



MANAGEMENT FUNCTIONS IN ATYPICAL SITUATIONS

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Abstract *The management of atypical situations is emerging as a new direction of management science in which the subject of concerns is the unforeseen situation. Each activity effectively has a purpose, principles, functions, methods and methodology, area of application. Outlining the functions of managing atypical situations is an anticipated action for argumentation, but also based on the sense of management and the role for society and economic mechanisms.*

Key words:

*management,
atypical situation,
planning, solution,
coordination,
monitoring, control*

JEL Codes:

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1. INTRODUCTION

The assurance of managerial activity under contemporary conditions is becoming increasingly evident. It is theoretically based on the five fundamental principles of management science. As a managerial activity we can consider a wide range of fields from the actions of the management of the household to the actions of the government. Involuntary or intentional, each management procedure begins with establishing the program, the action plan that will be carried out. Obviously, management involves carrying out several actions that can be defined as main functions for this activity. The Frenchman Henri Fayol is considered the initiator of the delimitation of managerial functions, who in 1916 listed the succession:

forecasting, organizing, commanding, directing and controlling the "elements of management". These are outlined, supplemented by the precursors of management science during the historical evolution through bureaucratic, behavioral, quantitative, systemic approaches, etc. But all these arguments are in favor of organizational behavior in the sphere of economic activities. Even in Peter Druker's modern theories, performance management is intended for the needs of large organizations..

2. RESULTS AND DISCUSSIONS

The management of atypical situations has a different objective for performance, the situation will be managed instead of organization. There are other examples of management that manage topics

- crisis management; qualities - quality management, actions - strategic management, etc. Each one being part of the classic management, but at the same time an identical feature. In this context we identify the functions of managing atypical situations as the following:

- **Planning**
- **Solving**
- **Coordination**
- **Control**

2.1. PLANNING

The issue of efficient planning is becoming more and more current in the contemporary economic world. Long-term planning is one of the most used strategic elements, which ensures the clear vision of the future achievements of the company, and the activity itself starts from the initial point. Under competitive conditions, businesses are required to ensure long-term planning with innovative elements to identify efficiency solutions. In the view of some scientists "Planning is an activity by managerial excellence. All managers, in one way or another, plan." [1] So the decisive role in the planning process is played by the human factor and the manager's skill in setting future goals.

The role of the planning consists in designing and evaluating the prospect of the near or distant future through the concrete actions established to reach the objectives and aspirations. Planning as a function of classical management is also studied and analyzed in the context of the influence of unforeseen factors in the design, evaluation and implementation process. The study of the management behavior with a decisive factor in the case of the emergence of situations out of the ordinary, but with possible solution represents a new element approached in the strategic planning.

Providing excellent planning under the current conditions, is a difficult subject to achieve, but studying atypical situations and managing efficiently is an exit from the block positions. In this paper, the author presented the pillars of the initial phase of the planning process, the schema of the continuous strategic planning procedures and the reactions of the management to the emergence of the non-standard situations, possible apparent in the procedure of the managerial planning. The importance of the research is summarized from the innovative element of identifying the position of the atypical situations in the planning process.

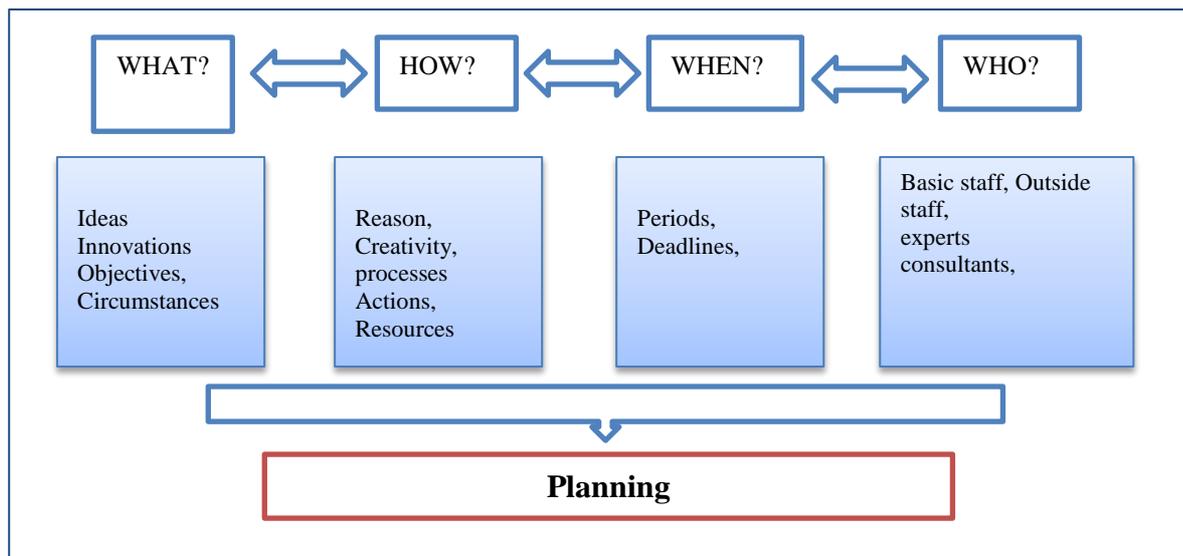


Figure 1. Key elements of the planning function

The planning process involves mobilizing managers and focusing efforts on formulating competitive, constructive goals in order to achieve certain performances. The planning actions also have some positive consequences in relation to the employees, for example they become more responsible, they feel the need in their professionalism and skills, they progress through the manifestations with multilateral horizons, they learn to think from perspective, etc. The role of the staff is unquestionably important in the planning process, since the objectives will be achieved through them, so they have already outlined certain activities that will be carried out. Participation in the planning process also ensures a high degree of safety in the development prospects of the organization and in the job security, an important fact for the modern society. Planning also provides some elements of the risk factor, such as preparing

for the emergence of unexpected situations. These will later be called atypical situations. The initiation of the planning procedure is carried out with a study of the existing situation of the subject. The most used methods of analyzing the existing situation are represented by SWOT analysis, efficient and achievable. Scoring on the positive and negative sides of the internal and external environmental factors brings convincing advantages in the planning process, because it is clear what are the chances for prospects and what comes into play. The basis of the formulation of the objectives would have been precisely from these realities, except that no one is summarized at the satisfactory level with which they want to aspire to more and greater achievements.. If the possibilities are evaluated effectively, objectives with a higher degree of difficulty can be set depending on the established threats.

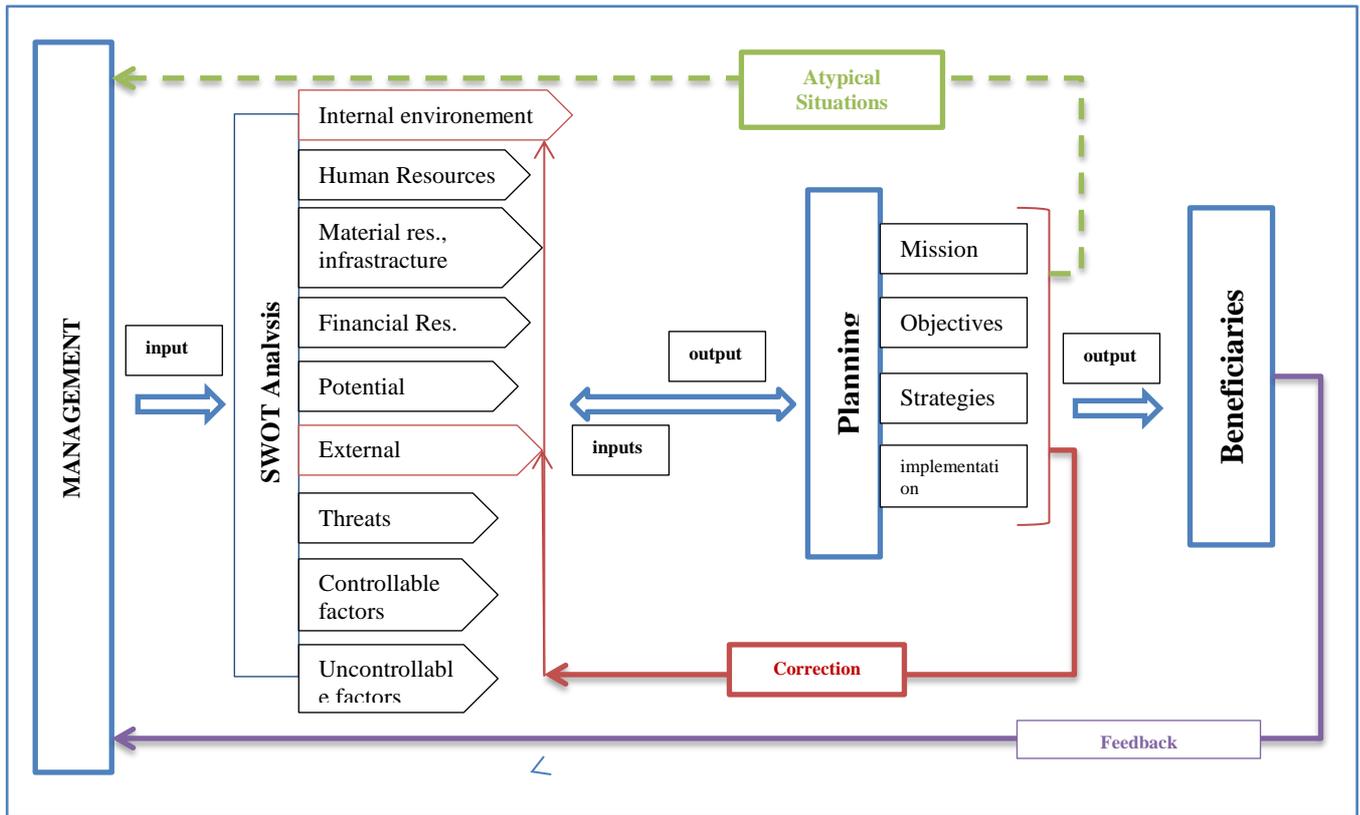


Figure 2. Planning of the atypical situation

The novelty of the study is the presentation of a planning system based on innovative elements. Efficient management planning is ensured in the 21st century by the quality management system. Through the quality of action with corrective actions, feedback and solving atypical situations, modern strategic planning will be ensured, corresponding to the current market environment.

2.2. SOLVING

The solution itself involves pursuing several options such as removing the bottleneck, identifying the solution and improving the situation. Ensuring the functioning of these options will reduce the risk of crisis and put into operation the strategic mechanism for achieving the set objectives. The

human factor and their concrete actions that they will take to look for alternatives, methods, models for solving the situation have come into play. In order for the manager to identify and evaluate the possibilities of resolution, he must have certain qualities, competences and responsibilities. In the process of solving the identified situations, it is recommended to use the maximum of creativity that will correspond to the skills and intuition. Through discussions, approaches and consultations one can reach concrete solutions for the atypical situations, only that the danger of too intense development of these resolutions can lead to delay and chaos in decision making, which in these conditions is categorically forbidden. Atypical situations due to their unpredictability can create both advantages for

settlement and the danger of their massive and rapid development as a snowball falling from a mountain with an avalanche effect. Not every manager is able to take responsibility for solving atypical situations and not every attempt of an experienced manager can be successful without risk taking. From the point of view of the procedural approach, it is important to know the conditions under which the action is being carried out in order to be able to evaluate the potential for changes from the established plan. In these conditions of modification of the internal procedure based on the atypical situation that appeared, the need for an internal strategy on the newly emerged process will appear. So the solution is implemented through an internal strategy, separated from the basic classic strategy formulated altogether. In order to formulate a new strategy for a single use of short duration, the manager will be subjected to several vagueness and will be conditioned on the one hand by the

atypical situation on the other hand by the framing in the outline of the basic strategy. After all, "a small stone can move the cart", this effect from strategy to strategy can change the vision of strategic planning under the innovative aspect of solving non-standard situations that have arisen during the course. In classical strategic planning many scholars have confirmed the "formal character" of strategic planning, each experience of application in practice is a reason for improving and modifying the strategic theories addressed. Rather, there are no perfect strategies, there is efficient economic development that underlies a perfect strategic plan. Of course, each strategy is verified in time, after the expected results implemented, in the same context we can talk about solving atypical situations that will be considered appropriate only after they integrate into the process and unlock the situation. The solution of the atypical situations itself is to reduce the risk of uncertainty of the situation.

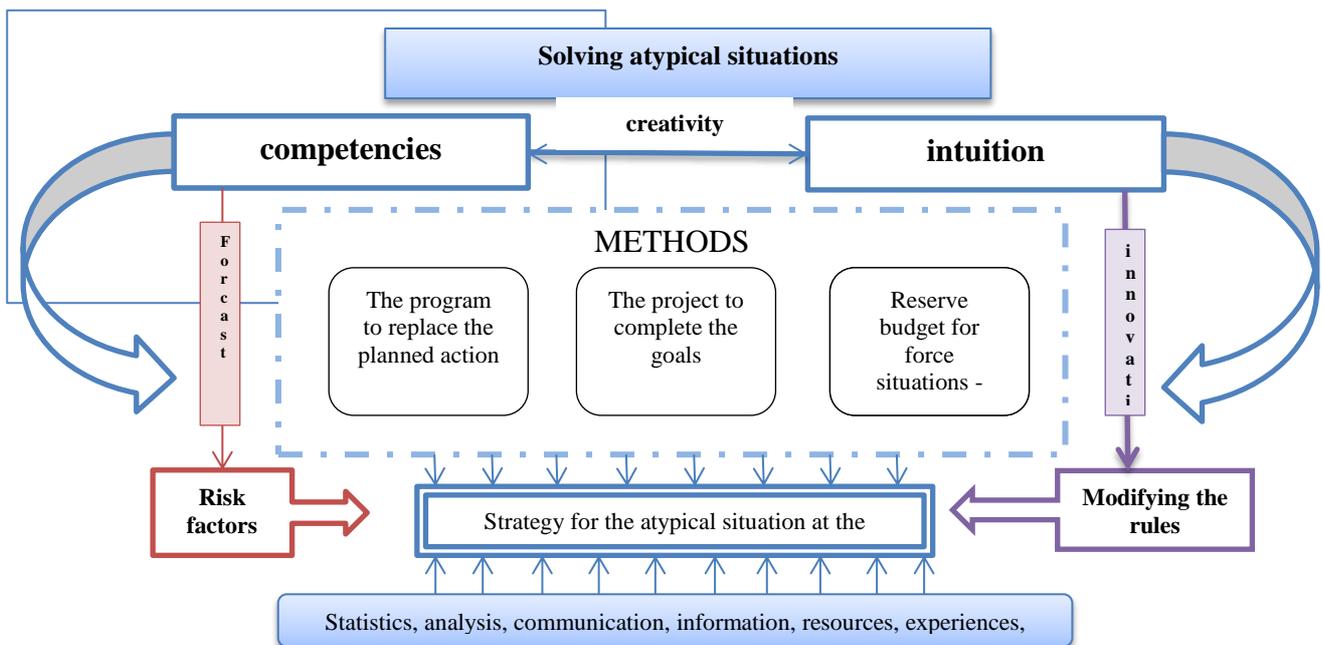


Figure 3. Solution of the atypical situation

Some of the useful solutions for solving problems that have arisen, but which are not likely to be repeated, are the formation of the program, project or budget. The program for solving the atypical situation will be able to substitute the planned action with another if it will fit within the resources of the planned budget, but with the establishment of another set of activities, the assignment of responsibilities, the involvement of competent units adapted to the newly established activities. The terms for modifying the actions are reduced to the maximum, to meet the deadline set for the initial objective. The project will ensure the involvement of third parties to fill the gaps that cause the atypical situation, which will act according to a single plan as a use, but will provide the resources necessary to act qualitatively and operatively. Budgets are the method of allocating planned reserves from the beginning to the planning stage for force - major situations and which will be implemented in the event of financial problems, failing the condition of monitoring and control of all inputs and outputs.

Improving the situation will ensure a more efficient organization for constant process start-up. Among the elements for improving the atypical situation are: establishing tasks according to competences, delimiting obligations, establishing efficient communication networks, etc. In almost all improvement initiatives, the result is only visible in time, and the conclusions and experience are summarized as an advantage of the process. Improvement of the situation represents the individualized strategy for the scope, the

circumstances of accomplishment and the environment of the beneficiaries.

2.3. COORDINATION

It represents the function by which the actions of the personnel involved in solving the atypical situation will be synchronized. Because the period of action of the strategic plan of solution is quite short and is of unique use, the organizing procedure will merge with the coordination one. The procedure of organizing in such situations will be delegated to the top management or the top management, on the grounds that the responsibility for intervention and modification is their competence. The coordination itself is achieved through the personnel function. In the basic strategic plan, the distribution of functions, responsibilities, activities is an outdated stage, and the advantage of coordination in the atypical situation is summarized from the idea that most of the personnel involved in solving the problem is already present, knows the internal procedures, has information on the purpose, objectives, resources, etc. Under these conditions it is quite convenient and advantageous to involve the persons in the system. In the view of contemporary management, economic structures "should work with employees to find ways to remove threats" [2, p.200]. The atypical situation appears where the management lacks creativity, innovation, initiative and in these cases experts, consultants or other specialists are invited including from other fields of activity. The advantage of the involvement of the consultants is summarized by giving that dose of initiative that is

missing from the group and cannot be seen from the inside, only by someone from the outside. Consultants services are not cheap at all, although the results are tangible and meet expectations. In such cases, if the strategy development period is long-term, it is advisable to educate your own

employees for the reaction to atypical or non-standard situations. In order to ensure efficiency, the manager can use guidance, suggestion and guidance methods. In case of positive reactions from the subordinate staff, a progression of competences, visions and abilities can be achieved.

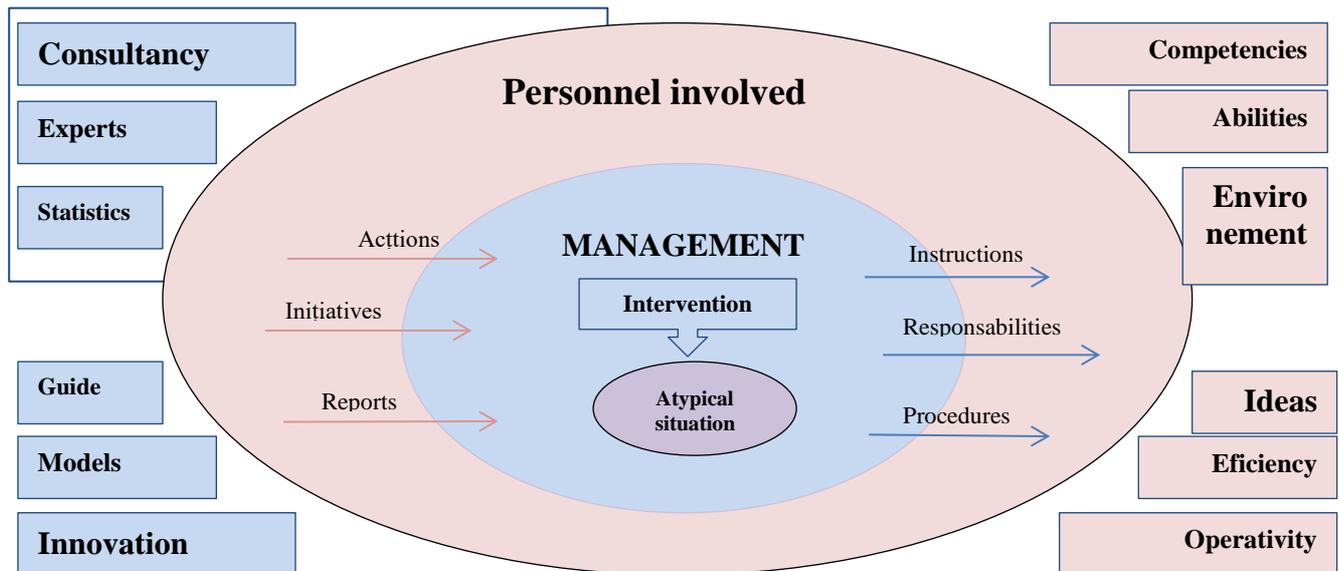


Figure 4. Coordination of atypical situations

Ensuring efficient coordination resists the effects of external factors with a high degree of influence, such as scientific progress, scientific research, legal framework, etc. Coordination actions for the process of solving atypical situations can be carried out at two levels: at the level of senior management and at the level of the managers of level II within the personnel involved. Ensuring efficient coordination is a continuous process.

2.4. CONTROL

The control function has the meaning of establishing the execution of the action or process and identifying non-conformities. The control over

the process of solving the atypical situation consists of two stages: monitoring, evaluation and control during the execution of the actions and the control of the post-settlement effects. Ensuring permanent monitoring of the implementation of the processes and procedures established at the planning stage provides for achieving the objectives without deviations in time. Monitoring solutions for unforeseen situations also has a specific sense of storing information, for identifying similar situations that appear in the future and as statistics for comparison when searching for solutions for future situations. Ensuring control during the actions allows eliminating problems at the time of

occurrence and identifying potential dangers for the process of execution. The methods used are periodic control, planned control and spontaneous control. Depending on the type, the scope and the magnitude of the atypical situation that appeared,

there will be established terms, measurable value indicators, standards as appropriate, requirements to be evaluated and compared. Periodic control allows for more concrete decisions by those responsible for solving atypical situations.

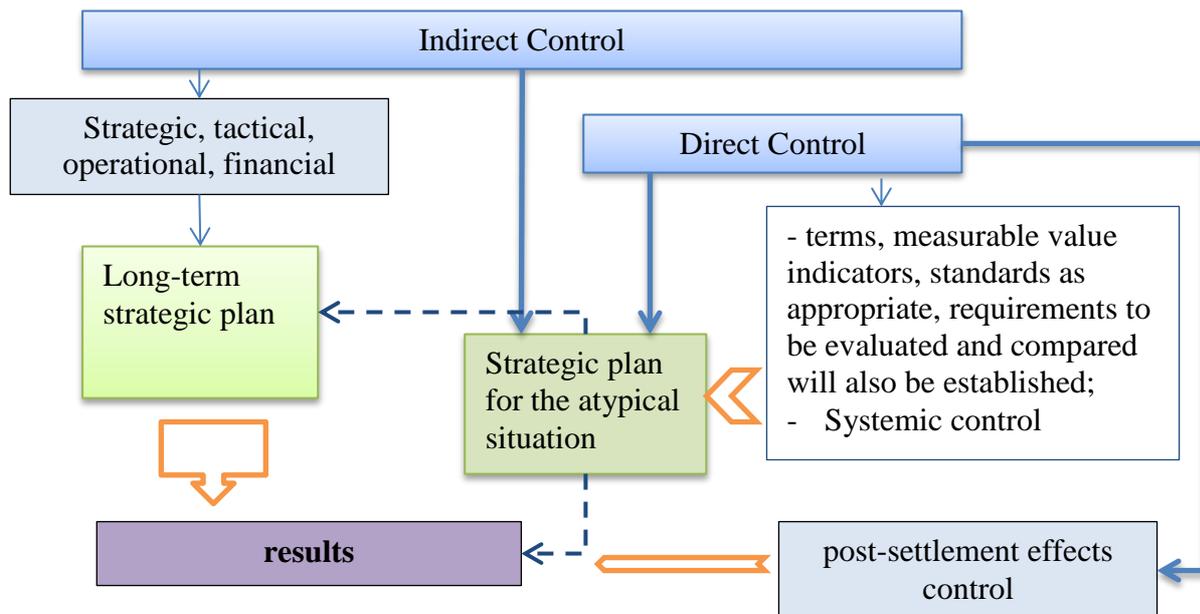


Figure 5 Control function of the atypical situation

Because atypical situations appear in the process of making strategic plans, the control doubles at this stage. The control staff can ensure a greater imposition on the processes of correction and adaptation to the established deadlines. In the process of controlling the strategy of the atypical situation created, the advantage of obtaining an immediate feedback can ensure the efficient achievement of the established objectives. The control function in the process of solving the atypical situation also has a specific feature, unlike the classical control function, it does not represent the purpose of the process, but a continuity for monitoring the inclusion in the initial structure of the

strategic plan. Achieving strategic goals is the most important element for a long-term strategy. Ensuring the achievement of these objectives regardless of what methods, interventions or modalities, but which do not change the meaning of the objective, are accepted. Monitoring, summarizes in the control of the integration of the strategy objectives the atypical situation within the general strategic objectives without influencing the purpose.

3. CONCLUSIONS

The news of the interventions in the long-term strategic planning with an innovative character in the contemporary economy appears through the intervention of the non-standard or atypical situations. Some authors talk about the emergence of these situations in a controlled way by "breaking the rules" [3, p.26], classic in the approach of strategic management, and in the practical plan is identified in the form of atypical situations that appeared in the process of realizing the strategies.

The author's findings based on the analysis of the information sources present in the last 10 years in the economic arena of the Republic of Moldova, present the appearance and influence of non-standard situations to the processes of classical management or other derived forms, which would clarify the behavior, the factors of influence, the notions, the principles, the role and the functions of the new management direction.

Previously, the author studied and analyzed the difference between the management of problems and the management of crisis situations, which could create confusion when identifying, not mentioning those that have very different fields of action, specific objectives and particular functions. Through the present research, the author tried to outline the character of the management of the atypical situations and to formulate the specific functions in the context of the classical management functions.

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