Benefits of Working in a Team on the SMEs

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ABSTRACT
An organization is one in which individuals have the knowledge, skills, personality and desire to achieve personal success which lead, in a way the collective success of the organization. Benefits of teamwork in the SMEs are given by the participation of all members to contribute skills and knowledge at their disposal to take collective decisions and effective introduction to innovation. Through team development organizations can become more useful company to which they belong. Through attention to an environment where people know their objectives, they feel safe from other colleagues, participate intensively and attention to achieve high-performance, individual aspiration toward renewal shall be converted into concrete results of the group, by promoting both efficiency, and satisfaction as well as its members.

KEY WORDS
Formal structure, leadership, communication

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1. Introduction

The second function of the enterprise, the organization is the process by which resources are allocated and used for achievement of the objectives set out in terms of efficiency. On the activities of the enterprise their organization focuses on the basic (productive), the auxiliary (which support the basic activities - the supply, quality control etc.) and administrative ones (office), each field having particular problems and complaining methods and techniques appropriate for the resolution of them.

One of the major issues faced by a good part of SME represent their organization inadequate, as a result of insufficient attention granted by driving this function, lack of adequate knowledge or simply lack of inspiration in finding the best organizational solutions. These solutions refer to formal structure of the enterprise, which represents all business persons and compartments, the manner in which are integrated in a configuration consistent, and the total of their relations. Formal character shall be conferred by the fact that the structure of relations is imposed on the work to achieve business which has been created, and is specified in a set of texts (Regulation on the organization and operation, descriptions of posts, procedures or instructions and diagrams (organization charts, and diagrams block, diagrams of powers etc.). Parallel to the
formal organization, in any business there is also an informal organization, which is the assembly of such a nature as voluntary relations which characterizes relations between socio-emotional relationships between the members of the organization, in the case of groups of, or between groups.

2. The Body Work

For IMM, the relationship between formal and the informal organization are particularly important, which prints General procedure for the establishment of organizational structure certain special features. The size of SME, compared with that of the big enterprises provides premises for existence of a coherence of devises their formal organization and confers a role increased; it does not have in the large organizations. Customization of relations between leaders and subordinates, facilitated by the SME, it allows that in the process of establishing the organizational structure to take account, pretty much, considering the impact informal relationships. Thus, in the SME approach there are premises for visible of the organization of the formal informal.

When designing the structure of a formal organization of SMES, the division its activities in groups that form subject structure compartments can be done after several criteria:

- specialized functions - grouping of posts shall be made in relation to their specialization in the field different functions (marketing, production, personnel, finance);
- products (services) the undertaking, when they may be grouped together (for example, from a business Apparel Manufacturing, articles of dame, male, of children);
- specific technological processes (for example, in the case of an enterprise Apparel Manufacturing - crosier, ironing, wrapping final);
- geographical areas in which they operate enterprise;
- customers products (services) The undertaking - can be made on groups representative of clients (organizations, government companies, industrial companies, etc. );
- employee personal skills.

Another way of designing the organizational structure of a SME is that on the basis of the types of authority exercised within the enterprise (hierarchical, functional, hierarchical-function).

3. Employees drive

The third function of the driver - drive refers to personal relations of the latter with its underlings and shall consist of the influencing them in such a way as to determine to participate effectively in the achievement of the objectives of business. Proper performance of the function to the manager involves practicing by it of a management style properly, the reasons for the varied and exciting subordinates, as well as the establishment and the maintenance of intense communication with them. These elements leadership forms the core, which is driver's ability to obtain performance of his subordinates shall in no way release him take individually, as a group or at the scale undertaking. Leadership can be defined as the ability of the person to exercise a type of influence by means of communication to other persons, individually or in groups, to a staggered orientation toward carrying out of certain objectives. Exercise influence on other people is the crux leadership. Leadership formally, which refers to managers of an organization, represents the formal or their legitimate influence other people in their hierarchical position in the organization.
Informal Leadership does not represent an official to influence others, but reside in intrinsic qualities of a person to exercise an influence within the framework of an informal group.

Impacting on others it is possible to exercise on a wide range of tracks, which extend from the amicable settlement to the enforcement. Some specialists consider that can be identified following types of strategies of prodded people:

- reason - use situations, events, processes, and of the data and information that reflect reasonable arguments for the development;
- friendship - the search of support, the creation of humanity;
- coalition - the mobilization of others within the framework of the Organization;
- falling agreed instantly - negotiation based on using Unirii Boulevard;
- aggressiveness - use direct approach and in force;
- superior authority - to win support of the upper hierarchy levels to increase "weight" applications;
- penalize - use Unirii Boulevard and sanctions.

Complex and varied aspects of leadership have been intensely studied over the past few decades. Conclusions from studies carried out offers numerous doctrines, reference marks and topics for reflection managers in all areas of activity and at all levels of the governing board, which will enable them to obtain higher performance as well as from his subordinates shall in no way release him. The driving style (Amado G., Guittet A, 2001) is a specific way for the exercise of leadership, characterized by features of the relations leader - controllers. In a broad sense, the driving style means the way that people have been working with the people, and in a narrow sense, the assembly of the attitudes and methods of work used by leader in exercising its functions managerial.

Best-known classification of styles of driving belongs to Kurt Lewin and comprises:

- fears style, in which the driver take single most decisions, causing in the detail work his subordinates shall in no way release him, securing them tasks and working methods. His style is effective, but generates tension, frustration, uneasiness; apathy and even resistance from his subordinates shall in no way release him. It is appropriate in situations of crisis, in time, quality, and monetary resources are determining factors;
- democratic style, in which the driver he involves wide his inferiors, individually or in group, in fixing the objectives to be attained, establishing strategies to be followed, the assessment performance achieved. It's a lifestyle effective, ensure a good collaboration leader - subordinates and a climate of socio- emotionally pleasant;
- style "which-how", in which the driver let his subordinates shall in no way release him all the freedom in the decision of action, it provides some additional information and is not interested in pursuit of them. Due to the fact that working at random, without profound commitment to employment of his subordinates shall in no way release him, this style will lead to regression efficiency within the group.

Experience has shown that a leader not practices exclusively a single style of driving and that no style is not suitable for all situations faced by a leader.

4. Coordination of the work

The function of coordination (V. Zaharia., 2008) consists of the all the shares in which they engage your manager for the approximation of individual and collective efforts of his subordinates...
shall in no way release him, the orientation of their business unit to business objectives. Proper performance of this function, as well as the previous one, the drive, is conditional upon the existence within the undertaking to intense vertical communications - between different levels of driving and between leaders and their underlings, horizontal - between leaders and between performers located at the same levels in organizational structure and oblique - between the frames located at different levels and engaged in carrying out tasks.

In the current context of the economy and in the report with the special notes on SMES, the importance of communications within each of these is enhanced by the following factors:

- cohesion of the ensemble work of the undertaking;
- technological progress;
- the overall activity of complexity of the undertaking;
- how to deploy the business managers.

Communication is the process of transmitting information from one person to another via messages symbolic - sounds, letters, numbers, other signs, words, gestures, serving mutual understanding of persons.

The components of communication process are the following:

- the transmitter - the person who initiates communication, having regard to a particular purpose; he has a message to be transmitted (an idea, a signal) to another person or to a group;
- coding - the operation of the translation of the message in a language able to reflect the idea or the information. Through the operation of coding is to be obtained the message communicable;
- the message - the form oral or nonverbal (written, bright, gestures) in which the broadcaster has encoded the information. The message contains what he wants the transmitter to communicate - to get others to understand his ideas and to receive his acceptance for his ideas to trigger actions;
- the channel - route of transmission of the message and takes different forms: oral communication face-to-face, orally by telephone, group sessions, computers, notes for the information, circular, work programs, the states of wages, salaries etc.
- decoding - the operation by which the receiver translates the message in terms intelligible to him;
- the receiver - the person to whom it is intended for the message, and which is to be taken into consideration by the transmitter; it must be taken into account by the capacity receiver to decode the message;
- disturbing factors - factors or conditions that disturb or interferes with the transmission message, causing crackles, distortion, filtering or blockage of the information transmitted. Are factors such as physical, objective or subjective;
- reverse connection (feed-back the) - compiled direct connection of transmitter-receiver, which allows you to transmitter to know if the message was received correctly and if the product desired reaction from the receiver. Check for feed-back in the process communications workspace is not mandatory, but the efficiency of communication is directly proportional to the degree of use of this connection.
5. Control of the activities

Last function of the driver (Burciu A., 2008) - control consists of the measurement performance recorded in the work his subordinates shall in no way release him, comparing these objectives laid down in business plans and programs, that finding deviations and for corrective measures to reduce up to cancellation of these deviations and ensure that the objectives. Therefore, the function of control exercised by the driver has two components: one passive, that is, the recording and comparing performance with the objectives planned, as well as highlighting irregularities; one active, shown in the actions for the correction of irregularities found. Exercise of control function is focused on two main components:

- standards and programs of action set out in the function of the forecast, which guides the conduct activities of the enterprise in order to achieve its objectives; control shall mean the planning, the sharpness and the level of detail the plans and programs needed for its ease of inspection and the effectiveness thereof;
- define the organizational structure of the enterprise of the responsibilities each employee with regard to the work to be carried out of the deviations that may arise from the plans and programs established and of the corrective measures to be taken; and defining organizational structure, its unitary character of details with clarity of its components (posts, features, hierarchical levels, compartments, relationships) subject effectiveness control.

To exercise this function it is necessary to have in the enterprise of a system of management and control well structured and functional. Through the system of the management and control of an enterprise shall mean all the decisions on the organization, and to complete individual and collective actions that form the content of their activities by the enterprise for the achievement of the purposes. These purposes is to achieve profit, customer satisfaction, business development, professional development of employees, the extension segment of the market covered with the products/services offered, etc.

Within this system be used many different techniques of management which may be grouped as follows:

A. basic techniques - the accounts, the calculation economically (calculations of update, calculations of depreciation, statistical calculations etc.), informatics management, techniques of drive and motivation of the employees;
B. techniques of budget.

A. Incremental of the techniques, the accounts occupies a place particularly in the framework of the system of management due to specific information they provide and which are essential for driving the business. Management accounts of activities of the enterprise is organic Weave those supple fingers into mine with the management control. The management control is identified with the control budget year, which focuses on the tool most frequently used in the exercise of control function - the budget. The budget represents a forecast of the results desired, expressed in financial terms (for example, the budget general activity, the budget business of treasury, the statement of revenue and expenditure) or non-financial (the budget of materials, the budget hours of direct labor etc.). On the entire business, the management control rests on the use of the instrument panel which is a document which contains key information on the operation
business, presented its leadership in a form precisely established and rigorously observed, corresponding to information needs determined.

B. The budget is the instrument of managerial controls the most used, representing a forecast in the short-term desired results, carried out in order to establish accurate and discharging the responsibilities of making those results. Conscript action is for the formulation of the plans in terms numerical parametric values or physical, for a period. Types of budgets used within undertakings shall be classified as follows:

- the budget of investment (capital), which reflects business plans relating to the acquisition of machinery, equipment, facilities, equipment, apparatus for renewal or existing fleet growth available capacity;
- budgets of operation which include the budget commercial, the one of the production of and supplies and the expenditure of the structure;
- budgets financial, in the category which includes the account of the result forecast, the budget business of cash and the forecast.

For any enterprise, ensuring permanent financial resources of its business activities should be the concern of the leadership of priority (Zlate M., 2004). This imperative is all the more pronounced for a SMES with as its size and the size of the resources they monies are vulnerable as compared to a large enterprise to the payment obligations it has at any time.

Insufficient attention of the manager of inputs and outputs which form monetary daily cash flow (cash-flow), can lead to excessively tight situations, where the firm may not be able to pay its obligations toward suppliers, creditors, its own employees etc., repeating frequent such situations may constitute a decline of reflex activity by the company, leading even to bankruptcy. Judicious management of monetary flows to and from enterprise to avoid such situations by balancing balance of receipts and payments, which allows business to cope successfully monetary applications and to amplify the ability to create profit of each monetary unit which possess.

Financial balance of any enterprise is essential for its existence and its development, whereas it ensures the autonomy of operation, and solvency, i.e. the ability to obligations for payment. Financial balance Management consists in establishing financial policy of the undertaking - after identifying existing monetary availability for her, and procuring necessary financial resources activity of them - in such a way as to ensure a healthy financial structure, well balanced, the undertaking.

Financial balance of the firm means correspondence that should exist between them and the chargeability liquidity assets capital that have provided their financing and is done by proper adjustment of revenue and operating costs, on the one hand, and the requirements for investment and the resources for financing them, on the other.

Ensure balance of the undertaking's financial means respecting two rules:

- fund balance of the bearing and the need for working capital, which makes short-term solvency of the undertaking;
- cover means of financing the assets deployed mainly through permanent capital and not by debts in the short term.

On the basis of an analysis made the following may be established strengths and weak ones from the business financial condition to the plane and you can highlight the main lines of action to
strengthen positive aspects of the business and to diminish up to elimination of its deficiencies as regards the monetary flows and ensure financial balance.

6. Conclusions

One of the true challenges in the face of a manager is to create organization structured on the principle at work in a team, which will be able to mobilize their talents all its members, by adapting is quick and solving complex issues which they appear. When this is successful, the results are spectacular. No organization must make illusions that success can be obtained without investment in time and money. In many cases, an organization does not know how to form teams-performance, and nor do I know how to use them in making conversions benefits. Planning staff is rather a process than a fixed plan or a method well defined. It can be said that the members of a team form her soul.

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