solution:* management reengineering after a preliminary diagnosis of the managerial viability of organizations with a high degree of bureaucracy. The

methodology to be operationalized comprises several distinct sequences, such as: objectives, processes, structures, people (managers and executives), results.

- *The second solution:* promoting a systemic approach to objectives, which includes fundamental objectives (at the organizational level), derived objectives (at the level of functions/activities and, implicitly, departments), specific objectives (associated with the tasks and functional/operational compartments) and, which is very important, individual objectives, at the level of management and execution positions. From this perspective, the use of job description as a management tool and not just as an organizational document is a priority. Within it, one must find the individual objectives, derived from the specific ones, together with the support elements necessary for their fulfillment (tasks, competences, responsibilities), delimited and dimensioned so as to respect the „golden triangle” of the organization, respectively, a quantitative balance between tasks, competences and responsibilities throughout the existence of the position.
- *The third solution:* promoting efficient mechanisms for the functioning of positions, focused on the correlation between the official authority confined to positions and the personal authority of the holders of positions; in other words, the professional exercise of management and executive positions require the compatibility of occupants with them through competence.
- *The fourth solution:* promoting a true „document management”; an avalanche of papers of all kinds, some justified, others just to justify the inability of some employees to solve their tasks, calls for the amplification and intensification of „paper cutting” action, launched in 2016, along with a real redesign of the content of those who are considered useful. Document management has two major objectives: streamlining internal processes in public institutions and streamlining relationships with citizens. Achieving these objectives, in the sense of de-bureaucratization, involves a document management approach in close connection with digitization.
- *The fifth solution:* digitization, respectively, increasing the degree of computerization of public institutions by promoting integrated IT applications; such a solution takes into account the still very low degree of electronic processing of information, against the background of the reluctance of some employees to use a computer to perform tasks (fear of job loss). In a broader sense, this major way of substantially mitigating the bureaucracy is called „digitization”, an area in which, as we have already mentioned, Romania occupies the last position between the countries of the European Union.
- *The sixth solution:* stability and consistency in the application of legislation; to do this it is necessary to eliminate the legislative chaos that regulates the functioning of institution and relations with the citizens, efforts to lean up legislation and a unitary regulatory approach.

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Rezumat

Este bine cunoscută contribuția decisivă a modernizării managementului în eficientizarea de ansamblu a organizațiilor publice și private, indiferent de mărimea acestora. Între modalitățile de modernizare a acestuia, metodologizarea managerială este determinantă. Ce presupune metodologizarea managerială? În primul rând, apelarea unui instrumentar managerial modern, adaptat specificului dimensional și funcțional al organizației; în al doilea rând, promovarea de metodologii și alte elemente metodologice (proceduri, reguli, standarde etc.) riguroase, capabile să disciplineze prestația managerilor, concretizată în exercitarea proceselor de management. Instrumentarul managerial, concretizat în metode complexe, metode și tehnici de management facilitează fundamentarea și adoptarea deciziilor de previziune, organizare, coordonare, antrenare și control-evaluare, constituindu-se în veritabile ajutoare la îndemâna managerilor pentru stabilirea și realizarea obiectivelor asumate în condiții de eficiență. Numai că, apelarea metodelor și tehnicilor manageriale nu trebuie tratată ca un capriciu al unui manager sau altul ci trebuie să răspundă unor nevoi. Articolul nostru evidențiază tocmai necesitatea și oportunitatea folosirii instrumentarului managerial, situațiile ce reclamă promovarea și utilizarea efectivă a acestuia. Accentul va fi pus pe cele mai reprezentative metode și tehnici de management, consacrate pe plan internațional, precum managementul pe centre de profit, managementul prin excepții, managementul prin proiecte, diagnosticarea și analiza SWOT, delegarea ori tabloul de bord. Lor li se adaugă o metodă propusă de autori în domeniul evaluării și motivării personalului.

Cuvinte-cheie: metodologizare managerială, instrumentar managerial, metode și tehnici de management, decizia de management, eficiența și eficacitatea managerială

Аннотация

Решающий вклад модернизации управления в общую эффективность государственных и частных организаций, независимо от их размера, хорошо известен. Среди способов его модернизации решающее значение отводится методологизации управления. Что влечёт за собой методологизация управления? Прежде всего, использование современного управленческого инструмента, адаптированного к размерам и функциональным особенностям организации, во-вторых, продвижение приёмов и других методологических элементов (процедур, правил, стандартов и т. д.), способных дисциплинировать работу задействованных менеджеров в управленческих процессах. Управленческий инструментарий, включающий сложные приёмы, методы и техники управления, облегчает обоснование и принятие решений по прогнозированию, организации, координации, обучению, контролю и оценке, предоставляя реальную помощь менеджерам при установлении и достижении задач в условиях эффективности деятельности. Однако использование методов и приёмов управления не должно рассматриваться как прихоть того или иного менеджера, а должно отвечать определенным потребностям. Наша статья подчеркивает необходимость и возможность использования инструментов управления, ситуации, необходимого продвижения и эффективного использования. Основное внимание уделено наиболее эффективным методам и приёмам управления, разработанным на международном уровне, среди которых управление центрами прибыли, управление исключениями, управление проектами, диагностика и анализ SWOT, делегирование или панель инструментов. В дополнение к рассмотренным методам авторами предложен приём или метод оценки и мотивации персонала.

Ключевые слова: управленческая методология, инструменты управления, приёмы и методы управления, управленческое решение, эффективность и результативность управления

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