

**DIAGNOSING THE MANAGERIAL RESOURCES
IN THE AGRICULTURAL ORGANIZATIONS**

**DIAGNOSTICAREA RESURSELOR MANAGERIALE ÎN
ORGANIZA IILE AGRICOLE**

M D LINA BRUTU^{*}, CARMEN SECAR^{*}

The work presents a model for diagnosing managerial resources applicable to agricultural organizations. The diagnosis involves two main aspects: diagnosing the management functionality in the agricultural organizations and diagnosing the management system in the agricultural organizations. The declared purpose of the diagnosis aims at improving the managerial resources in these organizations

Key words: *diagnosing, managerial resources, agricultural organizations*

Diagnosing is the method used in the management process, based on the elaboration of a multidisciplinary team, made up of managers and executants, whose main content consists in identifying strengths and especially weaknesses in the analyzed field, by stressing the causes that engender them, completed in recommendations having a corrective or development character.

According to the scope, we make a distinction between:

- **General or global diagnosis analyses** that aim at the organization in its whole, taking into account its main fields of activity and the obtained results;
- **Partial diagnosis analyses** that only take into consideration certain representative components of the company.

Diagnosing the managerial resources in the agricultural organizations involves two aspects:

- Diagnosing the management functionality in the agricultural organizations;
- Diagnosing the management system in the agricultural organizations.

^{*} Pitesti University

A) Diagnosing the management functionality in the agricultural organizations;

The purpose of this diagnosis consists in identifying the key (priority) problems and certain solving solutions (methods) concerning the management functionality in these organizations.

The diagnosis involves the following stages : *identifying key points; noticing the essential issues; identifying the causes of the disfunctionalities; establishing the consequences.*

B) Diagnosing the management system in the agricultural organizations

This diagnosing involves:

- B.1.) Diagnosing the informational system;
- B.2.) Diagnosing the decision (power) system;
- B.3.) Diagnosing the structural organization;
- B.4.) Diagnosing the management styl.

B.1.) Diagnosing the informational system. This first diagnosing shall take into account:

Diagnosing the necessary conditions for the correct functioning of the Informational system, which means the existence of a structural organization appropriate to the strategic activity segments; the existence of certain transversal coordination groups; the existence of a personnel rotation policy – ensuring the management functions and the existence of accessibility to the responsible for the subordinates.

Diagnosing the informational flows, identifying thus the informational flows for each organizational link : that goes out, being destined to other links, that arrive from other links, establishing which are the main pieces of information and which are the « problem » flows (pieces of information). Establishing the essential/ problem flows (pieces of information) is made by evaluating the correspondence between them and the agricultural organizations objectives.

Diagnosing shall take into account the information flow with direct partners, the information level over the impact factors on the company's internal and external environment ; the selectivity of the strategic information system ; the efficiency of the informatics tools use.

Following the diagnosing of the *Informational System* we detect the problems within this system which will have to be solved, things that obviously lead to the improvement of the agricultural organizations management.

B.2.) Diagnosing the decision (power) system in the agricultural organizations management.

The decision (power) system is especially important in the agricultural organizations management. This system diagnosing shall involve:

- Evaluating the power system concerning the compatibility with the strategic segmentation;
- Evaluating the power adaptation to the strategic critical positions;
- Evaluating the horizontal power relations;
- Evaluating the decision power distribution in elaborating the development strategies of the agricultural organizations;
- Evaluating the power distribution (delegating) within the top management.

B.3.) Diagnosing the structural organization. This diagnosing has the following objectives:

- Evaluating the existence of an organization formalized through an organizational chart;
- Evaluating the existence of all the functions necessary to each decisional unit, correctly defined and written;
- Evaluating the decision procedures and control (if they are clearly defined and written in the documents);
- Evaluating the critical functions and positions (if they are correctly defined).

Structural organization has a great significance within the agricultural organizations management. So, diagnosing the structural organizations is a real method for rationalizing the agricultural organizations management, detecting thus the strengths, the causes that determine them, by recommending in the end solutions having a corrective or development character.

B.4.) Diagnosing the management style

Diagnosing the agricultural organizations management is ended with the management style diagnosing. The management style has an essential importance within the agricultural organizations management, the results of these organizations depending on it to a larger or smaller extent. Diagnosing involves three stages:

Stage 1: Evaluating the elaborating method of the strategies in the agricultural organizations, having in view the type of decisions, the relations between the decision centers, the type of used analysis and planning methods and tools, the time horizon.

Stage 2: Evaluating the strategic process in the agricultural organizations, starting from its approach method.

So, following this evaluation we determine the approach method of the strategic process in the agricultural organizations. We know the fact that in any organization the strategy is essential and, as a consequence, the strategic process approach must be done accordingly, according to the environment turbulence level (on the one hand) and to the company size, to the portfolio diversity, to the changes dimension and to the investment cycle (on the other hand).

After establishing the methods for approaching the decisional process we start its evaluation. The purpose of this evaluation aims at identifying the process type: autocratic, consultative, participative, and democratic.

When the company maturity, the human factor, the importance of the information and of the innovation, the urgency of the decisions are low, the strategic process must be autocratic. When the company maturity is high and all the other elements are low the process must be autocratic-consultative. When the company maturity is low and the other elements are average the process must be consultative and when maturity is high, the other elements being also average, the process is recommended to be participative. When maturity is low and the human factor, the importance of the information and innovation, the information confidentiality and the decisions urgency are high, the process is recommended to be participative-consultative. At last, when all the elements are high, the process must be democratic-participative.

As a consequence, the strategic process evaluation starts from its approach method, continues with the identification of the strategic process

type and ends with choosing the appropriate strategic process type, this evaluation being essential if we want to correctly diagnose the agricultural organizations management.

Stage 3: Evaluating the type of manager

In the agricultural organizations there are two types of chiefs: leaders and managers. The leader is the person that obtains remarkable results with certain efficiency, in any field, in spite of the obstacles and without ceasing to pay attention to people and the manager is the person that exercises the management functions in virtue of the objectives, tasks, competences and responsibilities specific to the position that he holds.

For carrying on with the evaluation, we establish exactly what kind of chief the agricultural company has. According to the involvement and cooperation level, the manager can be: organizer, contractor, negotiator, maximalist, cooperative.

If there is a high involvement level, corroborated with a low cooperation level, the manager is (automatically) a contractor. When the involvement and cooperation are low, the manager is organizer (bureaucrat), when these are average he is a negotiator (cameleon), and when they are maximum, he is maximalist (utopic). If involvement is low and cooperation is maximum, the manager is cooperative (demagogical).

This is a model for diagnosing managerial resources in the agricultural organizations. The model relies on the main principles of diagnosing, respectively:

The cause-effect analysis both for finding and examining weaknesses and strengths, and for formulating recommendations;

The participative character which consists involving many persons having various specialties.

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