



THE MANAGEMENT OF THE ORGANIZATION BASED OVER THE INFORMATIONAL SYSTEM

Sorin Adrian CIUPITU¹, Daniela TUDORACHE²

¹Faculty of Finance, Banking and Accounting, Christian University „Dimitrie Cantemir”, Bucharest, Romania, E-mail: ciupitu.sorin@yahoo.com

²Valahia University of Targoviste E-mail: dtudorached@gmail.com

Abstract *The information as of the point of view of the Manager is a plus of knowledge about the organization that is managed but also its external environment for transmit, process and analyze the received data and took the decision that helps to achieve its objectives.*

Key words:

Specific activity, decision maker, information, information sources, informational system

1. Introduction

The Informational System – basic tool for operating the management processes

The management within a private or public organization needs to receive information, to gather, to process and to transmit information. Without a correct informational system, an organization can not work at a certain level in order to achieve the maximum efficiency. Through an informational system an organization finds at any moment about the flows of the material goods used inside the economic processes and about the disturbances that appear inside this processes.

The disturbances may cause positive or negative variances in such a way that the proposed objectives to be affected either positive or negative. It is the manager's job to take the right measures in such a way as through the decisions that he takes to ensure a dynamic balance within the organization, and, the variances that might occur, to be positive in nature.

The informational system has to be designed in order to be a complex system that meets the needs of the organization, with correct data, with updated information and a well established flow, therefore the manager to be able to take the decision or the best decisions. Both decision and information are very important and are closely linked inside the chain “complex system-information-decision”.

If the information is not correct and/or updated than we will not have trust in the decision that we'll take as managers both in the present and the future. Through good information we might find and compare the past results with the present results and we may take a favorable decision about the future.

The content of economic information based on the market studies helps very much an organization by the fact that this company knows what is demanded and does not produce only by the sake of production and then to remain with stocks and money stuck in merchandise that can not be sold. These societies that do not do research over a continuous competitive market will reach default to their suppliers and even own employees by not paying the salaries. By entering such economic lockdown will be unable to pay governmental taxes and fees and in the end will go bankrupt.

Therefore, data is the base of the information. It bring us new elements about an object, a phenomenon or an economic process.

Passing the decisions from the manager to those that must execute and to clearly understand what has been sent and, the reverse, meaning the information that reaches from the executioners to the manager is called Informational Flow. This flow may have flaws made either intentionally or not. This transmission channel between the receiver and the source and, its reverse, is strangled by a redundancy. The redundancy reduces the debit of the transmission channel but heightens the security of the transmission in order to be able to check if the message, through supplementary information, has been understood. In such a way, the effects of an information change between source and receiver may be corrected.

If good information is correctly capitalized then the objectives will be met.

The characteristics of an informational flow are the following¹:

- the content;
- the volume of information;

- the frequency;
- the quality;
- the shape;
- the support;
- the process of obtaining;
- the cost.

The road took by an information from the source to the receiver and then to classification is called Information Circuit. The role of the information circuits is very important both for dimensioning and achieving the informational system.

“The Informational System can be defined as the ensemble of data, information, flows and information circuits, procedures and means of treating the information, meant to contribute to the establishment and achievement of the objectives of the society” (Nicolescu O., Verboncu I., 1995, p. 170).

In order not to create some confusion from what was written above I will do the following classification:

- informational system;
- economic informational system;
- economic evidence.

2. The Information System – System for sustaining the management

The information system is that part of the informational system in which the data are automatically processed. If in the whole informational system the data are automatically processed then we may discuss about an integrated information system.

The design of the informational systems has to be based over a structure that allows the achievement of the following phases²:

- gathering the data;
- preparing the data;
- processing the data;
- maintaining the files;
- obtaining the output information.

These phases are called under the notion of “the cycle of processing the data”

J.L. Le Moigne, french expert, publishes in the 7th decade three works from which the biggest contribution is the OID Model (Operation-Information-Decision), that implies an organizational structure based over three systems:

- the Operation System (O);
- the Information System (I);
- the Decision or Management System (D)³.

The operation system (O) is the system that processes within an organization the following flows:

- orders;
- invoices;
- reception notes;
- payment orders;
- cash register;

- in-out register;
- transactions.

The information system (I) regulates the input or output flows and informs the manager at any moment about some positive or negative modifications inside the organization. The decision system (D) is the system that analyze the received information and takes the right decisions in order that the organization to meet its objectives. The Decision Support System – DSS, a concept assigned by some experts (Alter, S.L., 1980, Spragne, R.H., Watson, H.J., 1986; Turban, E., 1998), is the system that supports the unstructured and semi structured decisions from the following domains of management:

- strategic planning;
- management control;
- operational control.

A special worth is assigned to E. Turban whereas against the big diversity of opinions regarding the definition of the DSS, elaborates the ideal model, defined by an ensemble of characteristics and decisions of a DSS:

- provides support to the manager in the elaboration of the unstructured and semi structured decisions, by merging the human judgment and logic with the automated processing of the information (by computers);

- ensures the support to all the management levels within the organization;

- supports both individual and group decision;
- characterized by its proprieties of adaptability and flexibility;

- through friendly interface, the interactive collaboration with the user, assures a better efficiency DSS;

- targets as first priority the raise of the efficiency of the decision processes through accuracy, speed, quality and as a second priority to lower the cost of the elaboration of the decision;

- ensures full control of the human factor in the decision making, to which it supports but does not replaces;

- DSS involves continuous accumulation of new knowledge, required for the development of its operation, analysis and improvement;

- the system encompass both data and models⁴.

From what was written above, we take the conclusion that DSS is a merge between the computer capacity and the human factor capacity for taking some or other decisions.

3. Types of information at the level of a public organization such as RIS (Romanian Information Service)

The decision maker of such institution requires information from more domains as such:

- political information;
- military information;
- social information;
- economic information;
- scientific and technical information;
- environmental information.

The political information are those information that refers to both internal and external policy of Romania.

The military information refers the human capacity of the army, the military equipment, the operative degree and the negotiation and closing of military agreements.

The social information is information linked to the degree of understanding and social living between the ethnicity from our country and the internal and external policy of Romania.

The economical information are based over data regarding the imports and exports of a country and the economic development plans that encompass:

- prices;
- production;
- consumption;
- fiscal policy;
- monetary policy.

The scientific and technical information refers:

- development of military equipment;
- capacity of the state to invest in research-development-innovation for military and civil sector etc.

The environmental information helps making decisions of feasibility but also planning for military operations.

4. The activity of search, gathers, obtain or collect data and information

The specific activity has to be based over compliance of the most important principles of the informative work that, mainly, has to follow some aspects⁵:

- Each principle has to have a major meaning and a large application;
- The principles have to have character of generality;
- The enunciation of the principles has to be made in such a way in order to be understood;
- The enunciation has to avoid complex terminologies

The principles of informative work of our information structures, according with our national doctrine are the following⁶:

- the principle of freedom of action;
- the principle of fidelity;
- the principle of subdivision;
- the principle of conspiracy;
- the principle of continuity;

- the principle of unity of the informative actions;
- the principle of work within the objective;
- the principle of legality (legitimity);
- the principle of cooperation and uninterrupted collaboration;
- the principle of finality.

The gathering and obtaining the information requires the operation with an objective and operative data. Objective is that place that contains information and is represented by an action zone, a country etc.

The information activity delimits the competences of the state institutions specialized in information activities as such:

- Romanian Information Service (RIS) – performs a multiple role: internal information, counter information and protection of information;
- External Information Service (EIS) – specialized in gathering data from outside the country regarding the national security

These institutions are responsible for the National Security of Romania and are financed from the state budget; their activity is controlled by the Parliament.

5. Conclusions and Assumptions

The manager that manages a public or private enterprise has to have a performant informational system that provides enough data in such a way that he can take the best decision in a very short time.

The information received by the manager in order to take good decisions has to fulfill the following requirements:

- to contain just the necessary content;
- to be complete;
- to be accurate;
- to be updated;
- to be validated from multiple sources;
- to be clear without ambiguous elements

And I close with a quote from Peter Drucker that said “the most important thing in communication is to hear something that is not said”.

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*** www.QReferat.com

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² idem

³ idem

⁴ idem

⁵ PETRESCU, S., *Informațiile a patra armă*, Editura MILITARĂ, București, 1999, p.148-151

⁶ NĂSTASE, I., G., *Relația între structurile informative cu atribuții în domeniul siguranței naționale și structurile de decizie*. Prelegere pentru ofițerii de informații, Grădiștea, jud. Giurgiu, 2004 și 2005