COORDINATION OF MANAGEMENT ACTIVITIES - A CONDITION SINE QUA NON OF A PERFORMANCE MANAGEMENT

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ABSTRACT: Starting from the current international context in which performance management is key to overcoming the financial crisis, the content of the work we have addressed in detail and coordinate the management process. Thus, we presented two forms of coordination, coordination of horizontal and vertical coordination, disparities and convergence between them and coordinating role in system management functions.

KEYWORDS: formal organization, informal organization, coordination function, vertical coordination, horizontal coordination

1. INTRODUCTION

Outside of formal, established under the company's objectives and recognized by official documents (organization, rules of organization and operation, the job description), be bounded informal structure that forms the basis of individual goals or aspirations and sympathies of the members. Relations are established between formal and informal structures are complex and management must be directed so that the two become complementary and converging.

2. CONVERGENCE OF FORMAL AND INFORMAL ORGANIZATION

In general, informal organization brings together all groups and voluntary nature of interpersonal relationships that characterize social and professional relationships that are established naturally and spontaneously between business components to meet personal interests. Between informal and formal organization are

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closely interdependent, due to some common elements, such as that both constitute the same company and at all hierarchical levels, the achievement of targets and a dynamic character. Analysis of these common elements of both types of lead structures and to detect differences between formal organization and informal organization, such as: formal organization designed to achieve the objectives and informal company on track to meet targets for group or individual employee can handle a single job in the formal structure of the company, but may be a member in several informal groups, formal organizational structure is established according to rules, regulations, principles and established by official documents, while the informal structure consists of groups of people relations are established between spontaneous and flexible.

In any company, organization coexist alongside the informal elements of structural organization, the two structures there are strong ties of interdependence arising from the existence of common elements such as: Both are in the same company, the human element is also included, both aimed at achieving the objectives own, possess a high dynamic of change over time given the objectives pursued, are general, is being found in all organizations, regardless of hierarchical level, industry or size. Of course, the two forms of organization there are some differences but that does not serve to separate them, but on the contrary, increases in greater interdependence of formal-informal: the high mobility of the informal structure is not rigid by obligation to comply with certain provisions, official regulations specific regulatory or formal organization, establishment and operation of informal organization aimed at achieving personal needs and desires while the formal organization is an instrument of overall objectives that harmonize with the interests of individual groups.

The impact of the informal structure of the formal structural organization may be perceived positively, stimulating in cases where informal groups identify with organizational subdivisions and informal leader is invested with formal authority or negatively, when informal groups bring together individuals operating activity under different labour departments or belong to different hierarchical levels. Informal focus group activities to the objectives arising from self-interest will feed in this case lack of interest in the tasks arising from the structure plan, reduce accountability, unnecessary consumption of time for informal communication, etc. It is therefore a need to identify the informal leader (not always coincide with the union leader of the firm) and active broadcasters because starting from the axiom that the most effective in influencing group may act by attracting leader by developing a complex of measures to motivate informal collaboration between manager and leader.

3. COORDINATION FUNCTION OF MANAGEMENT

Thus a major goal of the management company must be represented to identify forward, building upon the values of informal organization in the enhancement of the functionality of formal structures. The interface between the two sides of business organization is ensured through the coordination function of management. Actions taken by managers that the content management process stages are its functions and all functions that form the content management process. Specialized foreign literature there is widely accepted delineation of these functions or a consensus on their numbers,
renowned author proposes the following: H. Fayolle: provision, organization, command, coordination, supervision, L. Gulick: planning, organizing, staffing, coordination, records, preparing budgets H. Koontz, CO'Donnell: planning, organizing, staffing, management, control, W.J. Duncan: planning, organizing, controlling H. Church: design, equipment, order, record, operation; H.B. Maynard: planning, execution, control. In our country management literature devoted management process following five functions: forecasting, organization, training, coordination, control. Concerning attribute management and coordination function, it is meant to ensure the activities of the firm adapt to conditions in each stage of its evolution. At the same time, coordination is achieved by synchronizing the actions of managers, the decisions taken at various hierarchical echelons, the action taken by employees from different structural compartments to achieve efficient projected goals. Exercise coordination function is therefore necessary as a result of the strong influence that the company felt it from inside her and outside, due to mutations caused by the turbulent nature of the environment. With regard to "threats" inside, upper management is required to harmonize the conduct and actions of employees organized in informal groups while facing external challenges through formal organization or reorganization proceedings "in the dynamic of the company or of its divisions in response to changing environmental requirements. Addressed by the links between formal and informal organization, coordination can be examined both vertically and horizontally.

4. VERTICAL COORDINATION

Vertical coordination, aimed at linking activities at higher levels and lower average levels for the achievement of company objectives. The main parameters which determine the effective exercise of vertical coordination are: degree of formalization, hierarchical weighting, centralization and decentralization, delegation of powers and division of operational and functional positions (figure 1).

![Figure 1. Parameters of conditioning vertical coordination](attachment:image.png)

Formalization is the extent to which words company policies, tactics, rules, job descriptions and other official documents, describing explicit operational directions to be taken in certain situations. In this view, formalizing the way towards vertical
coordination handle the expected behaviours of employees. Thus, policies plot limits deployment of strategic actions, procedures and rules define subsets of actions and describe the steps to be followed for solving specific problems, descriptions of items and features detailing the tasks and duties conferred upon persons occupying those positions or functions. Typically, the degree of formalization increases with increasing firm size is reduced for smaller businesses (with up to 10 employees) who work exclusively sometimes informally (with little documentation describing the specific procedures and rules) and higher for corporations facing multiplication problem interdependence of employees and departments. Although the main mobile formalization organizational structure is related to increase its functionality by clarifying and logical ordering of activities, such initiatives have often degenerated into excessive formalism. In such cases, written regulations, rigid and detailed, binding supplies issued attitude of passivity, lack of initiative, obedience. Bureaucracy is excessive in these circumstances formalization product.

The degree of centralization of authority reflects the concentration of the upper echelons of the organizational structure. Structural problems caused by this parameter are related to regulation report centralization-decentralization as a way of sharing decision-making power within the firm. Both centralization and decentralization has some advantages. Thus, a high degree of centralization facilitates effective coordination of efforts and resources company, prevents excessive independence of structural subunits is reflected negatively on the overall implementation strategy, provide horizontal and vertical integration decisions, promotes leadership by concentrating power levels Top of the management. In addition, decentralization may also be preferred because of its advantages such as job enrichment subordinates at the lower levels, encouraging initiative and creativity, efficient use of time managers, increasing the operability of the decisions, avoid overcrowding managers at higher levels. Although the degree of centralization / decentralization varies from one firm to another in relation to its specific developments to performance management that have marked the last two decades tend to tilt the balance in favour of decentralization. In fact, most companies today are characterized by a degree of decentralization resulting from factors such as firm size and complexity increase their activities, the geographical dispersion of territorial subunits, unprecedented technological complexity of research and production processes, environmental turbulence etc.

Delegation of powers is another parameter of vertical coordination involving the transfer of responsibility and authority for the decisions of a managerial level to another immediately below. Unlike decentralization which standing downward movement of tasks and powers, the delegation is temporary, covering a period set by managers and subordinates. Addressed by some authors as a distinct method of management, delegation facilitates vertical coordination exercise by relieving managers of the task solving problems of marginal importance and tasks related to lower levels of the company. Meanwhile, the delegation may be circumscribed parameters informal organization in that its use promotes development of special relations between managers and subordinates are grafted on the psychological foundation of mutual trust. Operational position means a job or function constituting the organizational structure invested with authority and responsibility necessary to
achieve the major objectives of the company. Functional position is associated with a job or function designed to provide specialized knowledge and support operational work. Circumscribes the functional positions of activities not directly contribute to the aim of activity, but the existence and the way they conduct the proper functioning of the entire company. Operational or functional positions and departments differ in relation to company type analyzed. For example, a manufacturing firm productive departments are considered operational, while the sales and procurement are functional departments. For a company operating a commercial activity, the roles are almost reversed: sales and supply are invested with authority operational departments. Among the departments with functional role in any company are listed: human resources, legal, marketing, environmental protection.

5. HORIZONTAL COORDINATION

Horizontal coordination is intended to harmonize activities in hierarchical levels similar or close, but belonging to different departments. According to Jay R. Galbraith, frequency of use increases the extent of multiplication of horizontal links information processing requirements relating to production. By facilitating the transfer of information between organizational subunits positioned on the same levels, horizontal coordination mechanisms supplement the actions of specific vertical coordination traditional pyramid hierarchy. Four major directions are known to promote horizontal coordination: buffer resources, information systems, horizontal relations (cooperation) and managers Coordinators. Resources buffer facilitates the adaptation to internal and external environmental conditions and initiate change. Firms often use resources like buffer surplus staff, extra time, the stock or additional equipment to minimize the efforts required for their distribution among organizational subunits and allocation processes to ensure flexibility.

One of the secondary functions of information systems is closely linked to facilitate horizontal coordination of business components. Thus, some functional parameters of the information system confer a high degree of flexibility progressive organizational structure by reducing the number of compartments and hierarchical levels and simplify the organizational relations. In other words, building a solid information system built around an efficient information communication is the major premises timely intelligence and coordination of efforts of employees. Horizontal relations facilitate aligning employees to the same hierarchical level, to cope with sharing of complex problems without the involvement of superiors. Since their development and deployment of hierarchical lines ease the bridges between departments, offices, departments, workshops. Horizontal relations are sometimes called "bridge relations". The main ways of realizing the horizontal relations (figure 2) are: direct contact made between mid-level managers or lower in order to coordinate activities and resolve complex tasks; connection through the liaison agency role exercised by a manager who handle effective communication and continuous coordination between departments performing common; task forces and interdepartmental work teams are groups set up a temporary rule to make recommendations on a topic or solve a specific problem.
The best known type of interbranches group currently used is called quality circles. In essence, a quality circle meets a group of people in the composition of different organizational departments who meet regularly to identify and solve problems related to quality, productivity, working conditions, etc. what employees face in their work. Success of quality circles enjoyed in Japanese companies is closely linked predecizional nature of these meetings, often evidenced in the formulation of solutions that are sometimes implemented to improve the average level of managerial echelons (sections and workshops). If the positive impact of quality circles on improving the organization is clearly formal, literature mentions a number of other organizational forms experienced by Japanese firms to facilitate horizontal coordination. To this end, it is a series of small informal groups that have different names and modes of operation taking into account the objectives concerned: "Committees of productivity, etc. Kaizen teams. Coordination of activities involving several functional departments and / or operational managers is subject coordinators. In relation to specific work performed, they are called project managers, product managers or brand managers.

6. CONCLUSIONS

In essence, managers Coordinators act as agents of horizontal coordination without hierarchical authority over the employees and functional departments that coordinate. Consequently, the designation of any manager coordinator should use a Multi-assessment of knowledge, skill, skills, managerial skills involved in contact with other managers and employees.

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