CONTROL AND CONTROLLING IN THE SYSTEM OF PERSONAL MANAGEMENT IN THE INDUSTRIAL PLANT

Ivana DLUGOŠOVÁ

VSB - Technical University in Ostrava, Ostrava, Czech Republic,EU, ivanka.molinka@mail.t-com.sk

Abstract

The aim of the paper is to examine and show the significant and irreplaceable role of control and controlling in the managerial practice in the context of thoroughgoing implementation of managerial functions with the stress on the current situation in the system of personal management in the industrial plant.

Keywords: Control, controlling, personal management, personal controlling

INTRODUCTION

There isn’t a day in which a reader of a daily newspaper, magazine, professional literature and a TV viewer, a man working with a computer on the worldwide net internet wouldn’t learn newer and newer news and information dealing with recession, situation on domestic or foreign markets. Yes, it’s very treated and current topic which influences each of us regardless our opinion or current position on the labor market.

I’ve mentioned the labor market intentionally, because this market, as well as, other markets functions on the principle of supply and demand for live work of individuals, workers, employees, shortly the ones without whom the system of any activity wouldn’t function and won’t function. Yes I’ve meant the people who appear on the labor market in various structures, current status and positions. People, namely, are considered the highest capital of good firms. [7]

To make any system work, to predict possible risks and eliminate possible problems, to ensure efficiency in each sphere of an activity there exists a lot of clear rules, procedures and systems which are more or less verified and examined considering found differences in theoretical presumptions in practice and these are still developing.

From the point of view of a concrete manager’s practice that means the people who have the status of “manager”, who were named to the positions of managers at the top, middle or line levels, should fill it to the maximum extent using basic and extended managerial functions including various more or less effective devices.

In the sphere of personal management that first of all means, as Armstrong stated (2007), to secure strategic and logic attitude towards managing of the most valuable source that organizations have, that is, people who work in the organization and who contribute individually and collectively to implement organization objectives. [1]

For managing it’s very significant and most advantageous if management doesn’t have to create direct systems of social control (supervision and surveillance) but if it reaches the state when people behave according to the professed firm culture spontaneously, on the basis of their own and unforced opinion which leads to the operative and strategic performance of given tasks and objectives in each sphere and activity of an organization.
1. MANAGERIAL FUNCTIONS AND TIME ORGANIZATION

As a common man who wants to be successful and wants to reach his determined goals, as well as a manager is supposed to fulfill a lot of duties, tasks and demands connected with his function. Duties and demands, which are required from every boss, are usually named managerial functions.

We can say that the basis of success of every manager is to perform given social roles in accordance with the given social position, by his fulfilling so-called managerial functions optimally, that is, basic duties and tasks which are given to a manager. [5]

Management is more precisely understood and explained not only as managing but also as the art of managing firm activities and everything that is connected. Performers of management are concrete people, directors – managers on various levels of hierarchical status in the structure of the concrete organization, who perform managerial functions.

Among managerial functions that are usually named with various professional literature there belongs:

- planning, organizing, and managing,
- choice, admitting, naming to the positions and dismissing employees,
- managing and control of employees,
- evaluation, rewarding, motivation. [3][5]

From the point of view of manager’s guaranteed fulfilling planned tasks and goals, then organizing and managing his activity and activities of people he directs, that are chosen effectively, responsibly and fairly and named to the positions – joining loyal employees to their organization and finally their managing, control, that is, finding feedback, their evaluation, rewarding, motivation; an irreplaceable and very significant item in managerial activities is an effective time management and coordination of working and free time.

In connection with effective and the best as possible planning and managing time that is determined for performing manager’s duties it’s necessary to realize and ask the following questions:

- how to manage and organize my working day effectively not to be stressed and have more time for activities which are first of all important;
- how to delegate work to the others;
- how to make phone calls effectively, manage meetings and read plenty of e-mails;
- how to determine my professional and personal goals and priorities at the optimum;
- how to find stability in my life and prevent myself from burnout syndrome;
- how to create my daily and weekly plans;
- how to fight against “time eaters”. [4]

Most of us can’t afford to change their professional life immediately, however, it’s quite easy to coordinate professional demands with personal abilities and needs. A manager should separate activities which he has to do by himself and those ones he can delegate as well as those ones he must solve immediately from those ones he can perform later.

The clear and concrete goal of everybody that organizes, manages, leads and evaluates is to reach determined goals (a work result) and at the same time to fulfill required parameters in the shortest as possible time with the lowest as possible effort and of course with the lowest costs.
At the present time in the era of boom the demands and requirements on managers are higher than any time before, the time aspect from the point of view of reaching the goal of the concrete task is still shorter and shorter, the operative plans of task realization are changing extremely quickly, the pressure on optimization and minimization of all kind of costs is increasing which is connected with a lot of reducing and cumulating measures in the personal sphere and organizational structures, the sphere of control and the system of controlling has still higher importance and significance in each sphere of management.

2. CONTROL

The basic managerial rule valid in the period of boom as well as in the period of recession is: “The one that manages, also controls”. In the introduction of this text there was written that it’s most advantageous for managing, “if management doesn’t have to create direct systems of social control”. Yes it’s an optimum condition and from the point of elimination of losses and costs, the condition wished by every owner, manager and in the end also every executive himself.

Control activities are used by managers at all levels of management as a certain form of feedback by which they should have an objective idea of the controlled reality (implementation of planned objectives, degree of implementation of taken decisions). The point of control is a critical evaluation of the reality with regard to management objectives. As a result of this evaluation there are accepted appropriate audit conclusions. [6]

Control is an inseparable part of managerial activities at all levels of management. The sense of control is to assure that the controlled reality develops in the correct direction and that specified goals will be reached.

The subject of control can be phenomena and processes which are being implemented (the subsequent control), on going (the ongoing control), or future phenomena (the pre-screening control). From the economic point of view it’s desirable to prefer the ongoing control to the subsequent one, the pre-screening control to the ongoing one and everywhere it’s possible to prefer preventive measures which in the principle would prevent us from the undesirable condition to the pre-screening control. [6]

At the present managerial practice it’s different. The changed times and first of all crisis also cause the change of character of manager’s work which will be more and more difficult. There comes the time of new understanding of management functions, i.e., the tasks the manger shall perform. A good example is the sphere of control.

Control shouldn’t, in other words, mustn’t be satisfied only with naming faults, i.e., deficiencies from the planned goal and direction, but it also must look for the most hidden problems, analyze the cause of their appearance and offer alternatives of possible solutions and their elimination. Control evocates the atmosphere of fear and punishment. Sometimes control becomes redundant, looking for any mistake. Control shouldn’t become one of the ways of revenge, of solving personal problems between superior and subordinate workers, between managers and employees, as well as, and that is important, the reason of useless harassment and even discrimination.

Control should also use its motivational dimensions and possibilities in a lot of cases hidden for example in the personal management. The change means the change of the controlled object. Creative activities become more important, the work is being more intellectual, the pressure on the quantity of qualified employees with sufficient invention and ambitions to grow personally and improve themselves is higher. The employees' attitude towards their jobs is changing positively. The crisis asks for variability and over the past unconventional ways of working, leading, managing, deciding, evaluating, rewarding and growth of workers. In the connection with that, the subject of control must be also changed to be competent, to be able to lecturer and coach more. Control must be more contribution, valuable advice and consultation.

A control activity, especially if it’s performed as a specialized activity of controllers, auditors or inspectors is usually taken by controlled side negatively. To minimize this impression and at the same time to reach the
greatest effect of control, it’s necessary to work professionally which considers the person of a controller himself as well as the procedures he uses, performing the control.[6]

As well as another firm activity, the control activity with everything related won’t be successful if we have wrong people and then it’s not important at all if we find the correct direction, expected results, the objectives, it won’t help us to create an excellent firm. The excellent vision without excellent people has no sense. [2]

3. CONTROLLING

In the period of recession a firm in a market economy is under great pressure of competition. Considering this fact it’s being made to improve constantly its inner processes and systems of management and react to new situations with new elements of management and methods which would make possible:

- to evaluate how planned tasks and firm objectives are being implemented,
- to reveal risks, draw attention to threatening and real deficiencies from the planned and required development,
- to analyze and evaluate effects of business activities and decisions,
- plan and program the firm development in summary and analyses,
- to encourage the top firm management to reveal new firm activities bringing economic effect.

These and a lot of other tasks and objectives are implemented in the system of the firm management also by controlling.

Controlling activity helps to work effectively with information, with their collecting, classification, treatment, distribution and first of all with their preparation for decision processes when varieties of solutions are being looked for. In this way controlling becomes consultancy and service for management, however, this activity mustn’t replace control activity, which is necessary to implement controlling tasks. [3]

Controlling is looking for its place also in the sphere of personal management, there is possible to speak about personal controlling. Personal management, as well as, other firm functions, has dealt with its new role in the system of the firm management for a long time. Just personal controlling can prove that human resources are a strategic management device.

Personal controlling is neither a control nor a review of the activity of professional services responsible for personal management. In a broader sense of the word that means philosophy of systematic management according to the objectives oriented to the future, serving to reach business objectives in the context of other functional spheres of controlling.

The paramount role of personal controlling is to manage the process of personal activities by reporting personal indicators and standards, then to watch and evaluate its quantity and quality and on the basis of finding unwanted deficiencies from the required condition, to accept corrective regulations serving for their removal and in this way to change it in the direction of set standards and objectives.

According to the employees of Controller Institute in Prague who deal with implementation of controlling into the sphere of personal work, among basic tasks of personal controlling there are the following activities:

- formulation of firm goals in the sphere of personal management,
- examination and evaluation of their implementation,
- transparency of the personal sphere and getting closer it to the needs of their, customers.
The objectives set by personal controlling should:

- be connected with strategic objectives of the firm,
- define the benefits of personal management explicitly,
- be formulated in the concrete form,
- set responsibility for consequences of their implementation clearly.

The devices of personal controlling the task of which is review of qualitative, respectively quantitative elements of personal activities are considered:

- personal indicators and personal standards,
- asking employees about quality,
- audit of personal management.

On the base of professional studies from the sphere of personal controlling (Controller – Institute Prague 2004), devices of personal controlling vary in the emphasize on quantitative or qualitative data and also with its operative and strategic direction. Typing of personal controlling devices is given in the fig.1.

![Fig. 1 Typing of personal controlling devices](image)

In the sphere of quantitative personal indicators there is very important to pay attention to various spheres:

1. The sphere of personal costs and rewards,
2. The sphere of recruitment and personal planning,
3. The sphere of education and staff development,
4. The sphere of motivation and staff satisfaction with their job,
5. The sphere of personal management.

Regarding the content of indicators itself or ratio of single indicators, it’s the firm decision which direction they will choose from the point of their needs in the concrete period, respectively which indicators they will set as standards in their controlling system.

Each of given quantitative personal indicators must be included to the clear summary which will be the part of a regular report of a controller.

In the sphere of qualitative personal indicators it’s possible to examine and include on-going information for the top management concerning:

1. Work position (information about description of newly-occupied work positions or reports about review of free work positions),
2. Recruiting and adaptation of stuff (records of job interviews with successful candidates, found strong and weak qualities of job applicants, prepared adaptation programs with specified tasks and objectives to enable their growth in the future),
3. Movement of employees (leavings and layoffs),
4. Evaluation of workers (forms from evaluation interviews and preparation of interviews),
5. Education (given objectives, success and failure of their implementation).

Controlling is substantially a management device, the inseparable and very important part of which is also personal controlling, the results of which help to prepare suitable conditions for manager’s decisions. The more precise and complex the results of firm controlling system are, the more valuable and effective the process of manager’s deciding is.

Purposeful creation of human potential is substantial for building and developing of strong qualities and firm advantages in the competition.

The roles of personal controlling also include implementation of positive behavior of stuff. We mean such behavior of staff that is a result of their satisfaction and leads to performing of other firm intentions.

CONCLUSION

If the role of control in personal management and not only in this sphere of the firm management activities is a critical evaluation of reality including management objectives of the firm, the role of controlling in personal management, respectively the role of personal controlling is to recommend to the management on the basis of precise analyses how to manage human sources in the firm more effectively and complex.

The system of control should represent the group of control activities which are connected to each other, not only summary of various individual controls.

Introducing controlling into the system of personal management, the firm obtains not only an invaluable service in the sphere of information on the management of human resources in the sphere of qualitative and quantitative personal indicators and standards but also it shows ways of problems solution on the basis of acceptance and evaluation of implementation of certain measures to introduction of necessary changes of the present system.

REFERENCES