PLANIFICATION - MANAGER’S RESPONSABILITY

PLANIFICAREA – RESPONSABILITATE A MANAGERULUI

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In the present time, in the whole world there is planning, all types of organizations plan the future periods taking into consideration all the aspects of their activity. The planning activity is not based on intuition and presentiments, but on forecasting and analysis. The humanity is in strong economical, technological, social and political period where the anticipation and other activities of the manager became necessary for the survival of the organization. The continuous change and economical development are generating opportunities, but, in the same time, are generating also risks. In this context the role of planning is to reduce as much as possible the risks and to take profit of the advantages and opportunities. But, in order to make the plans successful, the planning has to find its place among the theories, principles and basic techniques of management.

Key words: planification, manager, leading

Introduction

As a manager’s responsibility, planning is the process to identify the present situation, to establish the objectives and to specify the methods for realizing the objectives. Planning prepares in advance the space for all the other aspects of the management and is considered to be the link between the past and the present. Some managers consider that the planning is the most important activity of a manager and the organization and control are secondary activities. There are many way to analyze the planning activity and in any case it is a very important activity for the organization in order to reach the desired performance level. The capacity or incapacity of a company to deal with changes it is related to its planning system. Concentrated on the future, using the planning activity, the managers will decide what to realize and how. It can be stated that the planning activity includes those management activities that help to determine the future objectives and the proper means to realize this objectives. The result of planning activity is a master plan, a written document specifying the actions which will be taken. Generally, the planning is the result of the combined effort of the managers and other persons, but in other organizations it is a top management activity and, of course, in some companies there is a dedicated person for planning.
Materials and Methods

Planning is the activity which harmoniously combines the company objectives and their realization possibilities, finalized in material, financial and economical production resources, existent or which can be purchased in a specified period of time. It is also the activity which established the economical and technical objectives of the company according to the market needs for a defined period of time.

The intrinsic purpose of the planning activity can not be changed and it is the continuous improvement of the demand and offer relation. Therefore, the agricultural exploitations should organize and realize the production activity in such a way that the company will obtain only those products which are need on the market, insuring the future production cycles, meaning its own existence.

These results can be obtained by realizing some specific studies to analyze the market and the market actors and their dynamic evolution.

For the agricultural societies and mainly for the private family farms, the planning activity will represent a very important and exclusive function of the management.

To realize the planning process, we identified the following needs:
- Very well prepared managers and with professional experience;
- The objectives and the operational potential and alternatives to be correlated with the competition environment specific mechanisms.

Referring only to the management activities, results that the planning activity represents the main activity of the manager. By planning, the manager intends to realize an objective more or less closer to the current activity. Some specialists from this domain consider that “all planning activities are in a vicious circle”. For example, the longer the period for which the activity planning is realized, the greater the incertitude level is higher, reaching a critical point determining the planning activity to return to the beginning and start again because the incertitude will increase the difficulty degree for taking a decision. This vicious circle is generated by the increase of the complexity degree, of the management environment, to obtain performance.

The realization of plans before execution, by concentrating more on the future activities than on the present ones, needs that he decider has the ability to foreseen the activities in an abstract form and, more important, to evaluate the future events. So, the planning activity is based on the possibility to foreseen an objective and its impact. For this, the manager has to be innovative concerning the ideas and the organization method.

There are many things which help the manager to fulfil its planning activity. Some of these depend on the internal situation of the exploitation and others are characteristics of the external environment. Some of them are quantitative and others have a qualitative aspect.

The external conditions are referring to the environment in general (economical, technical, political, social conditions, etc) and to the market conditions (integrate
the factors which are influencing the demand of products and services, the price of
the land, of the human resources, of the materials and capital).
The identification of the internal conditions should take into consideration the
strategies, policies and existent programs, the organizational structure of the
exploitation, etc.
The quantitative character is expressed by the financial form of the labor hours,
product unit, etc.
The qualitative character is given by: the attitude toward taxes and fees, the
relationship of the exploitation with other production or processing units from or
outside the agricultural sector, etc.

Results and Discussions

The first activities of the planning process are related to the data collection both
from the inside and from the outside of the exploitation. The second phase is
represented by the interpretation of the possible variants and the realization of the
variant which is closer to the objective(s). To obtain the expected economical
results, the planning of an economical activity should be realized by professionally
qualified, skilful and experienced persons.
As a consequence of planning, the managers will choose strategic activities with
results in the future, anticipating the changes by establishing a strategic action plan.
The strategic planning begins with defining the objectives of the exploitation and
continues with the evaluation of the external environment and the possibilities to
realize the objectives.
In the planning process and during the establishment of the real production plans of
an agricultural exploitation, the impact of the internal and the external factors
should be analyzed. Only after this analysis the plans’ system should be started and
the detailing degree of the objectives and managerial strategies will increase as
descending on the hierarchy system.
So, the role of planning helps to anticipate the consequences of the specific actions
which will be taken and to establish the standards and performances.
After analyzing the plan, some decisions will be taken: the production level, the
structure of the cultures, the total production resources necessary to realize the
planning objectives, the person responsible to implement the decision.
In a few words, planning is a manager’s tool which helps to identify in real time
the possible problems that could occur during the implementation of different
activities, in order to realize the objectives.
Knowing the fact that the resources in agriculture are limited, a strict planning will
help to rationally use these resources. The production activity of the agricultural
exploitations is characterized by a great diversity generated by the classification of
the production process (vegetal and animal), by the products processing, by the
diversity of the technologies used in very different economical, social, climatic and
soil conditions and, also, by the continuous dynamic for perfecting the
organizational technological structures which are used.
The programs and plans should be based on some studies concerning the production forecast, the demand and offer of agricultural products on the internal and external market. The agricultural forecasts operate with many uncertainty elements and hazards. The need to know all these is generated, also, by the need to supply the information which will help to prevent the negative effects of natural factors and the fluctuations of the economical conditions.

The result of the planning activity is the diversity of plans which, even if they are established according to the same principles, are very different from the point of view of the organizational level and the period of time they are referring to.

Conclusions

Knowing the planning function is one of the key conditions for manager to become successful. The planning represents those managerial activities which help to establish the future objectives and the proper actions for realizing these objectives.

The importance of planning results from the coordination of efforts, the preparation of changes, the development of managers and realization of performance standards.

The planning represents the decisions referring to the objectives which should be realized, the actions which should be taken, the organizational functions which should fulfill the actions and the persons responsible for each action. Even if we can rarely foreseen the future with precision and the uncontrollable factors can interfere with the best forecasts, without planning the situation is not under control.

Planning is a stressful intellectual process which needs a conscious determination of the action directions and the enforcement of decisions based on purpose, knowledge and estimations.

Bibliography