

A MANAGERIAL MODEL CHARACTERIZATION IN A BUSINESS CONTEXT

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Abstract: Professional life is a world where managerial competence is a key resource, even if we occupy a management position or not. Regardless of our position in the organization, managerial knowledge allows us to understand the behavior of our fellow colleagues, to understand the complicated mechanism which is the basis of an organization. In our daily lives we have to deal with different organizations from different activity areas, when we pay a bill, when we buy a product, when we eat out, we are all directly interested to ameliorate the management techniques in an organization. This is management, science with a powerful penetration in the economical-social system, that each of us is part of and responsible for.

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1. INTRODUCTION

What is not and what is management? It is not a key which can potentially open all the doors of the leadership activities, but it is a staircase, with landings and doors, at the end of which you have got a ring with musical, semiotic, mathematical and structural "keys."

These keys gather in the process of running through the course as well as they meet in the game *Fort-Boyard*. It is risky to say to what extent management is an art and to what extent management is a science. And anything I would say is erroneous as management is governed by both the verb *know* and the verb *do* and as management is an instrument used by the manager, which involves both verbs in certain proportions according to the manager's experience, ability and, last but not least, power to apply theoretical knowledge in a competent way.

The truth is out here: where does management not interfere with? I do not think we exaggerate, if we say it interferes with every action done with a purpose. I take two examples.

A writer can start from the confession: "I do not know why all these things suddenly came into my mind, with amazing precision and with all the details." Even if several pages deleted by time would follow, the reader has already prepared the expectation for participating in a confession, which becomes, in fact, the content of the novel. Where is management here? In the writer's preoccupation with returning always to the reference point from which he started and in the writer's art of capturing the reader's attention till the very last page. Examples of such refined narrative management would be in *The Magic Mountain* by Thomas Mann, for which you need a summer holiday in order not to skim through the content of the novel, or in Andrei Makine's travel novel *Once Upon the River Love*.

In love. From a simple trip to the mountains, in group, to the lovers' sunsets till the children which appear later and the whole family activities. What art of leading in two and even in four, or five, ... or in the more members of the family. No? What a dense and full of life (and sometimes full of dramas) example of management appears in each family's life, and, till the end, in each individual's life.

Management consists of organizing the situations and of anticipating the evolution in order to face the competition by constituting a solitary group, capable of living in harmony, which has as an objective the conservation and the enrichment of a patrimony.

2. MANAGEMENT – BETWEEN ART AND SCIENCE

People have organised activities and adopted management practices for thousands of years. Management is as old as the human society, but until the modern era we cannot speak about a management science. A long-term practice preceded the today's management theories.

More recently, Egypt's pyramids and the Great Wall of China proved the existence of several large projects, which involved tens of thousands of persons, long before the modern age.

To lead signified during Napoleon's time [1], the preparation of the land and of the conditions in which the horses were trained for warfare. The horses used to be subsequently trained for the horse-riders' exigencies. Therefore, to lead means to teach somebody else, by proposing behaviour rules, orienting his/her energy and imposing behaviour rules, orienting his/her energy and restraining his/her impulsivity in order to make him/her highly successful.

The mission of the management involves the permanent encouragement of all the group members, of each participant to the action, the interference for providing the energy necessary to all the activities, by avoiding the passivity and, simultaneously, by tempering the energies, which can lead the whole system to unproductive conflicts [2].

Management started its evolution as an art and during the development of the society, the more people discovered specific methods and procedures of investigation and action, the more management acquired the characteristics of a science.

As an art, management combines intuition, ability and the managers' talent in using instruments of science in accordance with the concrete conditions in which they work [3]. The art presupposes the harmonization of the methods and of the rigorous techniques with the improvised solutions, it presupposes the dilution of the rigid methods through the flexibility of the actions and it presupposes to action flexibly and reactively.

As a science, on the basis of the knowledge of the reality with scientific means, of the analysis of the processes and of the identification of the principles and of the obligatory character of law, which governs these processes, management elaborates a series of

methods, techniques and procedures of leadership for optimizing the results of all the activities within the companies [4].

3. USE CASE

In order to reveal the characteristics of the managerial model, we did an opinion poll at the company Genco Trade, working point Interport Băneasa.

3.1. GENERAL CONSIDERATIONS

In order to obtain the information necessary for the formulation of several conclusions we applied a questionnaire which consists of 21 multiple choice and unique choice questions.

The questionnaire starts by mentioning that the anonymity must be preserved and the information must be only used for scientific purposes, thing unanimously accepted by the respondents. This contains firstly simple and general questions followed by more difficult questions, which necessitate a longer thinking period in order to give a complex answer.

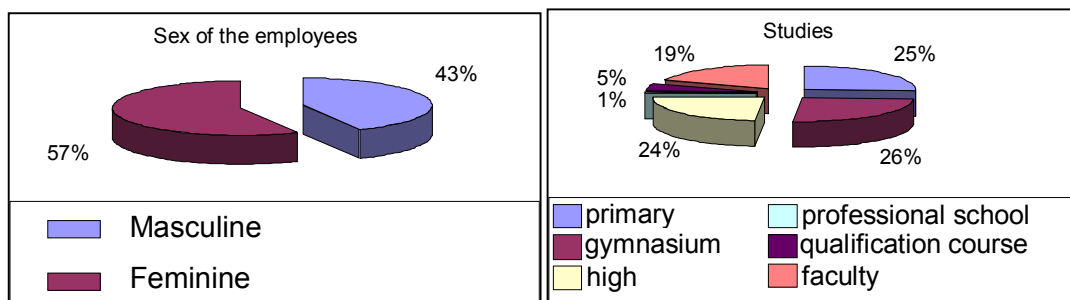
In order to formulate the questions, we chose simple words, easy to understand and we avoided the questions, which involve certain answers.

The questions of the questionnaire centred on the following elements;

- Strategy used by the company
- Control of the manager upon his/her subordinate employees
- Decision of the salaried employee at the workplace
- Salary-factor of motivation
- Teamwork
- Conflict situations
- Career planning and administration
- Professional career success
- At the opinion poll 70 persons participated.

3.2 THE RESULTS INTERPRETATION

I. Demo-social Characteristics of the Employee



Graph 1

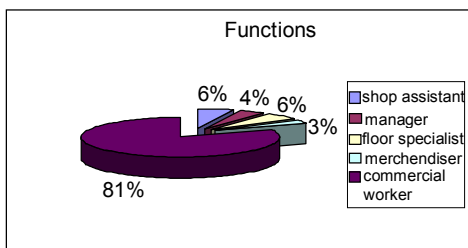
Graph 2

Regarding the demo-social characteristics of the employee, we can notice that from 70 employees of the company SC GENCO TRADE SRL, working point Intersport Băneasa, 30 employees, represented in the graph below as a percentage of 43% of the total are men and the rest of 40, which represent 57% of the total, are women.

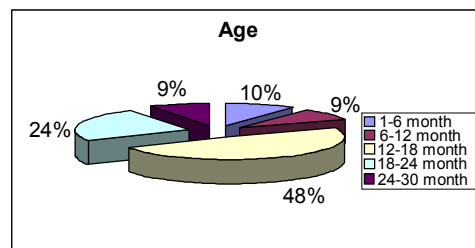
It is noticed that the large majority of employees, respectively 75% (64 employees) graduated highschool, 5% (52 persons) of them are students at a state or at a private faculty. Only 19% of the employees attended qualification courses and only 1% of the employees attended vocational schools.

The positions which compose the Commercial-Intersport Department of Băneasa are as follows:

1. Manager
2. Assistant Manager
3. Department Specialist
4. Merchandiser
5. Cashier - Trade worker
6. Trade worker
7. Cleaner



Graph 3

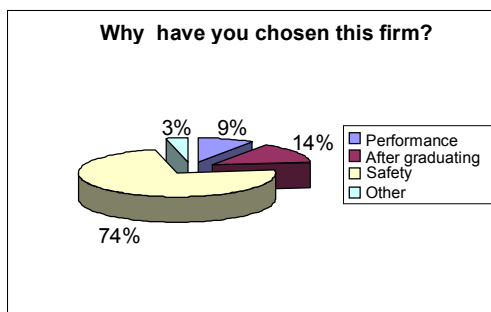


Graph 4

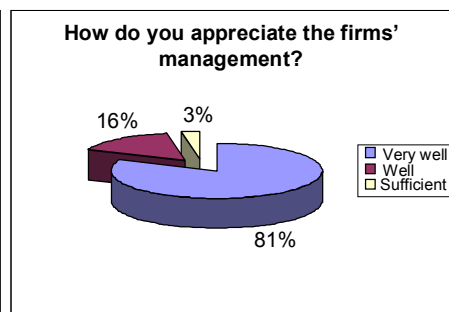
At the working point where we did the case study we noticed the following structure: the position of assistant manager is occupied by 6% employees, specialist raion 6% of the employees, merchandiser 3% of the employees, trade workers 81% of the employees, out of which 9% were cashiers. The shop also has 3 cleaners, which represent 4%.

In this shop, out of the 70 employees, 9% are employees who have worked for more than 24 months, 10% are employees who have worked for more than 18 months, but not more than 24 months, 48% are employees who have worked between 12-18 months, only 9% of the employees have worked between 6-12 months, and from the 70 employees only 24% have worked for maximum six months.

II. General Characteristics of the Company



Graph 5



Graph 6

At this question, 63 of the employees are convinced that their workplace is safe and that the company in which they work is also safe. Only 8 employees are convinced that the present workplace offers them performance and only 12 employees chose this job as a result of the studies they follow at present.

It depends more on the manner in which the company's values are revealed in order to compare them to the personal values. Therefore, the company's values, even if they are very beneficial, if they are not in accordance with what the salaried employee follows, these values, for that salaried employee, are null. In this case, the respective salaried employee will always look for a way of identifying his personal values with the company's values, from which one can infer that the salaried employee will not be a valuable employee for the company, and that the company would lose both the allocated time and the invested resources.

From 70 employees, 57 are very content of the management of the company they work for at present, this thing being beneficial for the results, which the company can obtain with such employees, satisfied by the manager's behaviour. Only 2 of the employees are not content, the rest of 11 classifying the company's management as good. (Graph no 6).

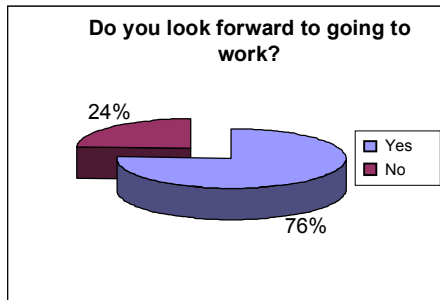
Out of practice emerged the idea that the more hierarchical levels exist, the more difficult is the communication between levels/departments. Therefore, if there are too few subordinate employees below the general manager, he/she, very rarely, succeeds in communicating with the low-level employees, and from here many communication difficulties appear, between transmitting the message in the desired form and what is really received.

However, in this company, there is a good communication between departments, the manager is mostly well understood and 81% of the employees are, consequently, very content.

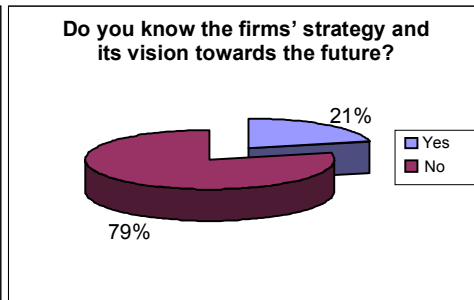
At question 7, the positive answer of the 53 employees must be a good thing for the management board as the pleasure with which $\frac{3}{4}$ of the employees come to work leads to very good results for the shop and to the achievement of certain performance outcomes which the shop desires. (See graph 7)

According to the national norms of protection, health and safety at work, the employers are obliged to ensure the salaried employees an adequate working environment, working tools and equipments, periodically checked, in order to prevent accidents at work. A well lit and ventilated workplace and an adequate temperature are appropriate for the salaried employees to develop their activity in an efficient and creative way. This factor must be taken into consideration by the employer.

At this company, 76% of the affirmative answers show that the salaried employees are content with a multitude of factors such as: a greater salary in comparison with other companies in the same activity domain, a clean and calm environment, colleagues with a certain level of studies.



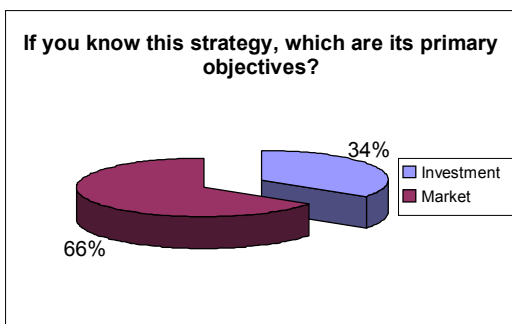
Graph 7



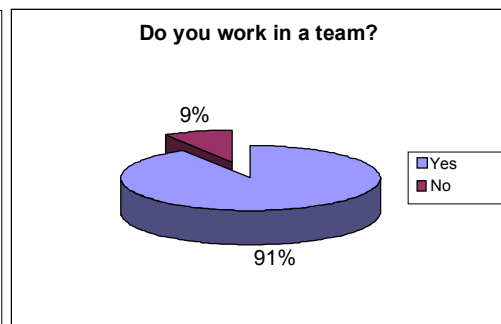
Graph 8

III. Characteristics of the Managerial Model

The strategies which are related to the company and to its plans in the future is 90% a confidential thing, that is, if we take into consideration an example such as the economic and financial crisis in which the whole global system is, the employees of such a shop do not benefit from information like: company's possible debts, current and future loans. On the other hand, the employees consider that they know something about certain plans like: the change of the uniform, of the furniture, the enlargement and the comprimation of the shop. Consequently, 55 employees negatively answered to this question and the other 15 are convinced that they know about several changes that will occur in the future.



Graph 9



Graph 10

The employees answered to this question only through two variants because these projects refer to furniture investments, to the enlargement of the shop, to the promotion of a new outlet for the goods from the shop. This is an unconfidential thing. Consequently, 30 employees know about the investments which will be done and 57 employees know about the new outlets the company wants to monopolise.

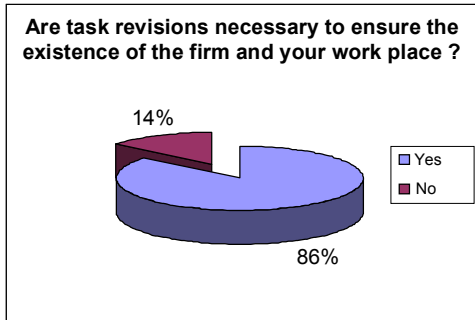
It seems that within the questioned working teams there is communication at normal and even at high parameters as 91% of the respondents consider that they form a team.

Communication in a working team is essential for the course of things. If it is poor there is a risk that a task might not be led to an end or that a certain work might not be done appropriately. This thing will bring prejudices to the company, financial prejudices, in the first place.

Interdepartmental communication is essential for the success of a company.

If the departments of each level do not communicate in various situations, this thing can lead to major confusions.

However, between the questioned departments, the work team is a task well mentioned by the manager, each knows what kind of task he/she has to fulfil and each knows his/her position. The final situation is successful and well fulfilled.



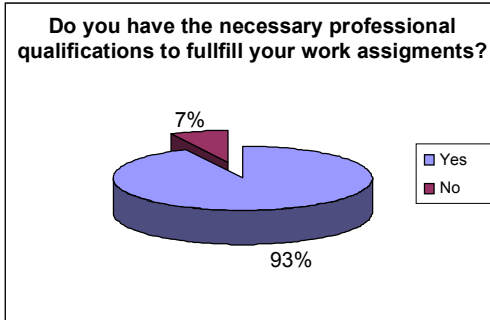
Graph 11

The fact that 60 employees answered affirmatively to this question entails that they are convinced about the fulfilment of several tasks, which requires a certain control, not necessarily detailed, in order to be admitted by the superiors.

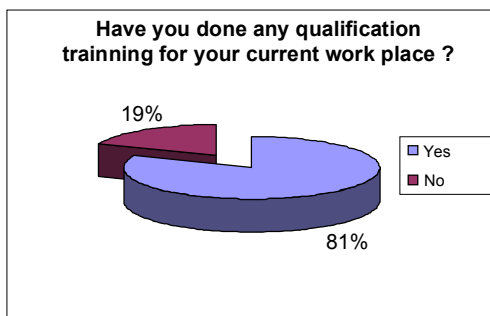
When we are hired for a position in a company, we are presented all the duties we have to follow and to fulfil.

The fact that 86% of the salaried employees know the tasks suggests that the employer who hired an employee knew how to make himself/herself very well understood while explaining the duties, by transmitting the position clearly to the employee.

All the 65 employees, which positively answered to this question, are convinced that they are prepared professionally and intellectually for the fulfilment of the tasks they have at the workplace, that only 5 employees are overwhelmed by possible tasks, which may be higher than their possibilities.



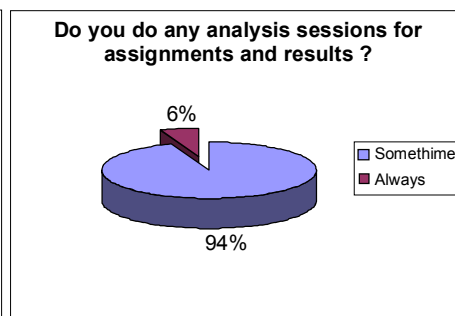
Graph 12



Graph 13

57 employees were sent to service training courses. “Instruction programme for sales and customers service” and “Customer Service and Sales Techniques” and 13 employees did not take part in these courses due to personal reasons.

Within this shop, a meeting is monthly held with the whole team and, consequently, 66 employees firmly answered to this question, as they obligatorily attend these meetings, where they are presented figures which regard the targets planned for the

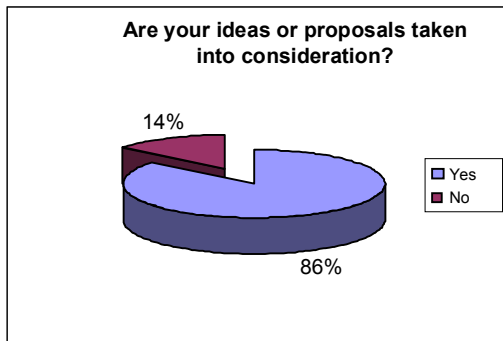


Graph 14

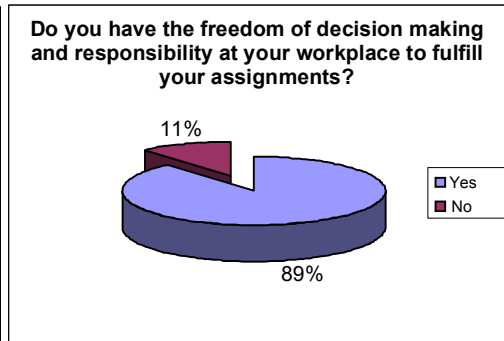
current month, the targets reached by the shop the previous month. Only the presence of the cleaners is not obligatory and, consequently, the percentage is of 6%.

The expression of several new ideas is, sometimes, accepted and other times rejected, according to the moment and to the circumstances in which the ideas are delivered. We must realise that, in several situations, the manager is obliged by his superiors or he/she is nervous from various reasons; it is not the favourable moment to express a new idea.

The fact that monthly meetings are held within the company is an ideal situation for the expression of new opinions, ideas which can produce certain changes, if they are strengthened by solid arguments.



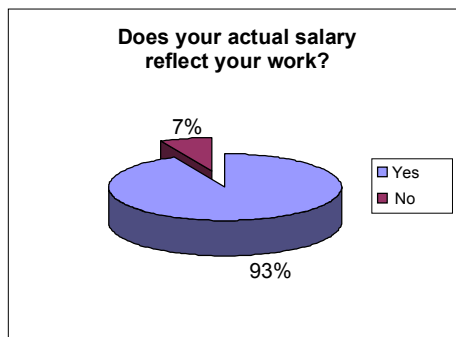
Graph 15



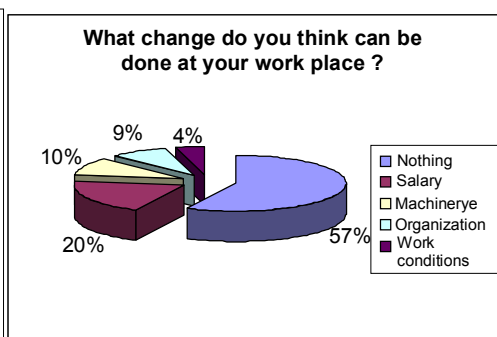
Graph 16

The positive answer to the 60 employees entails the fact that they are listened by the superiors, by the manager and that his thing is a positive factor both in the employee's psyche and in the fact that they are understood and that they are made useful within the company.

62 employees are convinced that they have decision freedom at the workplace, this thing being an extremely important factor as the employees are not constrained by the superiors, as they have certain responsibilities for fulfilling the tasks and as they are let to demonstrate that they are capable.



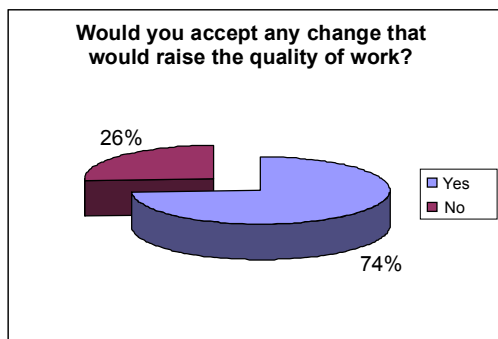
Graph 17



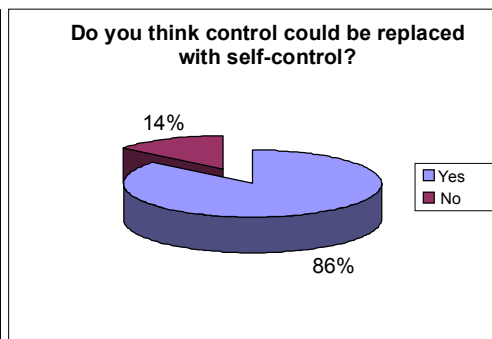
Graph 18

65 employees are content with the rapport between the salary and the work they do, being convinced that there are no tasks out of the requirements of the position for which they are paid. Possible extra programme night shifts are paid as supplementary hours.

From the 70 employees, 40 think that nothing must be changed at the workplace, being content. Only 3 are discontent about the conditions in which they work, 6 employees having complaints about the organisation. 14 persons were questioned about the salary they receive.



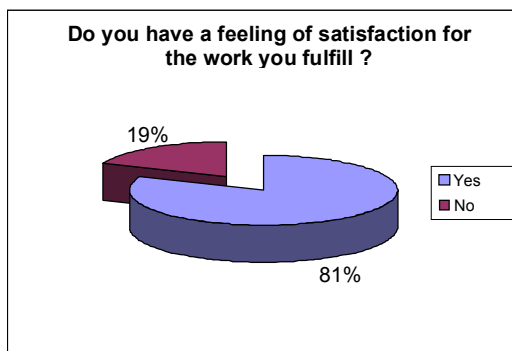
Graph 19



Graph 20

As $\frac{3}{4}$ of the employees are open to changes in order to increase the quality of their work, changes for bringing an increase of the work quality is a good thing for the manager as the team he/she has is eager to change something, to answer to provocations and is not approached to the new or to the conservative.

As the employees answered in such a high proportion with an affirmative answer suggests the fact that the salaried employees of this company are responsible and that they would be ready for a new task they strive to fulfil in order for the manager to be satisfied and to be impressed by the results.



Graph 21

Out of this result we realise that in this company the employees are satisfied by the rapport between the work they do and the benefits or the remuneration they receive.

It is a situation in which the company does not remunerate the salaried employees and in which the company tries to respect the employees, by praising their work.

4. CONCLUSIONS

As a result of the research on the main managerial characteristics, at S.C.GENCO TRADE S.R.L., working point INTERSPORT BĂNEASA we arrived at the following conclusions:

The employees of the company are mostly young (with ages between 20-32 years old), which have graduated from the faculty (see questions 1-4 of the first part of the questionnaire). The team is young and this fact helps the strategy of the company to be fulfilled, as the employees are open to the new; they are ready any time to demonstrate the superiors that they can face new provocations.

At the answers to the questions of the third part of the questionnaire, applied to the employees of the company we studied, it is noticed that most of the salaried employees are content with their salary, which is in accordance with the work they do and with the hours they worked; within this company, the employees are respected by the manager; they are conscious that the work they do is appreciated; the superiors know each employee's results, tasks and competences.

Team work is based on the strong interaction between the members of the group, with positive influences on the cohesion, understanding and trust within the respective team.

Most of the employees are aware that the revisions are necessary so that they accept to adapt their behaviour to the higher and higher exigencies of the customers, of the average contemporary man, who is open to the new.

The management of the company INTERSPORT BĂNEASA supports the autoled teams, through a corresponding instruction of his/her employees by emphasizing the strong link between the team rewards, before the individual rewards, ensuring the members of the group a certain feed-back on the basis of their individual performances.

The company INTERSPORT BĂNEASA ensures its employees freedom of decision, by respecting a basic principle of decision efficiency, namely the principle according to which the decision must be empowered. A corresponding motivation is noticed. 81% of the questioned salaried employees confirm this thing as the physiological needs from the Maslow's pyramid, Herzberg's hygiene factors, the superior belonging needs, status, esteem as well as the satisfaction factors at the workplace are satisfied.

By taking into account the aforementioned things, we consider that the functions of management are correctly fulfilled within the company INTERSPORT BĂNEASA contributing to the design of a managerial model, efficient and proud to be followed.

Concerning the particularities of management, we notice the positive influence of several elements, which characterise the intentional managerial management, the company Intersport Băneasa belonging to an international chain of shops and being controlled by foreign managers.

The essence of management represents its functions. The knowledge and understanding of the management functions constitute a major premise for decyphering the content of the science and the rigorous practice of management, for an efficient learning and utilisation of the systems, methods and procedures, which are specific. This utilization is at the basis of the ascendent evolution of the companies in the contemporary economy.

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