

THE MANAGERIAL STRATEGY IN THE ORGANISATIONAL SYSTEM

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Abstract—The identification of some pragmatic strategies within the organization illustrates at a social level functional-structural criteria which support from an economic point of view the idea of managerial innovation. Such an assumption supposes an optimum substantiation of the potential that the socio-economic actors have within the organization. Moreover, the managerial innovation represents a decisive factor in assuming a new economic paradigm. We have in mind especially the economic transformations which have taken place lately in the contemporary society. Thus, on the one hand at a theoretical level there are visible meaning and structure transformations of the used concepts, and on the other hand at an economic level there are used more and more different managerial strategies adapted to a system of social needs which are more and more diversified in the contemporary society. Therefore, a society where the accent is put on the value-economic dimensions does nothing but reflect a special way of thinking, one that becomes concrete on some logic of the social where the pragmatic aspects are obvious.

Keywords-*competitive innovation, economic reality, differentiated competition , managerial strategy*

I. INTRODUCTION

At the level of an economic system a managerial strategy is necessary exactly to emphasize the instrumental value of the activities that have taken place. One has in mind within this approach a qualitative analysis of the managerial innovation within an organization. In fact, in the explanation that we give to the economic reality we do nothing but support the idea that the justifying reasonings contain different degrees of complexity which many times remind of scientific explanations meant to justify somehow the assuming of a new economic model.

II. ASPECTS WHICH ARE PARAMOUNT FOR A SUCCESSFUL MANAGERIAL STRATEGY

Our existence is coordinated through different organizations with which we come in contact more or less, according to the field where each of us functions. Many times things seem simpler from outside the organizational system analyzing at first view the visibility degree on the managerial market. Moreover they say that an organization is known for its certain performance after a high-leveled

professional evaluation. From this perspective each of these evaluations must have in their approach certain strategies based on competitive advantages which should value the organization in the context of a competitive environment, where there are conceptual application in the dimension of the scientific knowledge [1]. The most representative goal of these strategies aims at the organization as a whole which has the role of checking and revising the strategic directions permanently. This thing can be done through some continuous changes which take place at its level to be able to eliminate from our discussion the supposition of a possible bankruptcy. However, the decisions that have been initiated need to be validated by the stakeholders within the organization, having different influences inside it. Therefore, this notion must be validated in principle by the whole organizational group who has all the chance to amplify the functioning of the managerial approach.

One must take into account especially the degree of putting the decisions into practice, which should contain corresponding resources and abilities in order to accomplish them. Many times one hesitates to check the compatibility of the strategies with the existent strategies whose inconsistency can lead to the uncertainty of business or to a significant or less insignificant loss in accordance with the needs of the organization. Thus the feasibility of the decisions focuses mainly on the financial resources, the latter being part of the category of elements indispensable to a pragmatic dimension.

Consequently, it must be considered from the beginning of the approach a detailed analysis of the elements that exist in the organization, with which one can work, considering them at the moment of establishing the strategies.

When establishing a strategy, elements from different domains are encountered, without which the latter can't exist having in its composition a complex and different approach in order to attract as many directions as possible in the managerial process. Otherwise, between the managerial methods which can contribute to the development of the organization one can firstly come across financial and account techniques structured principally on the economic field and secondly they can come across social techniques, structured on the contemporary society, all these reported to a pattern of human resources in which there can be found : the monitoring of the environment, the scanning of the external environment, the development of certain managerial plans, the selection of the information and the research of the

problems [2]. Furthermore, it must be mentioned the fact that the existence of certain specialists for the quoted fields, helps the manager to clarify the ambiguous situations to which he can be exposed. Taking into account everything presented until now, we can confirm that the decisional dimension is like a pyramid whose resistance depends mostly on the coexistence of some specific and clear approaches of the information dimensions at the level of the cognoscible structures.

In order to obtain an optimal business environment, one can use proper managerial methods to enhance the quality of the chosen strategy. Moreover, this one is composed of significant elements as the purpose, the principal established aims, the used resources and last but not least the competitive advantage that implies a valuable approach through which it can be different and surprising. Returning to the ideas above, it must be clarified the fact that the strategic value is identified by a well-definite purpose, being used to highlight the established aims which will find their applicability through the resources. In the end everything gets a value in the approach of the competitive advantage. Subsequently, the need to implement managerial instruments is identified in order to help maintaining a good position for the organization in the economical system despite all the changes and influences that can return on it.

Returning to the competitive advantage, it must be mentioned the fact that this represents an invisible component of the strategy to which the visible components are attached. This way, a significant creation of some services and products is designed to be compared with other offers that include the same kind of raw materials, highlighting the managerial competition. Thus, two big characteristics can be identified as the ones that represent for the consumer essential elements that can determine his choice for a certain product or service and the limits on which the organization produces and it must be found in a superior dimension than the considered competitors.

In conclusion, the element that maintains an organization in order to regain the competitive advantage is represented by innovation that can be approached in the whole sense of the concept.

In fact, the innovation represents the most advantageous element and not the only one through which the organization can be identified. Through this the major differentiation of an institution that offers firstly the uniqueness that it needs to stay on the top of the prestigious ones can be created. Moreover, the elements through which the innovation represents itself – a new technology, a new product, a new type of information system, the changing of the trade methods, constitutes in fact an economic paradigm put into practice by a successful manager. Taking into account these aspects, we can highlight the importance of the human resources from an organization and mainly the qualification degree of each one from the specific field.

III. THE MANAGERIAL STRATEGIES AND THE COMPETITIVE INNOVATION WITHIN THE ORGANISATION

The scientific perspective is visible at the level of the strategies assumed from a conceptual-theoretical perspective within the organization. Hence, there is the epistemic capacity to understand some managerial planning at the level of the economic system. The significances of these forms of understanding reflect social openings meant to offer creativity and spontaneity within a process of scientific research. Also, the organization of some specific objectives in an economic system emphasizes the necessity to reevaluate any form of managerial model assumed in fact at a scientific level.

Such an approach to the economic reality emphasizes an organizational structure whose pragmatic function can be put in correlation with certain epistemic capacities of understanding. In these conditions the analyses done on the new accepted strategies concentrate specific modalities of approach through which the economic activity itself becomes concrete. It is obvious in this situation a pragmatic understanding of an epistemological psychology through which one looks for a "clarification", "a deciphering" respectively of the nature of the socio-educational reality. Therefore, an educational policy which truly supports performance generates interpretations which emphasize the strategic role played by the methodologies used at the level of the managerial process. The finalities of the economic activity are validated in accordance with the recognition at a managerial level of some conceptual-theoretical structures. We have in mind the fact that the application of the managerial strategies within an organization follows a well-established conceptual-theoretical track at the level of the new economic paradigm. In this way, a managerial approach from the perspective of a communicational psychology must have in mind especially the value dimensions of the economic reality. In fact, the organization of some competences on a socio-professional plan can explain the methodology specific to the activities initiated. In these conditions the social context reflects a substantiation of the information which generates a psychological diagnosis of the economic reality. This situation imposes that at the level of the interpersonal relationships one should promote a series of economic policies through which the quality of the activities initiated should be fully justified. Moreover, respecting some performance criteria at the level of these economic policies reminds of the idea that the results obtained from an operationalization of the objectives proposed in advanced expresses specific forms of reasoning specific to a strategy of a contextual nature.

The explanatory dimension of the economic policy reflects a stratification of the social process meant to justify to a certain extent the existence of some new strategies. In this way, there are accepted openings and dispositions which manifest through pertinent freedoms of speech of a scientific community. From a methodological point of view one can admit that it is justified the point of view according to which

the organization of the scientific competences specific to the social actors within a system of values allows the generation of valid theories. Thus a new economic model emphasizes an aspect inherent to any type of approach which relate to the idea according to which the acceptance of the economic education must have in mind performance and competition.

We have in mind in this context the idea of competition which represents a factor with a forceful impact on the activities within an organization. From this point of view, the elaboration and the development of a conceptual apparatus allows different forms of understanding and explaining the gnoseological structures. Thus, the more intense the competence at the level of the organization is the more powerful the economic strategies must be.

Moreover the conceptual-theoretical analysis of the assumed strategies and the competitive factors remind of an increased managerial potential concerning the assuming of a new economic model at the level of an organization. From this point of view Michael Porter underlines the idea that between the conditions of the environment and the competitive pressures there is a tight relationship which illustrates the advantage of the competition strategy within the management of the organization [3]. Thus, the competitive dimension has in mind the offer at high prices or even its relevant differentiation. We mention among these the following strategies: the leadership strategy through costs (through which the rate of profit is superior to the average in the industry), the strategy of differentiation through a high quality (in this situation one encourages the loyalty of the consumers towards the brand), the strategy target-focalization (it allows the existence of a compromise between the volume of sales and the profitability.) Of course, one should not neglect in the analysis of these different forms of strategy the competition forces such as: the threat of the potential new comers, competitors, the power of negotiation of the buyers, the subsistent products, the power of negotiating the suppliers. Therefore, by assuming strategies the organization can improve its position and the optimum substantiation expresses through managerial innovation.

The economic reality emphasizes a managerial typology in accordance with which there are established fundamental reference points in establishing the used strategies. Thus, as a functional structure the managerial strategy aims at a major aspect of the economic reality that is the competitive innovation. In these conditions the strategies applied concentrate on specific modalities of analysis through which the managerial process becomes concrete. Moreover, in this context we underline the fact that at the level of the organization there are significant the scientific competences through which there are offered alternatives to the possible problems characteristic to the social environment. Also, the economic activities within the competitive process do nothing but broaden the horizon of knowledge but also offer economic solutions. Thus the general content of a quality management acquires a social connotation under the

conditions that the competition between the social actors is encouraged.

The analysis that we have in mind here concerning the explanatory dimension of the economic policy aims at the fact that there is a social correspondence between performance and competition. From this point of view the involvement of the economic actors generates problems that acquire a true pragmatic character.

However, a competitive economy supposes an educational context which is at the basis of the ulterior development of the economic actors involved in the managerial approach. That is why, in these conditions we consider that the axiological interpretation towards the new social-economic criteria must have in mind an educational policy meant to support the true competition. It has to do with a model of analysis built on the idea of differentiated competition. Beyond the model of analysis that we support in this approach we underline the fact that a pragmatic systematization of the managerial strategies from the perspective of the concept of "quality" allows an interpretation which represents a basic element in supporting the idea of social responsibility. Thus, the results of an organization can be analysed and appreciated on the one hand at its own size and on the other hand as a purely economic entity related to a competitive reference system. In fact to evaluate the differences of competitiveness at the level of an organization supposes the taking into consideration of a process of global strategic evaluation. We have in mind in this situation the benchmarking which represents that instrument through which the analysis is not done at a sectorial level, but at a functional one. In other words, through benchmarking there stimulated the employees and the managers in the continuous process of organizational change.

In the management activity an important role is played by the communication between the actors involved assumed approach. In this context, the economic reality can be explained in accordance with certain axiological structures through which there are emphasized meanings and significances of the new strategies assumed at the level of the organization. That is why this situation supposes an operationalization of the basic concepts which make possible an optimum communication at the level of the economic competitiveness. Therefore, the rational substantiation of the specific contents of a managerial activity within the activities which take place supposes the assuming of some strategies meant to ensure and support from a methodological point of view the architectonics of an economic model.

The conceptual dimension of communication at the level of an organization emphasizes a series of aspects through which the axiological principles become more than relevant at a social level. In this context, a well-founded economic model reflects a unitary perspective on the management of the organization. Moreover, the comprehensive analysis of this phenomenon illustrates explanatory dimensions which relate to pragmatic criteria. The objective content of

communication at the level of the organization concretizes as long as its systematization emphasizes a certain methodological rigor which in fact reminds of the acceptance of the functions specific to the process of didactic communication.

(1) *referential* meaning that it ensures the access to didactic information necessary for the teaching-learning-evaluating activities; it is obvious in this case the cognitive role played by the didactic communication;

(2) *affective*, that is it concentrates on the soul manifestations of both the emitter and the receiver.

(3) *metalinguistic*, meaning that it becomes possible through some components which have to do with the used code: mimicry, gestures, intonation etc.

(4) *strategic*, that is it concretizes by using some adequate didactic strategies;

(5) *regulating*, meaning that the educational activity is complete in accordance with some criteria of scientificity.

These functions of the managerial communication must be regarded in a unitary mode at the level of the management activity. In other words, the managerial communication surprises the economic performances in a model of relating among the social actors. In fact, this idea expresses the fact that at the basis of the managerial approaches which have in mind the communication between the employees and the decisional factors must situate the discursive act.

Also, we underline the fact that the act of the managerial communication as a form of representing the success of the economic activity at the level of the organization emphasizes an argumentative process situated between persuasion and manipulation. One can admit that within an organization it is obvious the presence of elements specific to some psychology of communication. Also, we consider that one can accept in this context there is a conceptual-theoretical but also pragmatic dimension. It has to do with a psychology of managerial communication whose task is to offer modalities of behavioral (re)presentation of the actors involved in the approach of the economic activities, but also to generate possible solutions to some probable problems which could come up in the organization. The elaboration of a persuasive approach supposes a managerial communication which includes aspects with motivational, stimulating functions. However, the idea of a managerial control at the level of the organization sends its employees specific strategies of organization. Moreover, the influence turns into (positive or negative) manipulation as long as the didactic action expresses different modes of reasoning ("step in the door", "primer", "door in the face") and the approach of the informational content [4]. In these conditions the didactic methodology relates to the relative character of the interpersonal relationships which from an economic point of view can be found at the level of the managerial communication.

Robert Cava distinguishes the positive and the negative manipulation. Thus, the situation where the employees are encouraged by the manager to do a certain thing to give them

confidence that they can do certain things they consider impossible to do, is an example of positive manipulation[5]. On the other hand, the negative communication illustrates that the person who initiates this procedure is not conscious of what he is doing.

The image of the economical reality reveals the role of the behaviour indicators concerning the actors involved in the process of managerial communication. This fact leads to the observation that an important aspect regarding the approach of a managerial strategy at the level of an organization concerns the behaviour indicator of the persons involved in this process. From this respect, Peter Collet shows that a behaviour indicator must satisfy the following conditions in order to interpret a certain attitude [6]: (1) the indicator must express a type of activity which „betrays” a certain intention (for example, a movement of the body or using a word, an expression or a gesture); (2) the indicator must reflect an action which transmits non observable facts directly (as actions through which is “communicated” the level of education, the emotional states, the intentions); (3) the indicator must highlight an action whose dimension is subjected to an empirical / observational analysis; Furthermore, seeing is not the same thing as analyzing (for example, the deep movements of the body are more obvious than the less wide and fleeting ones); (4) the indicator must surprise an action recognized from the information point of view (as the expression or the position of a person which transmits a certain information about this one). Concluding, we can admit that a managerial communication has an instrumental character and is reported to a pragmatic dimension of the economic activity. The instrumental character of the managerial communication results exactly from the establishment of a precise aim and the concentration of the economic procedure on this. The pragmatic dimension of the economic activity supposes, firstly its understanding of a conceptual-theoretic level. This way, the cognitive complexity of the managerial communication reveals an information flow whose self modeling depends on the assumed aims.

However, a perfect economic pattern in a social system is hard to be created. This affirmation does not want to highlight the inability of a certain social system and the incompetence of its actors, but rather sends to a specific need of understanding the main strategies assumed in a purely economic procedure. Otherwise, we need to reconsider the economical paradigm which represents from a value point of view an important indicator concerning the health of a social system. Therefore, a new economic paradigm supposes analyses which contain different complexity degrees through which its pragmatic character is enhanced.

The efficiency of the managerial strategies implies at the organization level a psychological dimension as well as an educational one through which is aimed to assure an equilibrium regarding the assuming and the non assuming of those strategies. This way the scientific interpretations are determined by the theoretical and applicative connections of

the assumed strategies inside a new educational paradigm. The efficiency and the professionalism of those who decide are remitted, at the level of the economical methodology, to the formal laws and regulation [7], highlighting this way the important role that a managerial decision has if it is also connected to emotional aspects.

The results obtained are depending on the materializing of some consensual strategies. An important role in assuming this procedure is held by the social aspects which express the fact that certain internal convictions have the role of psychological mediators. Otherwise, the intrinsic / extrinsic motivation does not do anything else than highlighting the relation between competence and autonomy. In this respect the theory of the social auto determination transposes a form of the economic rationality, firstly in a system of the social praxis and secondly, at an organizational level. Consequently, we cannot admit the existence of some universally valid features which can the competence as well as the autonomy of the socio-educational actors involved in an economic activity that a managerial aspect. This relation is rather depending on the way in which the assumed aims are reported to the understating of the aspects concerning the value principle at the level of the human subjectivity.

IV. CONCLUSIONS

The conclusion of this analysis is that the educative role of managerial education must be primordial as long as a jump from the informal status (which supposes the exertion of some specific functions at the level of the organization) to the non-formal one (through which there are "transmitted" certain responsibilities between the socio-economic) is done.

Therefore the quality of a managerial education and an assumed strategy implicitly depend on the social environment where it manifests and concretizes. A competitive activity allows social experiences through which the problem discussed reminds of the understanding of some economic phenomena. This fact reflects a process of (self) formation which many times is at the basis of the economic education and which has as purpose the acquisition of knowledge. Thus, the benefit of such an opening emphasizes in the context of some new managerial strategy of a methodological consistence through which one expresses in fact the quality of the managerial activity at the level of the of an organization

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