
Successful Business Managers during the Current Economic Crisis

Authors: **Borcoși Corina Ana**, Titu Maiorescu University, Bucharest, Romania; **Neamțu Ion**, Titu Maiorescu University, Bucharest, Romania

Professional managers are essential for successful business they lead. A particularly good manager is a hard-working person, productive and efficient that appreciates the most personal performance.

Good managers attract exceptional staff, making a perfectly every employee working in a perfect team employer - successful manager. Successful manager helps to increase the market share of its business products and services, add new profits and reduce on-going costs.

Successful manager, by his conduct, will create the context in which the company and the entire staff will prosper, contributing personal and professional to fulfilment of its employees and therefore the success of his business.

Keywords: *business; manager; employee; staff*

Introduction

The business world is one of the most dynamic today, and this automatically implies dynamism and instability, especially in the present economic crisis.

In a functioning market economy, defining is free and fair competition and fight for satisfaction of customers for profit. [6]

"We live in the most challenging times for business and economics we passed along our existence. Only those capable will survive. The race started, and you participate in it. If you are not determined to win, to conquer the race, despite all difficulties, will be removed and beat the people and companies that are geared toward victory "[5]. Survivability does not belonged often powerful men, and especially those who are best adapted to the changes.

The best managers are those who fully understand every aspect of the business they manage and the industry in which it operates. The competitive advantage of each organization is generated by its people. [2] Successful business managers provide job security for its employees, who encourage them to build a long-term perspective on the workplace and on organizational performance [4].

Managing a successful business does not mean you only have success as a manager, but also help your team to have success in what they realize [3].

Managers of performing success are knowledge managers. In these firms, the relationship between knowledge managers and knowledge workers are especially collaboration and not of subordination, knowledge managers themselves learning from experts in the company. [1] In knowledge management, power holders in the company are specialist networks, coordinated, trained, not led by a manager of our time, called the knowledge manager who will never reach the performance to know everything he knows group of specialists team. This, more than consults with employees only make decisions based on knowledge that they must execute without thinking [1].

To the origin of successful business are entrepreneurs, individuals who possess some creative and innovative features, motivated by material rewards, spiritual, moral and social, able to take risks creation and management of micro, small, medium or large enterprises.

Business Successful

Efficient management of human resources produce substantially improved economic performance. It was considered that there are seven main features, generating success that makes profitable the firms that have [4]:

- a) job security ;
- b) selective hiring of staff;
- c) self-teams and decentralization of decision making;
- d) offering rewards based on company performance;
- e) continuous training, in detail;
- f) reducing social differences in clothing, language and so on;
- g) wide distribution of information about the performance of the enterprise.

Job security does not mean that the company keeps employees, people who have poor performance or working efficient with others. Job security is fundamental to the implementation of performance management practices: selective hiring, training detailed, distribution of information. Companies do not invest in new employees unless there is an expectation that these people stay long enough company employees so that it can recover its investment.

Hiring staff selection means recruiting people they need from the start. Self-teams and decentralization of decision-making were shown to generate greater autonomy and decision makers working teams and bring them rewards, satisfaction at work. Offering rewards based on company performance is definite evidence that employees are truly valued.

Continuous training is specific detailed successful firms that trained people always associate profits. Reducing social differences clothing, language and so on, which makes all members feel important business and engage in improvement. Wide distribution of information about the performance company makes employees to be informed and forward them to employees that the company has confidence in them.

Managers Successful Businesses during the Current Economic Crisis

a) The qualities of the successful managers

It was identified several important qualities that we hold successful manager, but only seven of these qualities have been considered as the most important [5].

The most important quality of successful managers is the vision. Successful managers can see ahead, have a clear idea of the direction he is heading and why you wish to realize. If he has a clearer vision of what it wants to realize, the successful manager will be easier to take decisions to transform in the current reality, all things expected. To succeed, especially during the current economic crisis, when the company's internal and external environment is in constant transformation, the manager must follow the often own rules, letting it interfered with unexpected problems.

Courage is the second quality of a successful manager. Being a manager means courage to take risks, without the guarantee of success. In business as in life there are no certainties, each entrepreneurial action that includes exposure to a particular risk. The future belongs successful managers, that assume the risk, abandoning the safety of tomorrow to survive and even thrive, especially when economic current crisis. Although as a successful manager, you own more information, ask for more opinions before deciding which you consider most appropriate, risk can never be eliminated and it is always present.

Integrity is the most respected and admired quality of a successful manager and is characterized by honesty, dignity, justice. Integrity is the quality which guarantees all successful managers the other qualities. Integrity means always tell people the truth, no matter what. Successful manager, integrity, is honest with him, striving continually to labor quality to satisfy customers.

"There is no middle way regarding the principles in business - and in life. There are basically three kinds of people: those without

success, those with temporary success and those who become and remain successful men. It's all about character. [5]".

Modesty is the fourth successful quality manager. Being modest does not mean being weak, unsure of yourself, but rather, means being confident, aware of their own forces. Successful manager is modest, recognizing the value of others without feeling threatened by it. To be modest means to be willing to admit that sometimes you do not have all the answers to all questions that address to you. Modesty, humility, not undermining authority of successful manager in front of the employee, but rather arrogance, inspires distrust.

Predicting represent the quality of successful manager to see things in perspective, to predict what will happen. Based on what is happening now, and all the information it has on the future, successful manager has the quality, the ability to accurately predict what will happen in the future. To provide the future as a successful manager, you have the advantage of acting first in the most appropriate way possible, anticipating and overcoming crises. Ability to predict of successful managers helps them provide further obstacles in the way of their business success, so they can eliminate in time and move on.

Concentration is the sixth quality successful manager that means focus all personal resources and the organization to solve the most important problems of the company. Successful managers focus on results, the clients on what they should make and on what should make every employee of the company. Successful business managers are focus on the future, they act now, effectively, to have a prosperous future of the business.

"Things that matter most should never be at the mercy of those, that matter least" [5].

Cooperation is the last of the most important qualities of a successful manager is the ability to work well with other managers, employees, customers, suppliers. Cooperation means the ability to cooperate with everyone, to work together to ensure the success of your business. In a company with 100 employees, the average of 20 people,

contributes to 80 % results of that company. Ability to select these people to cooperate well with them every day, it is essential to business success.

Successful managers "make special efforts to understand better with key people, on which depends the company. They think really that people, are its most valuable resource"[5].

To be a successful manager is to have a successful, profitable company, even if internal or external economic environment is not always favorable.

b) The ability of successful manager to solve problems

Manager's success depends on its ability to effectively solve the problem. Regardless of hierarchic level of the manager, his true purpose is to solve problems. To fulfill this mission successful manager must cultivate the following qualities necessary to be proven over time [5].

The first quality of a successful manager is the ability to focus only on solving a single problem, without ever getting bored or tired.

The second quality is mental flexibility, which means that successful manager judgments only after considering all possible ways of addressing or solving a problem.

The third and final quality of manager is successful is that he solving any problem uses a method they use frequently, and which proved significantly increase its ability to think things to a higher level. Frequently applying this method, it will generate more ideas of good quality, leading, and therefore a better solution for all problems.

Below is presented the method of systematic solving problems of a successful manager [5].

The first step is to clearly identify the problem to be solved.

The second is setting and other problems that are derived from the main issue. This step is necessary for the manager to create as broad a vision on how to solve the problem.

The third step means reformulating the problem to be solved, it can be made easier to understand and easier to solve.

The fourth step is to determine all the causes that led to the problem. It is a stage of investigation, the questions are asked.

The fifth step involves finding all possible solutions to resolve the problem.

Step six means that once the problem has been analyzed thoroughly and identifying all the causes and possible solutions for solving, successful manager take decision that it considers most suitable. It is considered that it is better to make a decision, whatever it may be, than to ignore the problem and do not adopt any decision to solve it.

The seventh step is to choice of people in the company who will take to implement the solution adopted to solve the problem.

In step eight included the deadline for implementation of the solution adopted.

The ninth step is the implementation of the solution. It is said that "a weak solution, but well applied in practice is better than a great solution, but bad applied" [5].

In step ten check that the solution implemented had success. If not, it is always necessary that successful manager to have another plan, an alternative to solve the problem.

Successful managers are firm. They take decisions which they then implement, in this way they cultivating the ability to solve problems and achieving the best results they are able at a time.

c) The responsibilities of the successful manager

The most important responsibilities of the manager in a company, with the ability to meet these responsibilities, define successful manager. There are considered to be seven important responsibilities [5].

The first responsibility is to establish and achieve business objectives, and have directly link to managers on all hierarchical levels.

Another responsibility is to innovate and promote continuous to maintain the interest of existing customers and attract new customers.

The third responsibility of the successful manager is to solve problems and make decisions in any situation occurring in the enterprise.

Hierarchy of activities and focus on the most important tasks is another responsibility of the successful manager.

The fifth responsibility is that the manager to be an example to others, he imposing by its character, by their attitude, personality, professionals habits, and especially by its behavior with people.

The sixth responsibility of a successful manager is to convince, to inspire and motivate employees for them to follow you in what you want to enterprising.

Like the employees to follow the vision of manager, to support and meet the objectives, understand and adhere to the mission of the company, the employees must be motivated. The key to a manager's performance is to win confidence and respect of others.

Last important responsibility of the successful manager is to act and to obtain expected results. Ability to obtain desired results is the critical point that differentiates the successful manager other managers.

d) Strategic principles applied by the manager of a successful business

The manager of a successful business apply more strategic principles [5] in order to create a profitable enterprise, even in times of economic crisis.

Principle of setting goals refers to the importance of establish in advance of clear objectives to be explained to the persons responsible for carrying them into the organization. Objectives are achieved targets on short, medium or long term and contribute to fulfillment the mission of the enterprise.

Principle of the offensive involves taking action to gain your clients as large, especially clients is obtained by promoting the company's image and marketing of its products. In times of economic crisis, the company must also focus on increasing sales and number of customers.

Mass principle applied in the enterprise means concentrating forces on vulnerable parts of the competition, while enhancing own company. Successful managers identify and monitor critical factors for successful business, developing the highest potential value for business.

Successful manager, using the maneuver principle, mobilizes its resources to act on the market exactly at the points and at the most vulnerable moments for the competition. The principle of maneuver is based on innovation and flexibility. Innovation means continuing to satisfy customer requirements, seeking new ways to produce cheaper, quality and sell as fast, and flexible means trying something new, original, to bring success.

Informing principle is the base all actions of successful manager. The manager must always know the market position of his company compared to the competition. In business , the more you know and understand more about the market, competitors , their most attractive deals, the more you will be able to work to better sell your products and services.

Concerted action principle means that manager harmonizes all its and the team actions to achieve its target.

The principle of unity of command is the need for managers to establish the all hierarchical levels, along with their responsibilities. Successful managers meet regularly to discuss with team about undertaken activities.

The principle of simplicity means to elaborate and implement simple, clear, plans, easily understood by those responsible for their implementation. An understandable plan can be applied easily.

The principle of security is necessary to protect the business against surprising elements. Manager must look at things in perspective and anticipate the possible events that could affect the business.

The principle of surprise is to create elements of surprise, that to create positive effects for the enterprise. So bring to market new or improved products, can attract new customers. This principle leads to the search for new ways to generate profit.

The principle of economy is based on the company's limited resources against needs that can grow indefinitely. All actions, all goods and services produced by the enterprise, must be made at the lowest possible cost. Successful business manager must always be sober.

The principle of exploitation is based on the manager's determination not to stop never to always want success, fame. Manager must determine team is never satisfied with just one win.

Case Study: The Manager of a Romanian Successful Smes during the Current Economic Crisis

SC ILIANA SRL is a successful SMES during the current economic crisis. Its activity is production of layered wooden CAEN code 2020 - Manufacture of layered wood: plywood, veneer, wood chip boards, fiberboards etc. [1].

The company is a medium-sized enterprise with a total of 120 employees, of which more than half are women. Headquarters are in town Targu -Jiu, Gorj County. Qualified personnel are 70%, with the following specializations: economist engineer, economist-engineer, carpenter, electrician, fireman, locksmith and mechanic.

Staff worker is 98 % of its workforce.

SC ILIANA SRL is equipped with advanced machinery used in the manufacture of wood windows and doors (CNC machining centers, grinding machines, multiple circular and so on). The products are of best quality and special design. Most customers (90%) are external customers (Germany, Austria, Italy) [1].

The manager, successfully apply the knowledge management, which is a method of management that appeared from the need that manager to adapt to changes Romanian society in particular and the international situation in general.

Thus, to cope with the multitude of information, to know all that is new in all areas of interest in a company, there were specialists at the company, the knowledge workers. Then, for managers can harness the knowledge of employees - practice has proved that the classical management based hierarchy was not current and no longer effective - there is a new type of management and a new type of manager: management based on knowledge, applied the knowledge manager [1].

The essence of this new type of management and the manager is given the increasing collaboration between managers of all hierarchical levels and employees based knowledge - business professionals. It is reduced the role of authority manager and strengthened the role of collaborator, trainer of team managers - specialists. The specialists are at the same time, employees at the company and their own managers being responsible for the decisions they take in various situations [1].

Management based knowledge is centered to knowledge that is considered the main resource of the company, other factors of production, traditional as: land, labor and capital, giving them a secondary importance. If there are in the company specialized knowledge, the traditional production factors can then be easily obtained.

Successful manager of success SME - SC ILIANA SRL applies the knowledge management of the following needs objectives [1]:

- manifests acute need to improve the way of assessment, treatment, remuneration of human resources;
- to be competitive, SMEs need to be informed, to have the latest knowledge;
- SMEs must be able to adapt, to survive competition.

Key features of successful manager of SC ILIANA SRL, who has made of SC ILIANA SRL a successful company during the current economic crisis, is:

- is a good manager in his relationship with people;
- excels in time management;
- he reserves time for personal development;
- know how to manage the conflicts that arise and negative behavior efficiently;
- used delegation whenever possible;
- participate actively to development and motivating of employees;
- establish clear objectives and discussed with employees;
- participates to interviewing and selection of the employees;

- focuses on the customer and how to improve business performance;
- manage change efficiently, seeking continuous improvement;
- apply a good strategic management;
- it is a good organizer doing himself the planning and organizing activities;
- manage efficiently the risks and stress.

Successful manager of SC ILIANA SRL is a good manager. He develops himself and his own business.

Conclusions

Opening a business is an act of courage. It is not easy to adventure with all the resources you have available and try to go on your own way, to transform an idea into a way to get success for you and your employees.

Opening a business during the current economic crisis began to be considered as a dangerous adventure than as an opportunity [7].

Successful managers are formed over time. They have a clear mind and a vision of what is to accomplish. They need to evolve and adapt continuously.

A key to successful manager for a successful business is the relationship between the manager and his staff. It's how managers manage people to be good and become exceptional.

Good relationships are based on trust, the commitment. The essential role of a good manager is to build these relationships to benefit the organization, so that tasks, that are established to be fulfilled with enthusiasm, efficiently, on time and with the desire to undertake more.

To be a good manager is essential to successfully lead your own business and even in everyday life, it is good to have the qualities of a successful manager.

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