

THE DECISION - MAJOR ELEMENT OF PRODUCTION ACHIEVEMENT

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Abstract

In management process, we appreciate that decision represents the engine for any economic-social activity, who's effect can be felt in present or on longer period of time and sometimes it reflects even in career of person which had adopted.

Key words: decision, management, objectives;

The efforts of system management members in direction to achieve some high economical performances could be materialized only in measure to which they succeeded to elaborate and implement decisions substantiated on scientifically grounds.

To this moment, the informationally affairs medium is more intricately, due to increasing number of important informations volume for affairs proceedings, to number of informationally resources and the number of technologies used for access and dates keeping.

The restricted character of human, material or intelligence resources from economy, implies a huge and continued responsibility for managers in order to fulfill the organisation's goals regarding the best ways to allot and use this resources. It can be say that all management activity is formed by a decisions chain.

The social-economic medium's complexity and mobility make necessary the decisional skills in order to form and develop in future, due the fact that organisational management and it's evolution is related to decision's quality. In working author's opinion „Military management organisation”, the major role of decision consists in conection achievement between ideas and practice, making the link between the notional and grounded bases of option, over the activity or action in real proceeding.

For a long period of time, the management was considered a real art , gift , faculty hold by learning from attempts and errors. An individually styles variety, often based on creation, human thinking, intuition and experience were used in solving this type of problems, all this issues against quantities methods and scientific landings/approaches.

The affairs complexity and theirs's environment for proceeding highly increased in the last decades. Exist some major causes which determined this increase of complexity: - the possible solutions number is too high; the hardiness to forecast the consequences for long term period due to increasing incertitude degree, the errors effects in taking decisions could be disastrous thanks to operations complexity and chain reaction, which an error could cause in different sectors to microeconomic and higheconomic levels.

Thus, the **decision** could be defined like a rational process to choose one solution, one certain action ligne from a number of possibilities, in order to get a safe berth to a result. From decision concept, could be depicted at least these following **elements**:

- Is regarded like a rational choosing process, specifically to humans;
- Is finding again all the management functions;
- Represents the final file in order to vouch for objective settlement or the objectives assumed by manager;
- Economic units integration into environmental medium depends on decision's quality;
- The action is named decision only if this is appropriate to one choosing situation;

- It is a legal instrument/act of attracting, combining and allotting of different resources in production process;
- It is a legal instrument/act to join the interests of economic unit's components;

In a large sense, decision represents the human's capacity, with certain responsibilities, to take resolutions in issues regarding their's competence/jurisdiction sphere. No matter the hierarchical level, it's content and quality, decision has a complex/intricate character, being a reaction of decision man to "signals" received from the conducted system.

In this manner, the decision is generally bequeath/tied by management, due the fact that it is not a product of contemporary economic life. The fact that imposed lately, their new quality element in management was to use, in the elaboration process of one large scientific device, throughout the empiric forms widely spread in the past had been replaced by the scientific ratiocination- based on deeply phenomen analysis, the analysis of factors complex who conditioned a process, an operation, or an economic phenomen and thus their's results – elaborate more action alternatives, attaching to every one their predictable consequences, also defining the optimisation or rationalization criterions.

Elaborate and adoptat process of decision represents a complex, dynamic process, which assume to step the following *phases*: identify and recognize the problem, settlement of objectives and decisional criterions, establishment of alternatives or decisional variants, choosing the best alternative, decision implement, control and finally, result's valuation.

Ensuring to managers the possibility to combine the available resources and to conduct the economic processes, the decision represents the major instrument to achieve the objectives taken upon the economic unit.. In economic units, inside a decisional frame, the objectives could be achieved on many ways. The existence of these issues impose the managers to have high competence, both regarding the elaboration of decisional variants and in valuation of their application.

The variants which allow to achieve the same objective are different through: the level and structure of allotted production factors; the level of work productivity; the obtained results; etc, causing the same time some measure consequences through the considered economic indicators level.

In order to vouch for elaborate of good decisional variants and fair valuation of every one, the decision persons must to proove a high degree of competencies, so the results obtained from application of one variant in practice, the real consequences not to be different by the advanced items only in agreed degrees. As much the difference between the real results and the advanced results is higher, so is imposed that in a shorter term to initiate correction decisions.

This one imposed only when in order to adopt the initiate one, were not taken into account the inside or outside system's factors or appeared other factors, to which were not available informations from decisional process start, which could be recognised through the ensemble's stages and phases covered in preparation, adoption, application and valuation of management decision's consequences.

The decisional problems solving with consequences over economic and social results of economic units assume major human and material efforts from managers. These efforts are valuate through the positive effects registred in unit economy..

Thanks to this reason I appreciate that, the activities commmand in a logic phases evolution is very important in order to obtain some economic performances forecasted by the economic unit's manager.

The activities grouping togheter on stages and afterwards on phases in decisionally process, it has not a theoretical pure character, this materialised and consolidated in economic practice from units.

The activities systematization on stages assume a selection and then a grouping on different phases, in a logical evolution that can't proceed otherwise. Such an example, the working's quality specific to second phase of decisional process depends on the way to command the activities and their quality specific to the first stage of decisional process, and choosing the variant with best profit, can't be done if previous settlement of indicators system or unit valuation parameters didn't proceed and, of course the establishment of decisional variants. Proceeding of decisional process assume also a competence activity from manager's side, measured by it's heterogeneous structure.

The decisional process structure is influence by a large number of *factors*, such as : the decisionally problem type; the real conditions to developp the decisional process; the knowledge degree of certain events apperance; qualities and manager's experience,etc.

The proceeding of one decisional process and elaborating one scientific decisions, decreases the risk to appear some consequences with important deviations versus the initial valuation and decreases the sphere of unknowledge.

The decision's quality adopt by managers can be appreciate through the amplitude of results obtained by practice materialize of this and the initiate valuation level. The economic units develop all the activity under the influence of some events. With low nature and frequency, which won't become entirely decisional problems, some beeing imposed situation with a certain manner to solve. In order to allow an event to become a "decisional problem" must to fulfill the basic condition "of having the possibility to obtain same result on many ways" with different characteristics.

In economic units the apperance of decisional problems is engender at least by two *situations*:

- a) In situation that the disorder factors create a lack of balance between the operational undersystem and the functional system with negative consequences in objectives achievement and it impose the restore of system functioning to settled parameters.
- b) In situation that exists balance between the two undersystems regarding the proposed objectives achievement, but the manager desires to obtain higher performances.

Diversity and complexity of decisional problems which follow to be solved by managers from economic units impose a systematization accordingly to some elements and criterions. The criterions are various, having a common element, thus "to order and alleviate the decision's person work.". In order to ensure the proceeding in practice of these demands is necessary that the decision taken person to dispose a large amount of specific informations for every decision and a certain time framework from identify the decision problem until to adopt decision necessity.

The most important *criterions* and elements which follow to be taken into account to decision grouping are: the coverage sphere, the hierarchical level of decision taken person, the nature of problems which follow to be solve, substantiation level, the possibility to know the appearance of some events, the decision taken persons number etc. On decision plann, these elements translate in a vaste number of variables and impose conditions, also consist in increasing of interlinks between these.

When appears a problem is necessary to analyse all solving variants of this. For each variant are analysed the strong and faible points, the allotted resources, the necessary time, the risks. Choosing a variant from many possible options after combination of above mentioned factors, means to take an decision.

This represents in fact a process consisting in changing the reality, also changing of natural, financial and human resources of economic unit, of rationally choosing between variants. Decision must to be adequate to the performance, economy, acceptance criterions. In order to elaborate decision must to take into account: the action, a single measurable result; a time framework, also the maximum investment in order to reach /achieve the goal.

From mining industry point of view, the global practice of mining proved that an appropriate substantiation of decisions in using the mineral wealth can't be based on the other factors different by the important criterions, with the possibility to identify and to measurement only when the approach from economic perspective of mining activities is circumscribed under vaste technological peculiarities.

In mining branch, the valuation process of some mineral resource supposes gathering, manufacturing and appropriate rendition for a lot of informations, in order to illustrate the issues regarding, first, the quality and quantities of provisions and the condition to keep these resources inside the earth. In fact, the achievement phases of some mining project are constituted in materialized decisions, substantiated on some documentation basis which include the important informations, regarding the ore knowledge until the respective moment. As a conclusion, the decision, basic composition of decision system, is an essential element of management, beeing their specific utterance instrument. In stock, the quality level of organization manifests through the elaborated and applied decisions.

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