

REFLECTIONS ON THE CONCEPT OF MANAGERIAL THINKING

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This article addresses an issue of maximum importance for the vocational training system in the Republic of Moldova and for the management system. It describes and analyzes methods and techniques important for the development process of managerial thinking. Management methods are described in detail, being based on experiences in managerial development, characteristic features of each method, and accordingly its advantages. The investigation reveals the formation process of boundaries of thoughts and their impact on decision making (effective and ineffective). The author argues changes in experience of management standards in the new economic conditions. The author proposes a new algorithm in the analysis and improvement of managerial work. The emergence of crisis conditions requires the application of programs related to changes in all areas of activity of various economic structures. Research purposes proposed by the author aims to estimate the economic and geopolitical situation in the context of estimation of possibilities of economic entities management in solving problems occurred before a new management revolution. Research methods reflect the relationship between theory and empiric, being quite controversial and important. The methods used (analysis, management, comparison, induction, deduction, forecasting etc.) highlight certain features of the real world that are relevant to the subject of the research, explain the relationship between them, allow formulation of empirically tested propositions about these features. The main results are related to companies' success on the market, being determined by the efficient use of economic resources, the ability to fully meet customers' needs, to respond quickly to changes in the external environment. The author determines that in order to achieve success, managers have to be innovative, persistent and continuously improving, as internal and external environment of the company is variable.

Keywords: *methods, techniques, experiences, development, management, economic paradigm, revolution, leader, self-development, management quality.*

În articolul dat este abordat un subiect de maximă importanță atât pentru sistemul de formare profesională din Republica Moldova, cât și pentru sistemul managerial. Sunt descrise și analizate metode și tehnici importante ale procesului dezvoltării gândirii manageriale. Se descriu în detaliu metode manageriale bazate pe experiențe în dezvoltarea managerială, trăsăturile caracteristice fiecărei metode și, corespunzător, avantajele ei. Investigația dezvăluie procesul de formare a limitelor de gândire și impactul lor asupra luării deciziilor (eficiente și neeficiente). Autorul argumentează schimbările din experiența standardelor de gestiune în noile condiții economice. Autorul propune un algoritm nou în analiza și perfecționarea activității manageriale. Apariția condițiilor de criză necesită aplicarea unor programe vizând schimbările din toate domeniile activității diverselor structuri economice. Scopul cercetării propus de autor vizează estimarea situației economice și geopolitice în contextul estimării posibilităților managementului entităților economice în rezolvarea problemelor survenite în pragul unei noi revoluții de gestiune. Metodele de cercetare reflectă relația dintre teoretic și empiric ca una destul de controversată și importantă. Metodele utilizate (analiza, managementul, comparația, inducția, deducția, previziunea etc.) pun în evidență anumite caracteristici ale lumii reale, care sunt relevante pentru subiectul cercetării, explicitează relațiile dintre acestea, permit formularea de propoziții testabile din punctul de vedere empiric despre aceste caracteristici. Principalele rezultate se referă la succesul întreprinderilor pe piață, fiind determinate de utilizarea eficientă a resurselor economice, capacitatea de a satisface pe deplin nevoile clienților, răspunsul rapid la schimbările din mediul extern. Autorul determină faptul că, practic, pentru succes este necesar ca managerii să fie inovativi, insistenți și în continuă perfecționare, deoarece mediul intern și extern al întreprinderii este variabil.

Cuvinte-cheie: *metode, tehnici, experiențe, dezvoltare, management, paradigmă economică, revoluție, conducător, autodezvoltare, calitatea conducerii.*

Эта статья исследует вопросы чрезвычайной важности, имея значение для системы профессиональной подготовки в Молдове и всей системы управления. Описаны и проанализированы значимые методы и техники для развития управленческого мышления. Подробно проанализированы

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методы управления на основе опыта в процессе разработки управленческих характерных особенностей каждого метода и, соответствующие, преимущества. Исследование раскрывает формирование границ мышления и его влияние на процесс принятия решений (эффективных и неэффективных). Автор аргументирует изменения в опыте использования стандартов управления в новых экономических условиях. Автор предлагает новый алгоритм анализа и совершенствования управленческой работы. Возникновение кризисных условий требует применения программ по изменениям во всех сферах деятельности различных экономических структур. Основная цель исследования, предложенная автором, состоит в оценки экономического и геополитического состояния управления в контексте возможных экономических агентов в решении управлении проблем на пороге новой экономической революции. Методы исследования отражают взаимосвязь между теоретически и эмпирически как весьма спорным и важным вопросом. Используемые методы (анализа, управления, сравнения, индукционный, дедукционный, прогнозирования и т.д.) выделяют некоторые особенности реального мира которые относятся к теме исследования, объясняют взаимосвязь между ними, позволяют формулирование тестируемых предложений с эмпирической точки зрения об этих особенностях. Основные результаты относятся к успеху предприятий на рынке за счет эффективного использования экономических ресурсов, способность полностью удовлетворить потребности клиентов, быстрая реакция на изменения внешней среды. Автор определяет что, практически, для успеха, менеджеры должны быть инновационными, настойчивыми и постоянно обучаться, так как внутренняя и внешняя среда предприятия является переменной.

Ключевые слова: методы, техники, опыт, развитие, управление, экономическая парадигма, революция, лидер, саморазвитие, управление качеством.

JEL Classification: J32, J51, H12, M54
CZU: 005.2

**Good leaders rarely think in terms of boundaries:
instead, they think in terms of opportunities
(John C. Maxwell)[8]**

Introduction. Variations of changes in the socio-economic situation of the country are causing new problems that aggravate and cause management paradigms. Given the economic and financial crisis there are required appropriate changes in behavior that affect all areas of business. In the same context the difficulties of implementing changes in companies determine actions and costs involved in achieving objectives, which is the necessary steps to change the top-managers of the economic structures.

Aim of research is to estimate the possibilities of the management of economic entities in solving stringent problems in front of a new revolution in the context of economic and geopolitical conditions.

The scientific approach to the topic and its presentation in the scientific literature. The beginnings of scientific management have crystallized with the appearance of general concepts of directing production. In the early twentieth century, Frederick Taylor [3], the main representative of the so-called "traditional school" of scientific management, recognized the possibility of using scientific methods in the management and organization process in order to increase efficiency and productivity. Another important school of management is the "school of administrative management". Henri Fayol [6] and L. Urwick [12], representatives of "the school of human relations" (Mary Follett [7], Elton Mayo [2]) argue the human factor's impact on labor productivity, followed by "school of behavior" (Abraham Zalesnick, DC Peltz [14]). An important step was made by Peter Drucker [9], Alfred Sloan [1] and Ernest Dale [15] in the field of information and decisions, using mathematical methods of Wilson. The emergence and development of electronic computers allowed the construction of an efficient algorithm and software to solve some difficult problems of management. Internationally used magazines have appeared (Operations Research, Management Science, etc.) that publish mainly models and methods for solving the various problems of management.

We observe changes in the world economic order, the emergence of social and economic factors and geopolitics that cause natural questions: management is on the verge of a new revolution of management, or it is ongoing or the new paradigm have not yet triggered. The researchers note that the theory of modern management approaches as appropriate the process of self-development and self-organization of the company, which can be the basis for combining different knowledge into a single mechanism of management organization (Komarov [17] Kibanov [16], etc.). In this case, building an organization on its own is not possible without the activation of the process at all levels, from the top

management and involvement of all staff. Support for managers in improving quality control can be achieved through an understanding of development processes of a reliable mechanism in order to improve management performance. Managers must learn and understand the limits of the decision extensions.

Given the topicality and unresolved issues, but important from the field, in order to argue the hypothesis, the author uses the **method** of analysis, management, comparison, induction, deduction, forecasting, etc.

Research and analysis. Decentralization of economies led to the improvement of consumer – entrepreneurs relations through management and marketing, based mainly on information [11] in real time using computer possibilities. On the market, both consumers and producers are facing optimum problems: the consumer has to obtain maximum enjoyment with minimum income and the producer to maximize profits while minimizing production and selling costs. In these conditions, managers are forced to look for new tools and methods for integrating activity areas by which the company will create competitive advantages against competitors and choose the optimal alternatives. To this end, many business units and international organizations use statistical methods, mathematics, cybernetics, information [11], together with methods of technical and economic applied sciences logically integrated by concepts of systems and decision theories.

According to researches, intellectualization of production will deepen; transition to a process of continuous innovation in most industries, and in most professions, marking the transition from "consumer society" to "knowledge society" in which an increased meaning will have requirements for quality of life and comfortable living environment will be present [4].

The main provisions of the future management represent a common feature to enhance cooperation and creativity of the staff in the organization for the sake of higher goals, based on mutual trust. The main challenge for management is to implement such general terms that would increase success through continuous understanding of causality in relationship management. For example, vision of the work result and responsibility for this motivation will contribute to a better performance of work.

The idea of self-management, staff and the entire organization, which forms the basis for building control system will improve the employee development, and follow the above rates of changes in information technology in environmental activities. However, each person is a combination of automatic behavior, habits, values the reactions – imprint of knowledge and experience, and has certain resources and attitudes towards resources and used skills. For these reasons, new iterative gradual changes are needed to solve the complex problems. Human resources can reveal additional development opportunities for businesses, when in the process of change will follow the paradigm approach of the humanist management. According to the findings of psychologists J.Procházka, J.Norkrossa [10] personnel changes will include six major steps, shown briefly below.

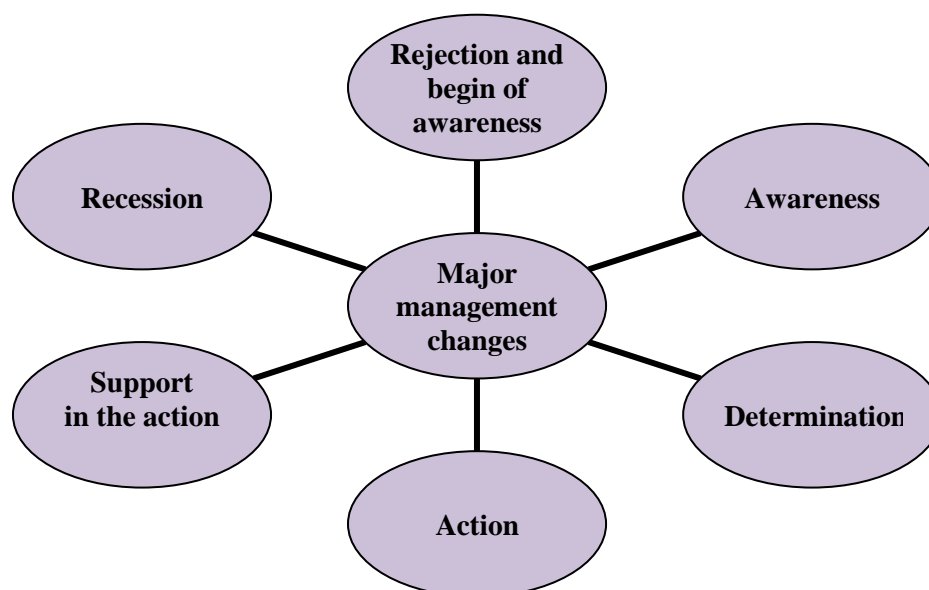


Figure 1. Steps of major management changes related to human resources

Sources: Author's research based on [12].

The investigated model reveals the typical stages of changes, reflecting the fact that people often tend to change their thinking and behavior under the influence of external factors. As a result of inertia, reorientation of thinking of top managers on the taken decisions and the influence methods on the collective are slowly performed [5]. For example, the staff must be motivated for proposals of rationalization or innovation, but in practice managers prefer the methods already approved instead of the new ones, and discussions about them are initiated by people in positions rather than innovators-professionals. Thus, the leader exercises the management influence, following an already approved pattern, admitting typical mistakes characteristic for managers. There are also applied other methods as "orders", increased burdens for the best workers, orientation towards material incentives or just moral ones. According to the author, this happens because taking decisions, discussing the situation, the manager starts unconscious from the existing available information [11] from the the last information or required information. This is explained by the fact that people can make mistakes, being under the impression of dogmas, beliefs, etc., in perceiving reality.

But the majority of rules, beliefs, habits, stereotypes existing in the leadership can not be progressive, but overwhelm the consciousness of leaders, becoming negative in thinking, putting obstacles in the effective and qualitative management [4], the perception of new management tools and creativity. Highlighting new issues or their transformation into chronic ones favors the emergence of adverse outcomes.

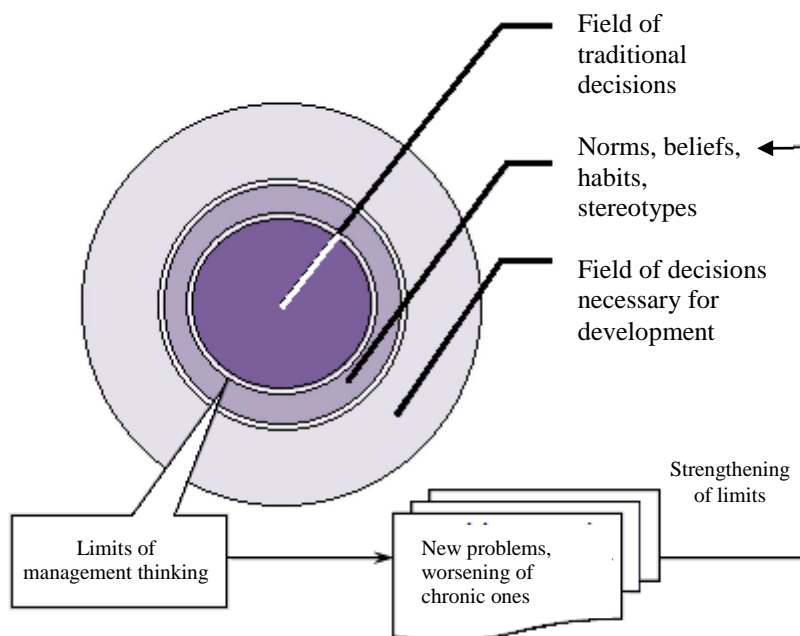


Figure 2. The process of forming the boundaries of management thinking

Source: Author's research.

Unfortunately, the existing education system rather sets strict limits of consciousness and contributes little to the development of creative thinking. According to our observations, the first year students who have received a general education are convinced, for example, that people from companies work only for money and to climb up the career ladder, and therefore to motivate them to increase the quality of work, it is only necessary to increase salaries, bonuses or advancement in the job position. Complicating the task, when finance and vacancies are not present, students are at an impasse and are not able to go beyond their own beliefs.

It is obvious that in conditions of modern dynamics, traditional tools and methods are necessary, as well as new innovative motivation methods. An effective leader, systematically, is looking for progressive methods of motivation. For this, the leader has to build the capacity to adapt to any changes. Changing stereotypes is often perceived as a catastrophe. To change the state of things, the author proposes an algorithm (figure 3). The first step is to identify recurring problems like: stagnation, supremacy of structure on function, low motivation, lack of subject, etc.

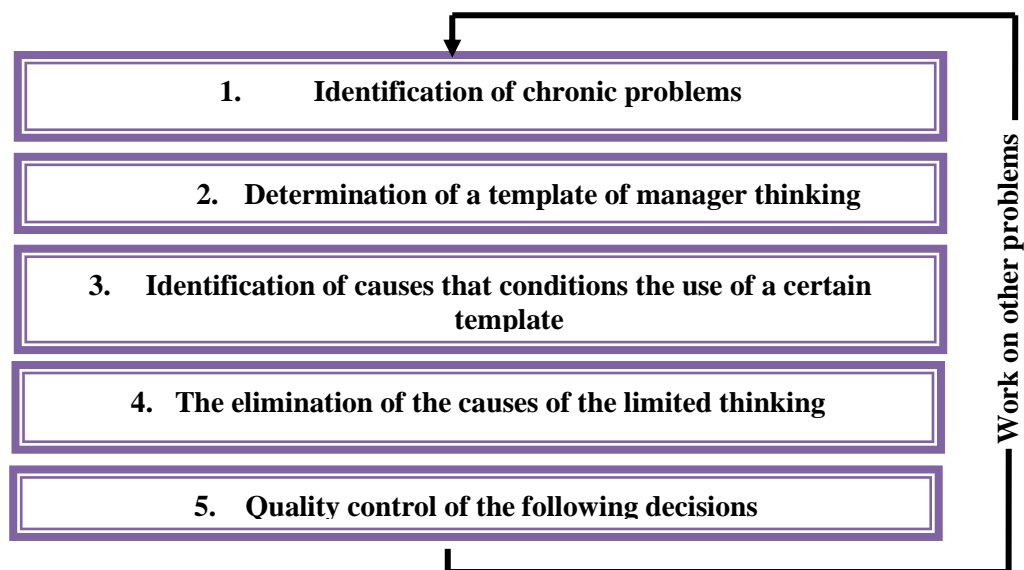


Figure 3. The process of self-improvement of manager's activity in overcoming the limited thinking

Source: Author's research.

Then comes the process of determining ineffective standard decisions and appreciations of templates that were used by the manager. The next step is to identify the cause why the manager stopped at a specific choice of the decision, contrary to alternatives. This activity requires the manager continuous self-improvement and strong will to achieve the goal. The fourth stage remains difficult, being related to overcoming stereotypes, beliefs, traditions, blocks that were formed during a long time, before the boundaries of thought to expand. The last stage involves focusing attention on exclusion of common errors in the decision-making process. It is necessary to determine that the limit of clichés will not leave its mark on new decisions.

It is important that the manager to put company's goals above personal ones. Thus, in this, the manager must be an example for collective [5]. Otherwise we should not rely on the delegation of functions that decisions will be taken based on the interests of the company and not the petty interests of those in office positions. The manager must not think that it is infallible, *ultimum verum* (absolute truth). Therefore, it is necessary for the problem to be investigated from various aspects, views (variis in views). Significant is the awareness of strong and weak points of the manager. An effective manager must handle well various management methods, which allow increasing the motivation degree of decisions. The manager must be able to recognize own mistakes and take immediate measures to overcome them. Tolerance culture against mistakes should be established, as under fear conditions, the staff will push for its illusions. Wrong decisions can lead to another extreme – the formation of a favorable environment for increasing organizational problems (conflicts, tensions, reduced discipline and motivation, ignoring organizational order, etc.).

Conclusions and recommendations

In conclusion, it is worth noting that company's competitiveness is a complex concept. The success of the enterprise on the market is determined by the efficient use of economic resources, the ability to fully meet customer needs, rapid response to changes from the external environment. The probability of victory in competition will be higher in the presence of significant amounts of economic resources and capacity of management systems to use them. In this respect, the internal control system is designed to provide a timely response to changes in both internal and external environment.

The explanations presented in the article regarding the frontiers of thought and self-improvement steps have a practical significance for managers at all levels. Analysis of its actions must enter into daily practice of a modern leader, to abandon outdated and inefficient models, opening the possibility for assimilation of new knowledge. Managers must know the possible tricks of the human mind, differences between these states in their thinking and must try to overcome them, including using the

recommendations presented on the analysis and proposals of self-control, work on self-perfection, expanding self-awareness, with the development of integral thinking and systemic vision on the company. The perception by managers of changing processes, determination of consistent steps that lead to the desired result and mainly the change of stereotypes and clichés are conditions for the success of changes. If the leader is willing to review its strategy and business, the team and the organization will achieve those heights that previously seemed unbelievable.

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