

OVERVIEW OF THE AMERICAN MANAGEMENT AND MANAGER

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Abstract: *In the United States of America, according to the American pragmatic spirit, management is conceived and treated as a state of mind, a way of looking at and approaching problems, a concrete modality of guiding in a dynamic view, directed towards a well established purpose, respectively towards maximum economic and social efficiency.*

In this context, the American manager adopts the most important decisions that refer to the efficient functioning of the American company. He is the author of performances but also insufficiencies that manifest in his unit. From here the obligation that the American manager, during his entire practice of profession, to behave as a responsible personality, to adopt decisions prudently but efficiently and in a competent way and to prevent the occurrence of negative consequences for the American company, for his employees and for himself.

We intend to further present all these in a general approach.

Keywords: American management, American manager, entrepreneurship, management responsibility, new paradigm of the American management.

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1. Concepts and tendencies in the american management

Peter F. Drucker gathered in a single book "Encyclopaedia of management" (Drucker, F., 2006, p.27) the best works of management written during 60 years. In the introduction the author answers the question "When and why I wrote the Encyclopaedia of management?", after which in the 1st part of the work, on 200 pages, he approaches the main components

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of the American management. Considering his presentation as the best presentation of the American management, we also focused our presentation on the encyclopaedic work of Drucker.

Thus, in this subchapter, we present the American management as social function and as art, insisting on the appearance of management and the main stages of development, the American management and entrepreneurship, the management responsibility, the concept of management, the functions and levels of management, the American management as art. We also present the American management system of coordinates, the new paradigm of the American management and the tendencies and problems of the American management.

1.1. American management as social function and art

Generally, the concept of management represents a "phenomenal appearance in the history of mankind" (Drucker , F., 2006, pp. 19-20). During one and a half century it was defined, obtained and exercised a powerful influence on the social and economic development structure of the developed countries of the world. The global economy was built based on managerial laws of management and new rules were established in the participation of the countries to the global and national development. During this process, the management, in its turn, suffered important changes. The most complicated managerial problems did not appear in the sphere of technology and policy but inside the enterprise. These problems generated the successes and achievements of management as such.

Without doubt that the main mission of the management remains unchanged, namely that of ensuring the common activity of people towards one purpose and general values, formulating the most adequate structure of the organization capable of ensuring the personnel preparation and improvement conditions that allow them to fulfil efficiently the undertaken obligations and to react on time to the changes of the production environment. In the meantime, in relation to the change of labour force quality, the essence of the basic mission also changes and the managers will lead the highly qualified human resource.

1.1.1. The appearance of management and its main stages of development

With reference to the management influence on the enterprise and global economy, in its entirety, we keep in mind the tendency to use the

management principles in the sphere of manual labour preparation. In order to solve this problem, the American companies started to appeal to the scientific management theory of Frederick Taylor for the familiarization of workers with the physical labour. The tasks that needed to be performed were analyzed and they divided them in separate operations that did not require high qualification and that could be learned quite fast. The learning methods in this case were adopted in the years of the Second World War.

In the years 1920-1930, the sphere of management use in the American production extended significantly. The planning evolved from the Gantt's Chart appeared in 1917-1918 at the planning of the military production. The analytical logics and statistics, appealing to the quantification method, contributed to the transformation of experience and intuition into determinations, information and diagnosis.

The marketing appeared as a result of using the management principles in the sale of products.

Already, towards the middle of 1920 and beginning of 1930, the pioneers of American management, such as Thomas Watson, Sr., Robert E. Wood, George Elton Mayo manifested their doubt related to the existent means of production organization. They reached the conclusion that the conveyor system line does not represent an ideal version of labour organization, describing it as a temporary compromise. The respective system was blamed for the insufficiency from economic point of view, namely the insufficiency of flexibility, the irrational use of human resource. They conceived and experimented the idea of "automation" as efficient means of production process organization. Also, these specialists revealed other ideas as those concerning the group work, quality circles and "information organizations" as efficient means of human resources management. Each of these managerial innovations contributed to achieving the scientific approach of the production activity.

The colossal effect of these new ideas already appeared in the years of the Second World War. And, from here, towards the end of the war, the American world focused its attention on the problems of management efficiency. The idea that management cannot be treated only as an economic phenomenon occurred and that it can be used practically in every human activity to which participate organized groups of people, with different levels of training and qualification (Drucker, F., 2006, p. 25). And, in this way, the management became an important social function globally.

1.1.2. Management and entrepreneurship

A great achievement of the managerial theory and practice is considered to be the close relation of the management with entrepreneurship and innovation. The attempts of those who put in opposition the management and entrepreneurship, presenting them as two phenomena that exclude each other are harshly criticized. Combating this position, Peter F. Drucker continues his idea concerning the management, namely that through which he claims that “The concept of management is usable practically in every type of human activity to which take part organizational groups of people who have knowledge of different levels, different levels of training and qualification. The management can be used successfully by all the institutions from the so-called «third sector», such as hospitals, universities, churches, professional organizations and social insurance bodies which developed faster than the trading companies or governmental organizations in the United States of America in the post-war period” and by reference concerning the interrelation between management and entrepreneurship and innovation emphasizing that “Any existent organization – trading company, church, trade union or hospital – declines fast if it does not behave properly in relation to innovation”. The university courses that suffer from the same inadequate treatment related to the relation between management, entrepreneurship and innovation are also criticized. An explanation is given, namely that after the end of the Second World War (when the most management courses have been written) the fundamental mission of the leadership of the companies consisted in leading the existent structures without appealing to the introduction of new innovations. In order to get out of this situation, Peter F. Drucker recommends appealing to his book “Innovation and Entrepreneurship”, published in 1985 (Drucker, F., 2006, p. 26).

1.1.3. Management responsibility

A part of the American works related to management usually focuses on the management function within the organization and overlooks the social influence of management. It is considered that the social function represents the most serious problem from all the history of management existence. The specialists give answers to questions like: Towards whom is management responsible? Towards whom does the management have to account for? On what it is based the big influence of management? And what gives legal power to the managerial decisions? These questions are not

limited to the sphere of business or economy. They are political problems and they underlay the most serious blames to management during its entire existence.

Things do not stop here but are taken to the realm of enterprise leadership and here they are placed in direct relation with the functioning efficiency that can be obtained only based on and in the limits of social responsibility.

1.1.4. Concept of management in American view

Among the numerous definitions that we find in the treaties and university courses of management, we focused on a few. Thus, Stephen R. Robbins and Mary Coulter, in their eighth edition of Management, after they present the simple formulation “the management is everything that managers do”, they consider necessary to present a definition that explains the essence of this phenomenon. They mention this time that the concept of management defines the process of coordination and union of other people activity so that their effort is efficient and obtains results. And in order to be more complete in their definition, they also present their point of view related to efficiency and obtainment of results. They define efficiency as obtaining the maximum advantage of the product with minimum expenses for the used resources. And they complete the formula with the ability “to make everything in the proper way”. They define the obtainment of results as the indicator that represents the measure in which the organization managed to reach the established objectives. They also bring the addition “the ability to make everything in the proper way” (Robbins, P. S., Coulter, M. 2007, pp. 35-36).

Michael H. Mescon, Michael Albert and Franklin Khedouri define management as a process of planning, organization, motivation and necessary control for formulating and reaching the organizational objectives (Mescon, M., Albert, M., and Khedouri, F., 2007, p.31).

Richard L. Daft, in his turn, defines management as the efficient and productive attainment of the organization objectives with the help of planning, organization, leadership and control of organizational resources (Daft, L. R., 2007, p. 34). The author also represents graphically the definition, including it in the managerial process (Figure no.1).

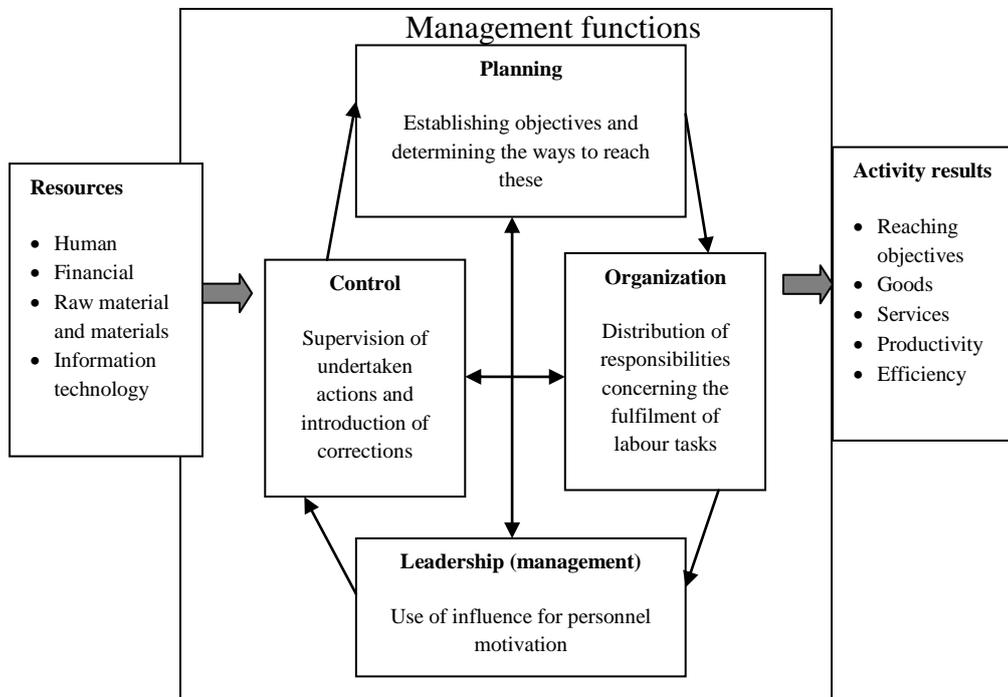


Figure no.1. Management definition within the managerial process

Source: Daft, L. R., (2007), *Management*, 6th edition, Thomson, p. 34

The answer of Peter F. Drucker to the question “What is management?” is different from those presented earlier. He claims that “the management evolution and history, its achievements and problems confirm the fact that management, besides others, is based on a few important principles” which he organizes as follows (Drucker, F., 2006, pp. 28-29):

- Management refers to the human and only to the human;
- Management needs to be treated in close relation to the culture of the society;
- The enterprise is successful only if the entire personnel struggles to achieve the general objectives and shares its general values;
- Management needs to offer the possibility of growth and development of the enterprise in its entirety and of each and every employee as the needs change and new possibilities appear;

- The enterprise activity must be based on the exchange of information and on individual responsibility;
- And, finally, the most important principle after Drucker, the real results of the any enterprise activity are only manifested outside the enterprise.

And, after the presentation of these principles, P. Drucker concludes in the following way: “the managers who adopt these principles and use them in practice have the entire base to aim success” (Drucker, F., 2006, p. 30).

Drucker makes a step forward and classifies the management in the “free art” sphere explaining his notions as follows: “free” because management is related to self-knowledge, wisdom and leadership; “art”, “ability” because management is related to concrete abilities in a practical use. After these mentions, Drucker addresses again the managers with the most important task of focusing their knowledge from the field of human and social sciences, as well as those of philosophy, economy, history, ethical and others and use them practically and in this way contributing to the increase of efficiency and obtainment of expected results.

In this way, management becomes not only a theoretical discipline, but also an applied instrument with the help of which the “human” sciences recover their recognition, influence and actuality (Drucker, F., 2006, p. 31).

1.2. American management system of coordinates

In the view of the American theorists, management represents a component of the organization which, in its turn, is a constituent element of the society.

In order for the organization to function properly and bring its contribution to the development of the society, the manager needs to solve three tasks:

- To formulate the concrete objective and mission of its organization, which can be a trading company, hospital or university;
- To make sure that the activity of the organization is productive and the activity of the personnel is efficient;
- To regulate the social influence and the social responsibility of the enterprise.

1.2.1. Mission

Each organization is constituted with a concrete objective and a certain mission. It fulfils a special social function. When related to a trading company, the mission foresees the obtainment of certain economic results.

Concerning the fulfilment of the concrete economic task – economic results – essential differences between the trading and non-trading organizations occur. In relation to the other tasks, they are very similar. N.B. Only the trading organizations are oriented to obtaining economic results. This is their specific mission that stimulates motivation and the purpose of the activity. In its turn, the manager has to act in order to obtain the profitability of its enterprise which is constituted as the first task of management.

1.2.2. Efficiency of personnel activity

The second task of management consists in ensuring the productive activity of the organization and efficiency of the personnel actions. The American company, its manager values the human resource, the one that conceives and ensures the measures for increasing the production through labour. It is emphasized that the most important function of management consists in ensuring the productivity of using labour resources. The significance of this function increases permanently, in the purpose of which the necessary measures are adopted by the organization manager, in more stages: the first stage consists in labour organization; the second stage provides the adaptation of works to the activity, difficult task because the logic of the worker has little contact with the logic of the labour itself.

1.2.3. Social responsibility

The third task of management consists in leading the social influence and responsibility from the enterprise. Every organization exists and acts as a part of the society and works for that society, to which it must be useful.

In order to be able to fulfil its main function of producing goods and services, the trading enterprise must exercise a certain influence on people, appealing to its attributed authority and power. The enterprise also influences the environment with which it is in relations of “neighbour”, to which it is assured the work force and for which it receives the adequate income.

1.3. New paradigm of the American management

In the American management, as in other branches of the social sciences, the paradigm is based on the presentation of results. They are formulated by scientists but also by practitioners and they represent the basis of the discipline that considers them real.

In the United States of America, towards the beginning of 1930, the scientists, referring to the managerial reality, emphasize two approach systems to which we will refer below.

The first system underlies the management science and is based on the following representations: (1) management is business management; (2) one organizational structure exists or has to exist; (3) one means of leading the personnel exists or has to exist.

The second system underlies the managerial practice and contains the following representations: (1) technologies, markets and final use are given; (2) the field of activity of management is legally determined; (3) management is focused on the internal sphere of organization activity; (4) the existent economy within the limits of state borders constitutes the natural ecologic environment of the business and of management (Drucker, F., 2006, pp.97-122).

1.3.1. Management as business management

Towards 1950, the concept of business vested itself due to the high degree obtained by the successes of business management in USA in the period of the Second World War. In short time, the concept found its place in the beginning in scientific meaning, after which it also entered in the social conscience. The emphasis made earlier is confirmed by a few realities: the changes registered by numerous “business schools” in “management schools” and the increase in the numbers of schools of this type; the appearance of sections at “church management”.

Although it must be emphasized that there are still remains of the old concepts and the total generalization in science and practice has still unexplored paths. For now, the American management manages successfully to provide the specific and decisive structure of each organization.

1.3.2. Unique correct type of organizational structure

Even from the beginning and until now the study of organization principles on significant representation: A unique and correct type of organizational structure exists or has to exist.

In the view of American specialists, the organizational structure is not an objective but an instrument with which the productivity of common labour of the employees can be increased. In this quality, each organizational structure aims to solve certain tasks in certain conditions and in a certain period of time.

As a rule, the general principles of the organization emphasize what has to be avoided and does not indicate what has to be done, does not specify the type of optimal organization. Concerning the respective insufficiencies and in order to correct the situations, it is recommended to study the strong and weak sides of different organizational structures. It is a general objective but very necessary and useful in case of top management.

And it is concluded that, instead of discussing related to the unique correct type of the organizational structure, the management should investigate and correct in practice the organizational structures and the way in which they correspond in respect of fulfilling the established tasks.

1.3.3. Unique correct means in leading the personnel

The most widespread principle in practice is the following: A unique correct means of leading the personnel exists or in any case has to exist. In this regard, Douglas McGregor, in his book *The Human Side of Enterprise* (1960) asseverated the fact that only two ways exist, of which one had to be chosen. It is about “X theory” and “Y theory”, correct being only “Y theory”.

There existed opinions of acceptance but also rejection, in the end being drawn the useful conclusion, namely: the different groups of employees have to be lead differently in different situations. “Employees” have to be lead quite frequently as “partners”, but “partnership” already excludes “leadership”. Partners cannot give orders to each other. They can only convince each other. And here neither “X theory” nor “Y theory” corresponds and no other theory of personnel management. It is suggested to appeal to a new formulation “management oriented towards efficiency” because a certain result can become final point.

1.3.4. Technologies and final use of constancy and indication

The representation concerning technologies and final use of goods determined the momentum of modern business and entire economy.

In contrast with the past, at the present moment, the management has to start from the conclusion that there are no technologies that belong to only one industry and on the contrary all technologies have a special significance and influence any industry.

And another very significant emphasis: in the future, the non-users of enterprise products will play a bigger role in its activity than consumers. In these situations, the management is called to orient itself to the consumption value.

In other words, it must be noted that the leadership policy is rational to be built considering the technology and the means of product final use. Their role becomes quite limited. The values of the clients must be placed at the basis of policy and also their decisions concerning the way of using their income. This will become in the future the major objective of any managerial strategy or policy.

1.3.5. Restrictions in the American management activity

In the American management activity appear many restrictions coming from the legal, political field and the internal environment of the organization.

The management, both in theory and practice within the individual enterprise, presents itself as legal subject. It results that the management limits are legally determined. And this because the obligation and control are placed traditionally at the basis of management. These need to have a legal basis.

In relation to the above-mentioned, the theorists and practitioners in American management consider necessary that the limits in which the management has to act to be established again. They believe that the American management needs to enter in the entire business process. It is requested that the management sphere of activity to be no longer legally restricted in the future. The management has to be operative, to contain the process in its entirety, to orient itself towards results and efficiency that accompanies all stages of the economic chain.

The restrictions that come from the political field are based on the conception that the country economy is protected by the state. It is a conception that underlies the multinational traditional business. The American theorists and practitioners also formulate here a new suggestion: the significance of national borders is determined first of all by their

restrictive functions. The managerial practice in all branches will be determined and this thing is required to be depending on the operational interests and not on the political ones.

Concerning the third restriction factor – the internal environment of the organization, a few mentions are the basis for the determining and emphasizing the role of this environment in the management field of activity: (1) the activity results of any organization are measured outside the organization; (2) the management has to be oriented towards results and the efficiency of the organization activity; (3) the management has as first function the use of organization resources in order to obtain results both in the external and internal environment.

Based on all the above-mentioned issues, the American theorists and practitioners consider necessary to formulate the final version of the new paradigm of management in the following way: in the sphere of American management attention and responsibility enters everything that exercises influence on the organization productivity and the results of its activity – inside or outside the organization.

2. American manager – complex personality

In the United States of America, the manager profession occupies a central place because through thinking and will, actions and passion, the American manager chooses the path from many versions offered by the present situations, discovers and makes changes oriented towards precise and favourable directions and destinations for the organization lead by him. He transforms the reality of the enterprise in order to obtain economic, social and ecologic results.

2.1. American manager: definition, typology, nature of labour, requirements and role

2.1.1. Definition of manager notion

Stephen R. Robbins and Mary Coulter define the manager as a member of the organization that unites and coordinates the work of its other members, ensuring the attainment of organization objectives (Robbins, P. S., Coulter, M., 2007, p. 31).

The authors notice that manager definition was quite simple until recently. They were people who lead and guided the work of other members of the organization. They could be easily distinguished from the regular employees, respectively from those who worked directly on the task and did not have subordinates. In the present situation, everything became quite complicated. Following the changes of organizations and of work, the precise limits between the managers and common workers disappeared. In many cases the traditional working-class specializations include also managerial functions (Campbell, D. J., 2000, pp. 52-66). And a concrete example: at Medtronic, Inc. company, the largest producer of biomedical implants, the borders between the management and executive functions disappear gradually (Whitford, D., 2001, pp. 108-120).

At the present moment, the quoted authors emphasize that the manager work is no longer limited to increase its personal efficiency but to also support the subordinated personnel in carrying out their own tasks with which they are facing. Managers also fulfil in parallel other obligations different from the group leadership for which they are responsible. We further mention a few of these: (1) the manager, unlike other employees, who deals with the organizational activity, assumes the reputation risk, namely if he does not manage to fulfil his obligations, he professionally disqualifies himself much faster than the specialists from other domains; (2) the essence of manager work consists in placing the adequate person, to formulate precisely and concisely the mission and to exercise the control; (3) the manager is the person in charge who guides the activity of the subordinates on the influence path; (4) the manager organizes, coordinates and controls the business (Katz, R. L., 1974, pp. 90-102).

2.1.2. Typology of American manager

The theorists in American management wonder if there exists any means of classifying the managers in the organization, to which they give an affirmative answer in the conditions in which the organization has a traditional structure, namely a hierarchical structure, according to which the employees from the lower level are more than those from the upper level (Robbins, P. S. and Coulter, M., 2007, 32-33). As it can be seen in the figure no.2 in the organization of the mentioned type, the management personnel divides in (lower or operative) technical level, medium level and upper level managers.

The technical (lower or operative) level managers act at the lowest managerial level, being frequently called line managers or supervisors. They lead the common employees occupied with making the organization products. The manager of this level is called foreman (or ranger) in the production enterprises.



Figure no.2. Organizational levels in the typology of American managers

In the category of the medium level manager are included all leaders who work between the lower and upper levels of management organization. They lead the activity of the managers from the lower level, the name of their functions being head of department, project manager, factory manager, subunit manager, dean, bishop.

The upper level managers either belong to the organization management or lead it. They are responsible for the decisions adopted in the limits of the organization and for conceiving the strategy and policy of the entire organization. As a rule, the positions occupied by them are called: executive officer, president, manager, production manager, chief administrator, chief manager or the president of the Board of Directors.

2.1.3. Nature of the American manager work

In practising the profession, the American managers think and act as permanently preoccupied persons. They assume an alert rhythm of work. Their authority is intense and style generator in most cases.

The scientific researcher F. F. Reichheld considers that the manager work has the following characteristics through its nature (Reichheld, F.F., 2001, p. 76):

- It performs the actions in order to reach the objectives and missions with and through people from the enterprise and outside it;
- It is permanently responsible not only for its activity but also for that of the team members and employees of the enterprise;
- It conceives a priority order and ensures a balance between the objectives and priorities of the unit;
- In the organization, training, control of the activities it thinks analytically and conceptually and acts as mediator in harmonizing the individual, group and enterprise interests;
- It is situated in the centre of the communication system which is very complex challenging;
- The manager behaves as an “intellectual resource”, “adviser”, “shaper of the collaborators”;
- It practices a participative management and appeals to frequent meetings between the members of the managerial team.

2.1.4. Profession of American manager: general and specific requirements

In the American managerial theory and practice, the manager profession means leadership, rationalization, simplification, specialization, labour division, control, research, development, organizational, rational structures, training and qualification oriented towards development, increased capacity to adapt to the changes of the enterprise environment (Dobbs,K., 2000, pp. 62-65). All these bring along many requirements for the manager, which we systematized as follows:

- Alongside the technical knowledge related to the specific field of the enterprise, the manager has to know the basic economic relations with the entire toolkit of interpretation, analysis and conclusions and allocation of resources in general and of the adverse ones in particular;

- The manager needs to possess knowledge from the field of management, theoretical and normative knowledge and experience from the field of applied management;
- Since the market economy complicates the content of the manager work, it is necessary that the manager appeals permanently to thinking and abilities;
- The managers must orient themselves selectively towards the enterprise realities with the help of their own attitudes.

Alongside the general requirements that we presented earlier, there is also a series of specific requirements concerning the performed work to which we will refer below:

- The exact and clear determination of the present and future institutions of the enterprise;
- The timely and complete business conception in which the enterprise is involved and the orientation of preoccupations towards efficiency, creativity and performance;
- Development of the innovative and favourable to change strategy and its extension to collaborators through innovative spiritual development.

Concerning these requirements, the manager needs to substantiate an authentic management that ensures the attainment of objectives and missions of the enterprise.

2.1.5. Role of the American manager: object, pressure and conflict

In treating the role of the American manager, K. Davis and W.C. Frederick emphasize the necessity that the American manager profession to be approached in all its complexity, taking into account the profession objective, the state of pressure and the conflictual one which accompany it, the organizational, informational, decisional and motivational behaviours of the profession.

In this context, the manager role in exercising his profession consists in influencing the subordinates in the process of establishing and especially reaching the objectives of the enterprise. On these defining coordinates of the manager role, the profession object offers a special complexity to his work. The object is defined by the following directions of actions:

- Taking the economic and social responsibility;

- Practising the manager profession through a preventive and creative conduct;
- Giving special importance to the human factor;
- Appeal to sources of power (figure no.3);
- Enriching the range of managerial methods and techniques;
- Computerization of the profession in order to efficiently practise the respective work.
- In carrying out the above-mentioned role, the managers have to stimulate the suggestions, to support the valuable ones, to manifest flexibility in leading the processes of carrying out the strategy with the help of the following competences and actions: management of changes, establishing plans, human factor mobilization, assuming responsibility and risks, business control, especially in crisis situations, orientation towards results, diversity management, interpersonal sensitivity (Davis, K., Frederick, W.C., 1984, p. 76).

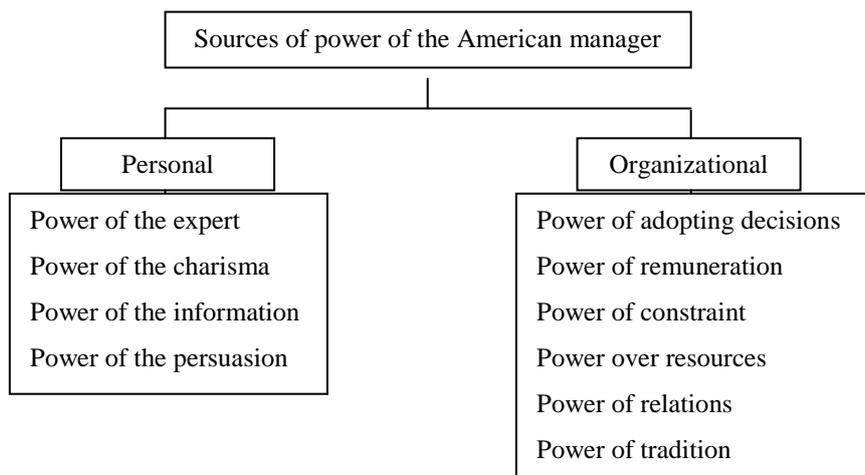


Figure no.3. Components of the American manager sources of power

2.2. Personal qualities, behaviour and interrelations of the American manager

In 1948 R.M. Stogdill reviewed more than 100 investigations carried out in the field of managerial personal qualities and recorded as personal traits of the American manager the following: intelligence, initiative, habit

to interact, self-confidence, capacity to assume responsibility, correctness (Stogdill, R.M., 1948, pp. 35-71).

In 1990 appeared again the interest in such studies. S.A. Kirkpatrick and E.A. Locke established the qualities that distinguish the American manager from simple people: intelligence, capacity to communicate, energy in actions, self-control, personal balance, adequate evaluation of the environment, normal family relations, focus on the present problems (Kirkpatrick, S.A. and E.A. Locke, 1991, pp. 48-60).

In the preoccupation to detect the secret of managerial efficiency, the research determined that the only personal qualities are not sufficient, which determined them to channel their research to the field of behaviour which responds better to solving the investigated problematic from the point of view of scientific interest.

The first investigations on the managerial behaviour were carried out by Kurt Lewin and his assistants (Lewin, K., Lippert, R. and White, R.K., 1939, pp. 271-301). It was proved that the manager can use either the dictatorial style or the democratic style but the most efficient is the intermediary style and adapted to the situation that needs to be solved.

The need to go even further was felt and to also study the partnership relations and their influence on managerial efficiency. The possibility that the manager establishes collaboration relations with the great part of the subordinates was investigated. It was determined that the division of relations with the interior and exterior usually generates envy towards the manager. The conclusions to many investigations on this topic showed that the American managers are able to maintain intensive interrelations with all subordinates and to create a favourable work atmosphere (McClane, W.E., 1991, pp. 102-113).

2.3. American manager, creator in the managerial practice and integrator of it

The managerial practice represents a major requirement of the American manager profession. It fuels with necessity from the reality of the organization. Related to the numerous and wide changes that management suffers, it appears as a requirement for the American manager to manifest in a balance way his attention and receptivity towards these changes.

The American theorists consider that the practice represents an imminent dimension of the manager profession. Among the arguments that

they bring to support this assertion, we note the following: (1) the manager par excellence is able to transform the enterprise reality; (2) in achieving this objective, the manager intervenes in every sequence; (3) the manager rationality is oriented permanently towards the optimum, choice, utility, choice justification, responsibility, taking risk and its combating.

The American theorists define managerial practice as the activity of transforming the managerial reality in order to obtain economic, technical, social and ecological results (Dipboye, R.L., 1992, p. 6).

The American managerial practice appeals to many types of approach: functional approach, logical approach systemic approach. Each of the three approaches focuses mainly on the practical components of the organization management.

As methods used by the American manager in the practical managerial activity we mention: logical methods, statistical methods, operational research and psychosocial methods.

2.4. American manager and his managerial team

Many American authors define the managerial team as the union of a certain group of professional workers in a freestanding group in order to solve the (production or intellectual) established tasks in a more operative, more efficient way and of a high quality level compared to the traditional work organization.

The concept of managerial team can be understood and treated accordingly only if the diversity of the enterprise situation in which it acts is taken into account.

The American manager is preoccupied with the performance of the managerial team which becomes the mentality of the team and of the enterprise. On the way to high performance, the results are related to the purpose of the team, to the work objectives and standards.

The essence of work in the managerial team consists in: (1) organization, coordination and cooperation within the team; (2) planning the activity of the managerial team; (3) team participation to the situational analysis; (4) distribution of roles in the managerial team.

The formation stage of the managerial team begins with adaptation and formation, followed by the interaction between the manager and the members of the managerial team, the development of the interpersonal act in the managerial team, the transition from interpersonal relations to group

psychology of the managerial team and ensuring the psychosocial climate of the managerial team.

The working mode of the American manager with his managerial team – the most important stage – is carried out in two basic phases: orientation of the team towards the manager and systemic informing of the managerial team (Berlo, D.K., 1960, pp. 30-32).

Besides the above-mentioned fields, the American manager is also preoccupied with other activities related to his own time management, his workplace and its informational assurance, practice of a non-conflictual management and ensuring his performance, success and reputation in the actions he carries out.

At the end of this chapter we can conclude that the American manager unites the past with the present and orients himself towards the future and the American manager is a capable, strong, free and polyvalent personality who acts as a central figure in the American management system.

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