

MANAGERIAL MODELS FOR PUBLIC ORGANIZATIONS

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ABSTRACT

It is impossible to ensure a high level functionality of Romanian economy and society without reinvigorating enterprises and public organizations, which are the real service suppliers for citizens, local communities and the other types of organizations. The basic condition for such an adjustment is represented by the modernization of their management, a complex approach, strategic and difficult at the same time, if we considered the constructive features and especially the functional ones, irrespective of the chosen method – from promoting strategic management to managerial redesign, from procedure of managerial organization to the professionalization of managers and management – the result should be reflected in the shaping of a performance management, capable of assimilating the Community acquis, the good practices of some similar public institutions and capable of influencing the environmental, national and international behaviour. Focusing managerial modernization on people – managers and executors – on processes, structures, managerial tools, information, knowledge and decisions / actions, facilitates the acquirement of managerial and implicitly economic performances.

KEYWORDS: *procedure of managerial organization, managerial redesign, objectives, managerial tools, managerial performances*

1. Current status of the enterprise's management

Efficiency and effectiveness must not be abandoned! The achievement of reasonable levels of efficiency and effectiveness represents the most important token of economic recovery, of the reinstatement of the normal managerial and economic status existing before the crisis.

Unfortunately, despite the more and more evident impact of the economic and financial crisis, few Romanian enterprises are aware of the fact that their management (with its viability potential) represents the make or break factor in diminishing or even eliminating the unfavourable effects of the crisis.

Evidently, it is extremely simple to adopt solutions which only apparently solve the problem. Among such solutions we mention **personnel cuts** or, a slighter form of the latter, sending the majority of the employees in **technical unemployment**.

Although several months have passed since the crisis did not begin in Romania, the government nor have the firms' management tackled the issue of the role of the management and its modernization in fighting crisis. The latter is overlooked in spite of the fact that management is unanimously recognized as the most important factor in the achievement of economic performance.

Almost two decades of capitalism have passed; however, we still pay tribute to certain change methods, such as restructuring or reform, none of which is finalized and evaluated from the point of view of its effects.

This is why today, more than ever, clear directions of managerial modernization are necessary. The current paper puts forth a model of such managerial modernization directions for enterprises and deconcentrated public institutions.

2. Managerial modernization models in crisis conditions

These models are based upon the SWOT analysis of the enterprise and of the national and international environment it operates in. We recommend the use of a **diagnosis** of the managerial and economic potential (made by multidisciplinary teams of specialists from within and without the firm in question), as well as of a **market survey** intended to highlight the main opportunities and threats (Verboncu, 2005). More specifically, the viability potential should be determined by means of the SWOT analysis, meant to evaluate the internal and external factors that influence a firm's activity.

The results of the diagnostic and market studies could be taken advantage of along two directions:

- the consolidation and elaboration of global and partial strategies
- the design of managerial modernization methods specific to the crisis period.

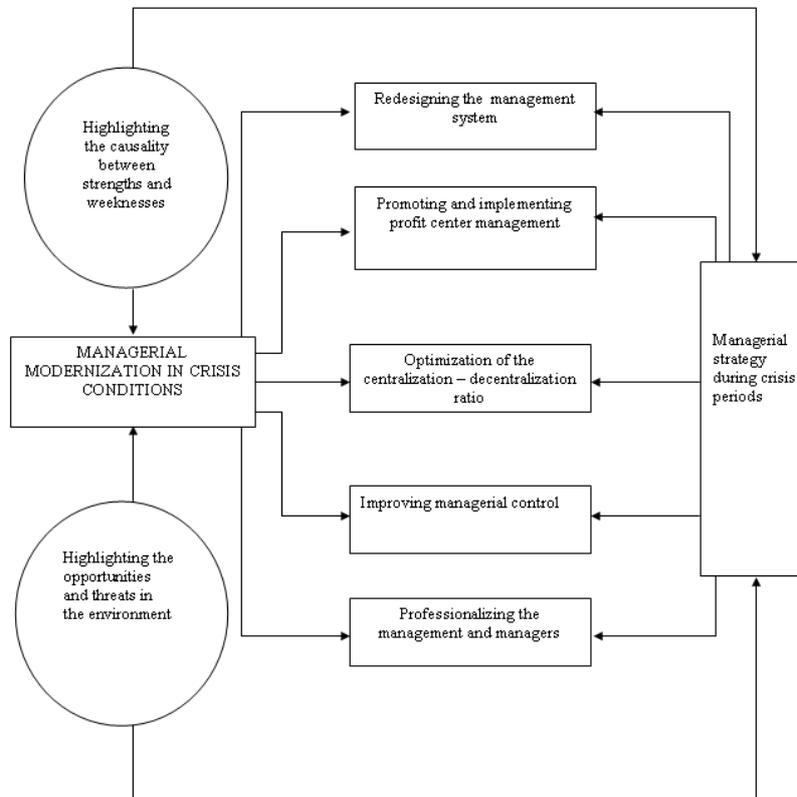


Figure 1. Managerial modernization model in crisis conditions

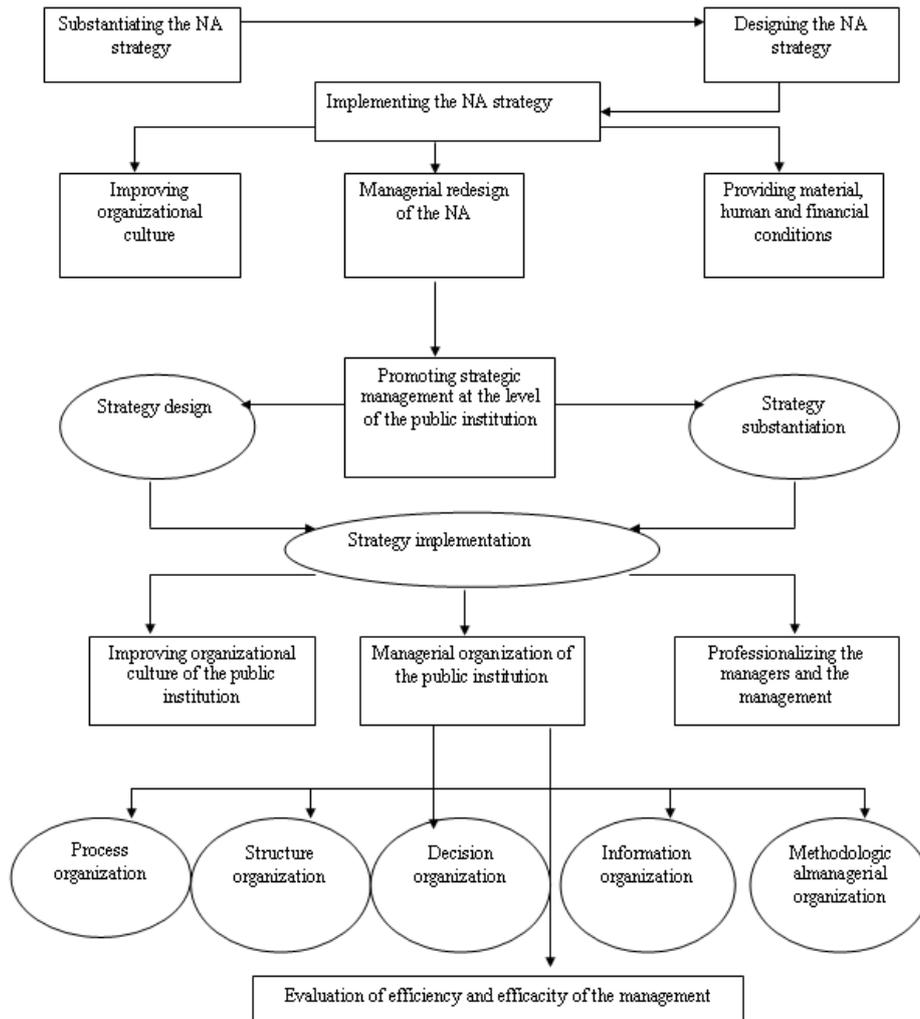


Figure 2 Managerial model for national authority – public institution

3. Comparative approach

Similarities:

Both models include few major modalities of managerial redesign and, implicitly, of amplifying these enterprises' efficiency and effectiveness:

- promoting the strategic management
- managerial reengineering
- managerial methodologization
- improving the organizational culture
- professionalizing the managers and management

Differentiations are given by:

- very high degree of managerial and economic centralization in comparison with the enterprise
- considerable political dimension which imprints the public institutions management
- the non-existence of a specific market, of competition, situation which eliminates the “competitive advantage” from the terminology and practice of their strategic management
- often empiric / amateurish character of the management of a considerable part of Romanian enterprises
- impossibility of promoting and using the profit center-based management at public institution level and, in general, of a higher number of managerial tools
- different impact on the organizational performances (managerial and economic-social).

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