

MANAGERIAL COMMUNICATION AND TIME MANAGEMENT – NECESSARY “ WEAPONS” IN ACHIEVING SUCCESS

Jianu Elena

*Universitatea din Pitesti Facultatea de Stiinte Economice Str Aleea Teilor, bl 2C, sc B, ap 2 Pitesti
Email:ejianu@yahoo.com tel : 0723.201.399*

Cioboata Roxana

*Universitatea din Pitesti Facultatea de Relatii Internaionale Stefanesti, nr 156 B, str Gorgoiesti Email:
roxanaeltra@yahoo.com tel : 0746.127.845*

Managerial communication is a subdivision of interpersonal communication, a leadership tool with the help of which the manager exerts his specific attributions: planning, training, organization, coordination, control, evaluation. Due to the fact that the manager's attributions are varied and complex managerial communication becomes a real force, occupying a central place in the activity of any manager. Time management and managerial communication are correlated.

Time management can refer to all of the practices that individuals follow to make better use of their time. In conclusion, modern management places a special emphasis on communication and time management, as a vital component of the managerial system of any organization, either in the private sector (under the jurisdiction of private management) or in the public sector (private management).

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Managerial communication is a subdivision of interhuman communication, a leadership tool with the help of which the manager exerts his specific attributions: planning, training, organization, coordination, control, evaluation¹²¹. As part of the leadership process (Henry Fayol added communication to planning, prevision, organization and command as one of the fundamental elements of management)¹²², through which the manager understands subordinates making himself understood to them, managerial communication is oriented not only towards the transmission of messages, but also towards changing mentalities and their psychological adaptation to the institution's objectives. Managerial communication represents an auxiliary to management, placing in circulation information about decision results, which return to the decision centre, thus making possible the action coming to terms with objectives and results with planning. The importance of communication in organizations is owed also to the complex character that this process has at this level. Thus, in every organizational framework there are numerous communication networks, that is groups of communication channels in specific configurations which all form the communicational system. That is why communications have a big role in the decisional frame, of amplifying relationships between group components, of consolidating their cohesion.

It is compulsory that every manager develops and promotes a policy based on communication which permits him the permanent adjustment of the structure and organizational system to the changing conditions inside and outside the organization. Moreover, through his role of negotiator, of promoter of the organizational policy and its transmitter, the manager has to put together and maintain an entire network of contacts with the organization's partners, for the realization of external policies and an informational network useful for the maintenance of internal politics. In conclusion, modern management places a special emphasis on communication, as a vital component of the managerial system of any organization, either in the private sector (under the jurisdiction of private management) or in the public sector (private management).

One of the important components of management is represented by the exchange of informations and messages between the manager of the organization and subordinates, as well as between employees with the same hierarchical level, with no management attributions. The particularities of managerial communication in comparison with the other existent communication types are generated by the aim, objectives and roles of this communication, by the frame and structure of organizations as well as by the context of the organizational culture. Similarly, managerial communication in any type of organization is subject to certain ethical norms which are part in the organizational culture, in the organizational policies and obviously, in the individual ethics of the manager.

Sometimes communication is deficient because of a rigid system of communication. It has to be conceived as a dynamic organism, capable at any time to adapt to the information needs of employees. Managerial communication in any organization must inform correctly and efficiently vertically and horizontally. For this, in the managerial communication process there are certain communicational needs of any employee that need to be fulfilled:

- need to know – professional knowledge necessary for accomplishing tasks or even the position;
 - need to understand – it is not enough to know how to do a certain thing, but also to know why it has to be done
 - need to express themselves – to bring your opinion to the knowledge of those in hierarchically superior positions
- Communication between manager and subordinate represents a key point in the vertical ascendent or descendent communication in organizations. This should also allow subordinates to ask questions about the roles of their work

121 HINTEA, Calin, Management strategic in administratia publica, Ed. Gewalt, Cluj-Napoca, 2000.

122 FAYOL, Henry, General and industrial management.

and to come up with suggestions about improvement. There are always communicational barriers in this communication, the most frequent being the status of the position and organizational stress.

The effect of the status is that the managers lay too little price on communication with their subordinates, because it creates the tendency to communicate to people with similar positions.

As a social and psychological element, especially an element of group psychology, there is a direct relation between the image that the collective staff and each of its members create about the manager and the degree to which they accept his authority. Subordinates want to feel their manager sensitive to their expectations and feelings, to their ideas and suggestions, to inspire trust and respect through his attitude and behavior.

Managerial communication has to focus on the realization of permanent managerial objectives, which have to be correlated with the functions of management: planning, organization, coordination, training, evaluation-control.

For understanding the place and role of communication at the level of each function, we must know the significance of these functions at a managerial level. This helps in deciphering the structural mechanisms of any organization.

a) At the level of general management, planning or prevision function consists of work processes through which the main objectives of the company are determined, as well as the resources and main means necessary for their achievement. The role of this function is to establish what has to be accomplished, how, by what means, in what conditions and time. These objectives are realized through planning according to the criteria: detailiation, obligativity and horizon, prognosis, plans and programmes. It is obvious that the base for making up these prognosis, plans and programs consists of a large process of data collection, documentation and processing information, a communicational process, actually. In a nutshell, communication represents an essential component of the planning function, without which this could not be applicable. At an internal as much as external level it is unconceivable to exert the planning function without a real communicational support. This is because only through communication plans and action policies can be done, information can be transmitted at hierarchical levels, and employees can be trained in decision-making, by encouraging to take part in this process within meetings and discussions.

b) The second function, organization, designates the management processes through which physical and intellectual work processes and their components (movements, time, operations, work, sessions) are established and delimited, as well as their grouping in jobs, work formations, compartments and their assignment to personnel, according to certain managerial, economic, technical and social criteria, with the aim of better realizing the objectives. The role of the organizing function is to accomplish objectives previously established by efficiently combining human, material, informational and financial resources, by a correct occupation of jobs, at the level of compartments and of the whole organization. We observe the double valence of the organizing function: we speak of organizing of the whole institution as well as of each department, direction, office, service. At the same time, the organizing function means communication, means building formal relationships of the internal and external informational system, means receiving, soliciting and using feedback.

c) The coordination function at the level of general management consists of „the work processes through which the decisions and actions of the staff and its subsystems are harmonized within the previsions and the organizatoric system previously established”¹²³. In the specialty literature, coordination is appreciated as being „a dynamic organization” thanks to the fact that:

- the economic agent and the environment are undergoing continuous change which is impossible to reflect fully in foreseeings and in the organizatoric system;
- staff reactions demand a permanent feedback.

In organizations, coordination function focuses on the collaboration of activities and optimally allocated resources with the aim of realizing objectives. In order to ensure a good coordination it is essential to have an adequate communication at every level of management in an organization. This communication has to focus mainly the transmission of information, the whole perception of the message. In its turn, for communication to be efficient, it depends on a series of factors like:

- the quality of management (leadership style; the realism of objectives proposed through specific policies, the experience of managers, the concordance between their experience and the requirements of their positions);
- quality of the executive apparatus (their experience, aptitudes, interest for problem solving, receptivity degree).

At the management level in an organization the coordination function takes two shapes according to the criteria of communication making:

- bilateral coordination – based on communication of a linear type, realized between manager and subordinate for obtaining a feedback; this is time consuming;
- Multilateral communication – based on a communication of a network type, implying a large number of subordinates exchanging information with the manager; it is usually done in meetings.

Certain qualities are needed in order to be a good manager. Not all the people are made for this profession. The skills and qualities required are depending on managerial competence, which refers to the manager’s capacity to

123 NICOLAE, Tudorel, Comunicare organizationala si managementul situatiilor de criza, Ed. Ministerului Administratiei si Internelor, Bucuresti, 2006.

perform in his activities, not just do them. A competent manager must possess 3 types of skills: technical, conceptual and human. They refer to the manager's qualities to work with people and consist of being aware of one own's actions, perceptions and opinions, of seeing the utility and limits of one's own attitudes, emotions and feelings. There is a set of skills necessary for being named a good manager: double professionalization – reflected by the knowledge and qualities which emphasize the capacity to lead; the capacity of developing an efficient system of relationships, through which a positive favorable work climate is built; modelling one's own behaviour which would influence the subordinates' behaviour also and orient it towards performances; formal authority; creativity – necessary for dealing successfully with technological, social changes; resistance to pressing solicitations – decisional stress, deadlines, responsibility.

Some conclusions can be designed therefore: the manager is a professional, behavioural and attitudinal model for subordinates and partners; he develops his own leading style, in accordance with his personality, experience and preparation and with the precise situation in which he has to take action; the manager must never forget that he takes action on people and the results obtained are not only his, but of the entire team; by his behaviour, he has to encourage change and creativity¹²⁴.

We can affirm that in an organization, internal communication is influenced by a series of factors:

- a) organizational structure;
- b) the type of communication implemented;
- c) communicational barriers;
- d) the importance of informal communication;
- e) the manager-subordinate relationship;
- f) the climate of communication.
- g) time management

We live and work together, that is why we have to know our needs and interests mutually. Mutual knowledge is the base of our existence. Any professional group has a leader, any institutions, irrespective of its profile and mission, has a certain structure. The entire activity of an organization is developed by people, employed according to specific principles, work criteria, with certain professional roles, have a status and a statute. And precisely because it is developed by people, any organization is founded primarily and inevitably on the principle of communication, in all directions and in all the senses possible.

Time management is an essential component in the art of communication. If you want to be a good manager you have to know how to manage your time.

Time management is commonly defined as the management of time in order to make the most out of it. The management of our own activities, to make sure that they are accomplished within the available or allocated time, which is an unmanageable continuous resource"

You can't manage time, it just is. So "time management" is a mislabeled problem, which has little chance of being an effective approach. What you really manage is your activity during time, and defining outcomes and physical actions required is the core process required to manage what you do.

Time management can refer to all of the practices that individuals follow to make better use of their time, but such a definition could range over such diverse areas as the selection and use of personal electronic devices, time and motion study,[3] self-awareness, and indeed a great deal of self-help. As narrowly defined, it refers to principles and systems that individuals use to make conscious decisions about the activities that occupy their time.

Time management strategies are often associated with the recommendation to set goals. These goals are recorded and may be broken down into a project, an action plan, or a simple task list. For individual tasks or for goals, an importance rating may be established, deadlines may be set, and priorities assigned. This process results in a plan with a task list or a schedule or calendar of activities. Authors may recommend a daily, weekly, monthly or other planning periods, usually fixed, but sometimes variable. Different planning periods may be associated with different scope of planning or review. Authors may or may not emphasize reviews of performance against plan. Routine and recurring tasks may or may not be integrated into the time management plan and, if integrated, the integration can be accomplished in various ways. It is always good to write what you want to do. It increases your productivity manifolds. Further you never miss any important task. Remember " Even faintest ink is stronger than the strongest memory"

task list (also to-do list) is a list of tasks to be completed, such as chores or steps toward completing a project. It is an inventory tool that serves as an alternative to memory.

Task lists are used in self-management, grocery lists, business management, project management, and software development. It may involve more than one list.

Some people study in different ways so you are to find out how you are able to study and put that into action. Some people are able to understand their work if they can see it. Some need to touch and feel whatever is being spoken

124 TRIPON Ciprian, Human Resources Management, suport de curs.

about in the book. Some people need to see what they are studying in order to understand what is coming out of the book.

Techniques for setting priorities

A technique that has been used in business management for a long time is the categorization of large data into groups. These groups are often marked A, B, and C—hence the name. Activities that are perceived as having highest priority are assigned an A, those with lowest priority are labeled C. ABC analysis can incorporate more than three groups. **POSEC METHOD**

POSEC is an acronym for Prioritize by Organizing, Streamlining, Economizing and Contributing.

The method dictates a template which emphasises an average individual's immediate sense of emotional and monetary security. It suggests that by attending to one's personal responsibilities first, an individual is better positioned to shoulder collective responsibilities.

Inherent in the acronym is a hierarchy of self-realization which mirrors Abraham Maslow's "Hierarchy of needs".

1. **Prioritize**-Your time and define your life by goals.
2. **Organizing**-Things you have to accomplish regularly to be successful. (Family and Finances)
3. **Streamlining**-Things you may not like to do, but must do. (Work and Chores)
4. **Economizing**-Things you should do or may even like to do, but they're not pressingly urgent. (Past-times and Socializing)
5. **Contributing**-By paying attention to the few remaining things that make a difference. (Social Obligations)

Time management becomes a real force, occupying a central place in the activity of any manager. It is compulsory that every manager develops and promotes a policy based on communication which permits him the permanent adjustment of the structure and organizational system to the changing conditions inside and outside the organization.

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