

THE MANAGER – KEY FACTOR IN THE FACTORY'S DEVELOPMENT

Dražen JOVANOVIĆ¹, Z. SAJFERT²

¹College of Health Care, Bijeljina, Bosnia and Hercegovina

²University of Novi Sad, Faculty of Engineering, "Mihajlo Pupin", Zrenjanin
e-mail:jovanovicdrazen@yahoo.com

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Abstract: The experience of the developed countries is showing us that the free economy and competition are representing the basis of the successful economical and social development. As it is well known, both our country, and the neighboring countries have adopted the development model of the open economy. This includes the acceptance of the economical laws action and adopting the international standards. We are living the period of the fast changes, precipitated, of unification and destruction, leaving deep traces on the functioning processes and on the parts of the factory itself and on the society in totality, opening, for many people, opportunities, big chances if the new appeared favorable circumstances will be used wisely and accordingly, while those who are not prepared (from the point of view of the organization, of the human resources, of the production and management), will have important problems, losses and liquidations. We are the witnesses of the challenges owned to the fast technological changes, to the heavy fight for markets, shortage of the product's life duration, widening of the global economy, structural transformations, patrimony restructuring and transformations, imposing the necessity of continuous learning for living with the changes, for developing capacities of creative thinking and abilities of obtaining the knowledge for dealing with the changes.

The work has accomplished the systematizing and modeling of the development activities of the factory. Then, the place and the role of choosing the managerului in this model was presented.

1. INTRODUCTION

Nowadays, the society is becoming more and more a society of the organizations, where almost all the duties and activities are accomplished in organizations and by organizations: the manufacturing factories, schools and universities, medical institutions, army, police, different institutions of services and others. The result is that the total development of the society, in the highest degree, maybe even in totality, is depending on the organizations' development.

The innovatory processes and the scientific activity are representing the basis and the initiatory of the technological development. The technological development is representing the basis for the development of the productions means. The development of the production means is followed by the development of the economy. The basic holder of the contemporary economical development are the manufacturing factories, because by their activity (production, developed activity) are materialized and used on the market the production factors and the previous investments, made for development. The economical development is contributing to the enrichment of the market by more attractive and qualitative products, a healthy competition, prices lowering and then an increase of the living standard of the citizens, of their knowing and necessities. All of these are representing the basis of the entire development of the society.

The potentials as the capital, manpower and natural resources are gradually losing their importance in the contemporary society. The basic resource is becoming the knowledge, and the most important structure is becoming the production organization, as holder of knowledge and place of focusing the knowledge, in order to achieve some (necessary) tasks and activities. It is obvious the fact that the manufacturing factories have to give a major importance to its development for complying with the contemporary changes. Contrary, it appears the delay in development and their stagnation, slowing directly the economical and social development.

2. THE CHANGES – DRIVING FORCES OF THE DEVELOPMENT

The strong scientific and technological development is continuously inducing a large number of changes and innovations as more efficient technologies and machines, new and more qualitative products, appearing this way changes in the necessities and expectancies of the consumers. The changes have become a rule and have to be regarded as a “healthy and normal” phenomena. They are representing a potential of big chances and opportunities for factories, but in the same time an important danger if they are neglected or ignored. According to these, the development could be defined on one side as generator, and on the other as result of the changes.

The primary scope of the factory’s development is becoming: keeping and consolidation of its position in the environment, on the market in the first time. From this reason it is necessary to answer continuously to the changes because this is becoming the condition of the surviving and maintenance of the factory’s competition character , in the conditions of a market economy.

3. THE ACTIVITIES REGARDING THE DEVELOPMENT OF THE FACTORY

The factories are designed to last, maybe not for ever, but for a considerable period of time. The maintaining of the factories on long term could be accomplished only by a continuously and planned development and improvement. The development is contributing to increasing the competition character of the factory in the development of its activities and obtaining a stronger competition character.

From the above mentioned is obviously resulting the importance of the factory’s development for its future, as well as for the development, in totality, of the society. It is very important to observe the measures to be taken by a factory for its development. There are a large number of activities contributing to the factory’s development. For their better emphasizing, it is useful to make a classification of the activities in some characteristic groups, as it follows:

1. Activities for the development of the equipments:
 - Development (construction) of new equipments,
 - Purchasing new equipments or copying other manufacturers,
 - Development or purchasing new tools and devices,
 - Using new materials in manufacturing machine parts,

- Standardizing the parts and equipments, etc.
2. Activities for the technological development:
- Implementation of new technologies,
 - Creating new technologies,
 - Modernizing the productive technologies,
 - Increasing the efficiency of the existing technologies and production processes,
 - Solving the problems in the production processes, etc.
3. Activities for the development of the product:
- Implementation of new products,
 - Creating new products,
 - Improving the quality of products,
 - Improving certain performances,
 - Using new materials,
 - Corrections depending on the purchasers' objections,
 - Increasing the control in all the phases,
 - Standardization of parts, etc.
4. Activities regarding the development of the employees (human resources):
- Forming an efficient managerial team,
 - Continuous and supplementary improvement of the employees,
 - Participation at specializations, symposiums and conferences,
 - Attending the seminaries and courses,
 - Elaborating specialty and scientific works,
 - Following the specialty and actuality catalogues and literature,
 - Stimulation of the creativity and opening to the new,
 - Raising the level of motivation, etc.
5. Activities regarding the development of the management:
- Increasing the knowledge regarding the importance of a quality management,
 - Creating a capable and efficient managerial team,
 - Applying quantity methods and software equipments as support in taking business decisions,
 - Management according to the environmental changes (it has to become usual and normal), etc.
6. Activities of marketing development:
- Continuous market research,
 - Applying modern methods for researching the consumers' needs,
 - Enlarging the market research activity on new fields,
 - Advertising in media,
 - Following the competition,
 - Forming data bases in marketing,

- Enlarging the sales market for the own products, etc.

7. Activities of logistic support development:

- Optimization of the equipments and tools location,
- Optimization of the internal transportation,
- Optimization of the production program,
- Establishing the optimal locations for productive lines and warehouses,
- Establishing the optimal quantities for the stock of raw materials, finished products and spare parts,
- Optimization of the external transportation (distribution of the finished products at the selling points or at purchasers),
- Applying quantitative methods and software equipments for accomplishing the enumerated logistic support activities, etc.

8. Other development activities:

- Introduction of the ISO standard,
- Implementation of informatics in the productive processes and in the processes of activity development,
- Enlarging the business cooperation,
- Improving the labor conditions,
- Limiting the negative impact on the environment, etc.

In order to achieve the above mentioned development activities, it is important that all the factories to intensify and enlarge the cooperation with:

- The related factories, developed for the purpose of the common researches and implementing the new products and technologies, for the access on the market and other cooperation methods, in the interest of both factories,
- Scientific and development-research institutions,
- Institutions and organizations having offers of patents and technical inventions,
- Institutions and organizations having market information (Commerce chambers, Import-export factories, etc.),
- Creative people, specialists, experienced persons.

To this summary of the development activities, there is very clear the importance, complexity and labor volume of the development function in a factory. The factories having the development function not organized and not functioning at the necessary level or those where this function is neglected and not given the appropriate attention do not have any chance to be concurrent and to maintain on the market for a longer period of time. All the enumerated activities have the common purpose of increasing the factory's competitiveness on the market and increasing the sales, which is actually representing the essence of the market economy.

4. THE MODEL OF THE FACTORY'S DEVELOPMENT ACTIVITIES

It is hard to say which activities are more or less important for the development of the factory. This depends first on the type of the factory, the present situation in the field and the internal situation of the factory. For these reasons, it is important that the development activities to be applied selectively, depending on the priorities. It is important to observe that, when establishing the priorities of the development activities, there will be taken into consideration the fact that some of them are conditioned by the previous implementation of other development activities. In many cases, this fact is imposing the compliance with an order and an algorithm in achieving the development activities, although these are crossing and it is hard to make a clear demarcation between their start and finish. Still, it could be accomplished a gross model of the development activities of the factory (figure 1).

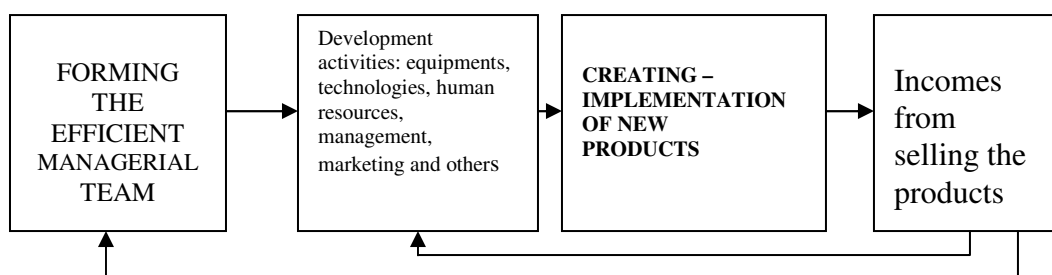


Fig.1. : Model of the factory's development activities

The demand for products is representing the reason of the factory's existence, and the necessary of new products is conditioning the factory's development. From these reasons, creating and implementing new products is representing the central and the most important element of the factory's development. The rest of the development activities are either necessary for reaching to new products (enlarging the cooperation, development of the equipments, technologies, human resources, marketing...), or is representing the logical consequence of the incomes obtained from selling the new products (purchasing new cars, increasing the labor space, of the capacity and infrastructure, enlargement of the market, improvement of the labor conditions, etc.). After, new products will be adopted, this time in better conditions. The development will then continue on its own, depending on the situation. Thus, a continuity in the factory's development will be maintained.

Creating and implementing new products is representing the central development activity, still, in figure 1. it could be observed that each development process and each activity is starting from the managerial team. In conclusion, the managerial team is initiating or accomplishing independently the rest of the development activities which are always, directly or indirectly, oriented towards creating and implementing new products. It results that the role of the managerial team in the development activities of the factory is a main one.

5. THE IMPORTANCE OF CHOOSING THE MEMBERS OF THE MANAGERIAL TEAM

For the research, observation and use of the changes, as well as for the own development in the same time, the factory has to detain a strong leading basis. To answer the changes is a process requiring a high commitment, a good coordination and a high degree of responsibility. The permanent changes have become a normal state of our days. It is not casual the characterization of these times as being turbulent. The changes within the organizations are representing the condition of survival. These are the reasons because these activities have to be given to the most capable persons within the factory, who will have to form the top management of the factory.

A capable, creative and compact managerial team has to be created in time, being necessary a permanent work and improvements in the sense of the permanent education of the members, opening towards new technologies and knowledge, finding new mechanisms for recognizing the changes and the answer to them. As the same importance is creating inter-human quality relationships between the team's members. It is estimated that for forming a top managerial team there are necessary a minimum of minim 2-3 years. This way, the factory has to form a top managerial team from time, respectively before reaching the situation in which a team is very necessary, otherwise it could be too late [1, str. 234].

Creating a top management team involves in the first time the selection of the members of this team. The team is formed in time, being present some changes of the team's members from time to time. An outstanding attention has to be given when receiving new members. This precaution is resulting from the high obligations and responsibilities of the manager regarding the future of the factory.

Choosing the members of the managerial team is representing a very important process, needing an outstanding attention because from this choice it depends the success of the factory activity's development. This process is hard, in the sense of the candidate's evaluation. All these are requiring a lot of time and could appear important problems if the appropriate persons are not selected in managerial positions.

At the employment of the managerial team's members, the following criteria are mainly used : efficiency, intelligence, energetic character, character, creativity, adaptability, capacity of learning etc. In a certain sense, the present work is representing an announcement of the research for the possibilities of quantification the choosing procedure of the manager. It is intended to obtain a higher determination of this important activity.

6. CONCLUSION

Creating a top managerial team is one of the main tasks for each factory, if the factory has not already this team, and maintaining in an optimal form, if this team exists. The managerial team plays the role of initiator for all the

development activities of the factory, resulting its role and importance. According to these, new people joining the managerial team, respectively choosing the manager is an important moment for the factory because the future of the factory is mainly depending on this choice.

In the industrial factories having a profile already established, the manager has to anticipate the changes, to react adequately to them and to create them by himself, in order to fulfill the factory's mission. To manage a business appropriately means to manage its future, and to manage the future means to manage the information. The contemporary manager has to be awake while the changes are lasting, because only in this way he will be prepared for the future. [3]

In all the organizations, as well as in the society as organization, it is necessary to form a "climate", respectively, a culture which will stimulate the innovative character and the creativity. The strategic perspicacious attribute is becoming more and more important, and the knowledge applied on the labor are becoming the basic resource for development. The factory, respectively the organization in a wider sense, could be adapted to changes and could initiate changes in its environment, if it is capable to learn and to stimulate the continuous learning and generating knowledge on all levels. Each organization intending to develop should have the following characteristics of the learning organization, namely: personal improvement, changing the mental model, the existence of a common vision, learning in team and the capacity of the systematic thinking. [3]

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