

The concept of organization and methods in the Science of Administration

IULIAN NEDELCU

ABSTRACT

Daily reality shows a rapid increase in shares volume of the administration in general, towards public administration.

Efficiency can be reduced by excessive bureaucracy due to the slow circulation circuits or complicated documents coming from those administered to the administration or vice versa.

The necessity to methodically organize the administrative action in a rational manner, has determined the appearance of the notion of organization and method¹⁾.

Daniel Moulias²⁾ considers that the concept of organization and method³⁾ comprises of two components: organization - component having concrete character - and method - abstract component, in the form of ways of thinking.

Charles Debbasch⁴⁾ defines organization and method as a set of techniques intended to improve the functioning of the public administration.

In specialized literature the definition was formulated, to which we subscribe, that organization and method constitute a set of processes and methods that can be used to obtain a rational organization of public administration action and on the basis of this organization there is effective action. Although the result of the organization and method is improving the functioning of the public administration, thus improving the whole administrative action, however, the scope of application remains exclusively that of the organization of the administrative action.

Because private administration and public administration have different characteristics, they have different methods of organization.

KEY WORDS: *private administration, public administration, the concept of organization, the science of administration*

¹⁾ Nedelcu, I.M., 2009, *Administrative law and elements of administration science*, Bucharest, Romania: Ed. Universul Juridic.

²⁾ Moulias, D., 1966, *Organisation et methodes în Traité de science administrative*, Paris, France: Ed. Mouton, p. 532.

³⁾ In the specialized works of administration science the notion is known under the initials O.M.

⁴⁾ Debbasch, C., 1989, *Science administrative*, Paris, France: Dalloz.

1. Introduction

Management, a term that has emerged in the context of business management applied in public administration, pursues specific goals such as⁵⁾: decentralization of responsibilities and rationalization of the decision, approaching the administration of those administered, creating a working environment that facilitates the accomplishment of tasks in administration, increasing the efficiency of administrative activity.

The specific of the social environment in which the administrative act is realized, confers the particularities of the methods of organization that cannot be applied to the administration of other countries that have their own social, historical, cultural particularities.

The organization of any administrative action involves the following steps:

- stage I: information and analysis stage;
- stage II: study stage;
- stage III: synthesis stage.

In the first stage, there is extensive information and research on the whole complex that is the object of the organization.

The information is found with various techniques, specific to the gathering of information, their grouping and representation.

For collecting information from public administration officials, the method of the interview is used for the administrative purpose that is the object of the research.

To present the organizational relationships and to express the frequency of a certain phenomenon in the organizational action, it has resorted to graphical and statistical techniques.

In the study phase of the informative material, the critical method is used to highlight the poor aspects of the organization.

In the synthesis stage, rational organization solutions are formulated, based on those found in the previous steps, using the synthesis method.

In the information and analysis phase, the organizer must gather all the information possible to know about the component elements of the analysed organ and about the actions that it must carry out, from the following sources:

- normative acts and individual acts that include dispositions or relations regarding organization and functioning of the analysed body;
- officials of the analysed body, using the interview method;
- by observing the organizer personally on the phenomenon studied.

The interview technique involves taking interviews with the officials they hold key positions within the investigated body or even to all officials operates in the same framework⁶⁾.

⁵⁾ Baratin, L.; Guedon, M.J., 1971, *Organisation et methods dans l'administration publique*, Paris, France: Ed. Berger, Levraut, p. 38.

⁶⁾ To deepen the problem of the interview technique it is recommended to see: Daniel Moulias, *op. cit.*, p. 260, Jerzy Starosciak, *op. cit.*, p. 18, Alexandru Negoită, *op. cit.*, p. 247-248. The interview should start with the head of the administrative body studied, then continue with the officials holding the key positions in the respective body and the interview can be extended to all officials,

As soon as the organizer collected all the information that was accessible to him (regarding the actions that the administrative body studied carries out, to the circuits administrative actions through which these actions are carried out, on human and material resources which is available) uses the analytical method⁷⁾ to interpret and draw some bonuses.

Following the information and analysis stage, there is an image of the situation existing and the organizer must select the points to be improved from the point of

which presents "*the advantage that reinforces the conviction that their activity is valued today and that they participate in the creation of a collective work*" (Al. Negoită, *op. cit.*, p. 247). In order for the interview subjects to be targeted and to formulate honest answers, the organizer must have the ability and approach to them, obviously avoiding an attitude of inspector or controller. This approach to those interviewed will use the organizer in the implementation phase of the solutions formulated in the synthesis stage.

⁷⁾ To this method, as D. Mulias also shows in *op. cit.*, observing the facts and acts of which the organizer must be oriented according to the following benchmarks that form the main axis of the research: structure object; workstations; documents and positions; the administrative circuit; the material means used. The structure object is a landmark with which the organizer establishes the theoretical outline of the service, that is: the tasks entrusted to the studied administrative body and what goals are pursued through the action it. In this approach, the organizer uses the legal regulations regarding the investigated body, reports, reports, investigations coming from public administration bodies that have management duties, the information provided by the officials by the interview method. Once the theoretical outline of the study object has been established, the structure of the study will be investigated by examining its hierarchical and functional lines and by studying its relations with other organs of the public administration. Using the sources already mentioned, the organizational chart will be drawn up of the analyzed service specifying itself together with the internal structure and the relations with other organs of the administration public or two separate organizational charts, one with internal structure and the other presenting the reports with the mentioned structures. The job postings guide guides the organizer in specifying the positions of officials and duties they have (L. Baratin, M.J. Guedon, *op. cit.*, quoted by Alexandru Negoită in *op. cit.*, pp. 240-242). In addition to the sources of information already mentioned, the organizer can also use the site research work of each official being able to know exactly the concrete activity of the officials, the efficiency their actions, their shortcomings and difficulties in the work process, all with a view to formulating them optimal solutions to rationalize the work of each official. In this process, the organizer will draw up sheets of duties for each official, files that will include as data: the name, the degree, the position, the use that it has, the name of the hierarchical superior; the duties that the official has; the time used to perform the tasks; the number of operations you do in a day, in a month or in one year; the level at which it intervenes for each of the operations (preparation of the decision, control or execution material of the decision); number of collaborators; the rooms in which they work; the administrative equipment used. The organizer must analyze the documents used by the administration studied and the positions on which the documents have them in the hierarchy of the respective administration. Administration documents can be classified into fixed and circulating documents. The fixed administrative documents are those kept by the studied administration and contain information on who uses it or who should own it. As an example: registers with data on the field in which the body works respective administrative. The circulating documents come to the respective administrative body for resolution. As an example: addresses, circulars, forms, opinions, notifications. To analyse the information, the organizer can use charts. The examination of the administrative circuit gives the organizer the opportunity to observe the evolution of the fact administrative throughout the employees' workstations and to conclude whether the circuit is rational or there are unnecessary routes that complicate the action of the administration. Studying the material means allows the organizer to find out what material resources he has the administrative body studied and what measures are necessary from this point of view for the efficiency of its activity.

view of the efficiency of the administrative action. The critical method will be used, the organizer using the criteria⁸⁾:

- the criterion of the utility of the organ and of the service that it performs;
- the criterion of simplification;
- the criterion of the cost of the respective service;
- the criterion of the time in which different activities of the body are carried out public administration subject to analysis;
- the criterion of optimizing the factors of environment and human relations within of the public administration body under examination.

As we have already shown, in the synthesis stage organizational solutions are formulated rational, based on those found in the previous stages, using the synthesis method⁹⁾.

The organizer applies the method of synthesis of the heterogeneous mixture of information collected in the previous stages and elaborates a reorganization project to eliminate the deficiencies also found to rationalize the structure and action of the investigated body.

The organizer (either the one who completed the information and analysis stage and the study, or another organizer specialized in syntheses for certain fields or branches activity of the public administration) must develop an organizational project, orienting in the direction of the criteria used in the research (study) stage, more precisely, it will elaborate a reorganization scheme by adapting the particular case of the researched service to the general principles of the organization and functioning of

⁸⁾ Daniel Moulias, in *op. cit.*, presents these criteria. The criterion of the utility of the organ and of the service that it performs expresses that the organizer will report the situation found to the purpose for which the service exists, so the critical examination aims to ascertain the usefulness or uselessness of the respective service, related to both the whole of the body and its constituent elements. It is studied how actions are taken in terms of speed, opportunity and achievement timely not late. The simplification criterion can intervene only after the results of the information and analysis phase have been elaborated because it is necessary to avoid the risk that the organizer has the a priori desire for simplification, losing in view that the activity of the public administration bodies is complex in itself and that only that must be simplified which is in fact an artificial complexity generated by various factors. The criterion of the cost of the studied service implies the determination of the actual cost of the service so that in within the detailed analysis of the service an abnormally high administrative cost can be identified and conclusions can be drawn regarding the possible improvements of the activity that will determine its decrease. The criterion of the time in which the different activities of the public administration body are carried out the analysis aims to allow the organizer to take measures to improve and simplify the work and, implicitly, to reduce the cost price of the service. The research of the working time of the public administration bodies can be done by: the method of the survey that the organizer does on the activities that they perform officials, noting the time during which these activities are performed; as an alternative to the survey method, the self-analysis method of the performer himself may be performed, in case in which the official is the one who records the time duration of the activities that he performs; the method of measuring the elementary time, which is applied in the administrative operations that have character repetitive and for manual operations, a method that involves decomposing the activity studied in elementary movements, observing the time required to execute each of them.

⁹⁾ Alexandru Negoită, *op. cit.*, pp. 248-251.

the public administration. In the elaboration for the project, the organizer must select the necessary elements, eliminating them the unnecessary ones, and to rationally group the tasks that the officials have to perform of the investigated body starting from the draft diagram of the administrative circuit in which the operations to be performed within the service are mentioned. Must be made, then, job descriptions (job descriptions) for each official, eliminating the parallels in the activity of the officials, the proper overload or non-loading with their tasks. With these elements of detail the organizational chart is realized of the service.

The organizer also has the task of choosing the technical equipment and materials corresponding to the optimal performance of the activity within the analyzed body, establishing the optimum technique for preparing and circulating documents, choosing ways of informing the public, outlining audience programs for the public to different officials of the respective body, etc.

2. Parkinson's Law¹⁰⁾

The main objective of rationalizing administrative work is to develop efficiency administrative work.

The development of the initiative should not be seen as only a cause but also a consequence of rationalization. Regarding the tendency towards progress as an object of the rationalization of the works administrative officer, it must be shown that the administrative officer is receptive to the conditions and influences outside his/her workplace.

Any process of rationalizing administrative work involves going through some stages, as follows: the first step is the formulation of the problem until its examination, the second stage runs from the examination of the problem to the elaboration proposals, and the third stage of the problem begins with the elaboration of proposals and ends with their materialization. Rationalization does not mean exclusively technicalization, like not everything technicalization of administrative fact is a rationalization. Rationalization with help of the technicalization must be preceded by rationalization through organization, which, however, encounters great difficulties. It can be said that there is too much talk about the need to extends the endowment with cars, but little about creating the conditions under which cars would work with maximum efficiency.

The reasons for which the administration often chooses the most important route expensive, leading to "mechanization" are: fetishizing the omnipotence of machines; knowledge, in most cases insufficient, of the operational purpose on which cars have to do it; not knowing the true meaning included in the term of rationalization; rationalization through organization also has its limits. You get into a situation in which the organization, however precise, may not replace certain means missing techniques. Then the administration must proceed with the rationalization through technicalization, that is, by using certain technical means to execute the works administrative.

¹⁰⁾ N. Radu, Gh. Ciulbea, *World experience in local administration*, Part I, Institute Central Technical Documentation, Bucharest, 1972, pages 40-42; V.C. „1 = 2 ou les règles d'âor de Mr. Parkinson", traductions francaise, 1957.

It should be mentioned that the public administration in general and the administration local as well as financial and insurance institutions, in particular, are part of that sector in which the preponderance of natural persons will always exist, because the service direct of the human being as a side of the activity of performance and prescription exercised by administration requires permanent contact between people.

From the point of view of the topic "Modern organizational structures in administration" a research direction of particular importance is the study of the internal workforce structure.

The type of organizational structure of public administration is still characterized by the division into hierarchical steps and their rigorous subordination.

Although according to the constitutional provisions and those of the Law of administration the principle of local autonomy is increasingly present, however, in theory the organization still has a very high share of the vertically directed service connection which it connects each official to his well-determined boss. In the future, however, the field of decisions taken independently by the organs of the upper hierarchy, these are becoming more and more popular organs give way, subject to the need to submit to the demands of autonomy local and technological processes. Traditional service connection based on the principle the hierarchy will give way to the modern connection that combines the jobs that are engaged between them through technological processes and is characterized by interdependence and not by the hierarchical relationship between the superior and subordinate partners.

Especially in the local administration under the influence of social reality will take place the gradual transformation of tall structures into flat structures.

The high structure is composed of a relatively large number of organizational units with a large vertical division (by steps).

The flat structure is opposite to it, being composed of a small number of organizational layers that comprise more staff and are characterized by its distribution, vertically much narrower.

The increase of the administrative expenses is also due to an increasing tendency of the number of administrative employees according to a law known as his Law Parkinson's¹¹⁾.

An English researcher, Professor Northote C. Parkinson, began his studies there field starting from the following findings: work extends as much as needed fills all the time affected by its fulfilment; there is no link between workload what needs to be done and the number of employees to whom this work is assigned.

These findings express some of the factors that generate them over-development of administrative work, which is elastic in terms of the time it requires to be executed. If certain operations are repetitive, after a while they can be measured and standardized as runtime, and the need for a permanent adaptations of these operations to the purpose for which they are performed always exposed to the subjective interpretation, both of the operator who executes them and of to the user requesting a certain mode of execution of the operation.

¹¹⁾ N. Radu, Ciulbea, Gh., *op. cit.*, p. 40.

The increase in the number of civil servants is governed by a law that does not intervene workload factor and more than that, Parkinson shows, this increase will be the same, regardless of whether the volume of work will increase, decrease or even disappear.

The author to exemplify the multiplication of subordinates took the following example: considered an official named A, whose tasks are to perform correctly some operations provided for in certain working procedures, applied constantly by several years. It is true that during these years, the frequency of operations performed by its civil servant has grown as a consequence of the development of the organizational structure in which he works and perhaps because of this, the official A is considered overburdened. But that is not the case it can quantify the degree of overburdening and it cannot be proved that this is over-solicitation is real or imaginary. The author hypothetically points out that it can be admitted that the feeling of overload is due to a decrease in work capacity, a symptom normal at a certain age.

In the face of this situation, for the official concerned there are three possible solutions: resigns; asks to share tasks with a colleague; asks for help from two subordinates.

From the research carried out, it seems that there is no history of administrative activity either an official who, in this situation, would have preferred a solution other than the third, because:

- resignation is a solution with consequences on income and rights, and in in most cases, changing the workplace presents a certain risk that it does not take on anyone easily;
- hiring or relocating another official at the same level as the one concerned will only managed to create the latter a rival when promoting in that position one third, when he will retire;
- the official concerned will seek to receive two subordinates, whose existence will add something to the importance of his duties and position.

It is thus concluded that all conditions are created for many more officials to execute a work that only one did before.

3. Methods

Brainstorming method

This method is also called the mobilization of ideas, and it is likely to create a relaxed, creative atmosphere in which nothing hinders the fantasy of the individual.

A Brainstorming session brings together a group of 5 to 16 participants representing various specialized fields that discuss a particular issue in one completely unconventional way. The principle of the system of this style of work is like all the participants to express their ideas regarding the decision to be made in the way spontaneously without any restraint even if their opinion is sterile and meaningless. It's strict forbidden to use discouraging appreciations of the type: "I did not do so never" or "this doesn't work", which slows the flow of ideas of the participants.

On the contrary, it is necessary for the other participants to grasp the present idea, to combine it with the others and further develop it. In this way, the formation of some is stimulated sides of mutual appreciation through which one reaches ideas that would not have crossed his mind either to an isolated individual. Each "Brainstorming" session is limited in time to a maximum of one half an hour. The noted proposals are subsequently used by specialists.

The rules of the method are simple:

- the participants express their opinions no matter how bold they may seem at first;
- critical comments are not admitted during the meeting, they can be made later;
- the leader of the collective constantly urges unlimited thinking.

Brainstorming – which means finding a solution to a problem by a group of people – is currently a method that has proven particularly useful in solving a multitude of situations in the activity of a community. The success of Brainstorming, which is a team game, is conditioned by an attitude relaxed intellectual. Each member of the group must make their own its latent traits, and the attempt to achieve this through external pressures does not give results.

Through free association, Brainstorming is a creative method of solving problems during a conference that is based on stimulating a person's thinking with the help of other people's ideas.

Synectics method

By the synectics method, a method that derives from the psychology of thought, from the psychology personality and from social psychology, the aim is to simulate a creative process. Idea basic synectics (in Greek = the combination of realities that apparently do not have any link between them) is that by intensive analysis and the specification of a problem one obtains an infiltration of the structure of this problem into our subconscious. This implies a detachment of our thoughts from the respective problem. After that, the problem is brought again, a proposal to show the way will come to light spontaneously towards the solution.

The synectic process is strictly regulated: it is worked in small groups; one of the members function as a leader, directing the discussion and controlling the conduct synectic. The steps of the process of a synaptic session can be compared with an algorithm for solving numerical problems.

These steps are:

- analysing and specifying the problem;
- the participants formulate their inspirations regarding the possibilities of solutions that, as a rule, are not too fruitful and can take part in discussions in a way released;
- developing direct analogies with other spheres of life; a complex is chosen important of the analogies thus found, and participants must identify with this part and express their feelings (personal analogy);

- some of these manifestations are condensed in an analogy symbolic, dynamic;
- choosing a symbolic analogy and forming direct analogies corresponding to;
- the analysis of one of these analogies and its relation to the problem;
- the question is asked: what connection the last analogies have developed with the problem proposed.

The procedural steps of a synaptic session should not be completed until the end. If any useful connection is made during the course of the decision to be taken the process will be interrupted. If no reasonable result is reached, a new one will be fixed meeting. As can be seen from these stages, the leader of a synaptic session must meet high demands. He should conduct the discussion constructively that is, to interpret correctly all the statements and associations of ideas of the members and then direct the synaptic process. Proposals resulting from these processes Synectics will be analysed by technicians and scientists analogous to Brainstorming. The Brainstorming operation can be used for any purpose gifted person and without too much training. Instead, the synaptic procedure requires a special training in which the collaboration of the group is especially learned. Candidates with the following characteristics are required: age between 25 and 40 years old, be ready to bear risks, have a multilateral culture, perseverance and tenacity.

Synectics attaches great importance to the psychological states of the driver, in especially the feeling of delight he knows when approaching the solution to the public good. This state of mind is a good indication of the public vocation of those who make decisions under these conditions, as well as the fact that the decision it brings together the elements of social efficiency.

Method of the incident

This method consists in presenting some problems to those who are going to take them a decision and who are not previously armed with all the necessary information so they are in a position to document the issue under discussion, because only then can they perform the analysis and find the solutions. In these cases, it is not a detailed presentation of the situation is necessary, as it is enough to sketch the case broadly. In the method of the incident, the telling of a real situation is not done with all the data and is summarized at the presentation of the difficulties as short as possible, therefore of the essence of the real event. So, through this method the degree of participation of those who will make a decision increases by the necessity of making an analysis effort in a limited time, a cause that is approaching even more much of the specificity of the actual activity in relation to the analysed field. Once the framework is established fact of the incident, to a greater or lesser extent the problem is solved usually adopting the solution that is best justified by reporting also to its opportunity.

Simulation methods

In making the decision, many of the methods discussed above are lacking in one of them the essential elements of the reality in which the participants work in the

places their work, namely the opportunity to know and use the results of their own decisions. To train them in order to make some decisions as efficiently as possible practice simulation methods. These are: the scenario method and the game method enterprise.

A. The scenario method

This method consists in presenting the participants to the decision making situation conflict generally between two persons usually in a subordinate relationship hierarchical to each other. Apart from the summary description of the causes that led to the respective situation of deadlock, the participants receive a series of data regarding the psychological specificity of each of the two persons involved in the conflict. After one previous set time, which may not exceed 30 minutes, the scenario also stops the participants assistants criticize the behaviour of the people in conflict proposing solutions different solutions in the form of conferences.

B. The method of enterprise games

This method represents a kind of dynamic case study. Participants receive, either individually or in groups, data regarding the activity of the administrative authority respective and depending on them must make a series of decisions regarding the operation it. Depending on these decisions, a number of new information is communicated the results obtained by applying the respective decisions.

Considering this new information on the effectiveness of previous decisions, participants still make other decisions. This activity of elaboration and taking of sequential decisions for carrying out the activity of the administrative authority allows the participants in the decision-making process to carry out an activity in a proportion of one hundred percent, similar to the one that the management cadres should carry out.

4. Leadership

Exceptional leadership¹²⁾

Exceptional leadership encompasses a systematic conception of division problems in the management process and decision making in the unit concerned. At least three are required to apply this method essential premises:

a) management must be willing to delegate tasks, competences and subordinates to subordinates responsibility;

In the matter of delegation, it is necessary to respect the principle according to which the organs superior not to delegate down only the tasks and competences that they can no longer cope alone, but to take from the subordinate compartments only the problems that they I can't solve them myself.

¹²⁾ N. Radu, Gh. Ciulbea, *op cit.*, p. 54.

Decisions and actions of subordinates shall be governed by directives in which the emphasis should be placed not on the actual processes determined quantitatively, but on qualitative specification of the modes of personal behaviour. These directives must prevent the occurrence within the administrative authority compartments of the events of local selfishness, so harmful;

b) the management must have within the unit a secure information system whereas the task of making as many decisions as possible independently involves a volume of accurate and current information;

There are four phases in exceptional management:

- the phase of establishing the planned standard;
- the phase of fixing the tolerances;
- the comparison phase, between the planned and the realized;
- phase of action.

In the phase of establishing the planned standard, preliminary levels for the activity.

The phase of fixing the tolerance implies admitting more or less deviations big compared to the situation "plan made".

The phase of comparison between the planned and the realized consists of the following stages:

a) establishing the levels actually achieved;

b) confronting the planned levels with those achieved and establishing the deviations inadmissible;

c) analysis of significant deviations.

The phase of action is the corollary of the preceding phases and implies making the necessary decision by the senior management. This method of management has the following advantages:

- gives the division of labour within the management process a depth and a greater rationality;
- ensures a hierarchically superior management of the problems of detail, routine, helping to overcome the feeling of low guardianship and allowing them to at the same time to devote most of his time to matters of importance special in the management of the respective administrative authority;
- ensures the middle and lower levels of management a concrete sphere of activities of own responsibility, therefore an integration of the collaborators in the decision-making act.

Goal-based leadership

This form of leadership implies a high degree of participation of each officials of the respective public administration authority when defining its own objectives.

The basis and justification of goal-based¹³⁾ management is the search for an identity (or at least the alleviation of internal tensions) between the goals of the community

¹³⁾ N. Radu, Gh. Ciulbea, *op. cit.*, p. 56.

and those of the individual. It follows that this goal-based leadership includes, or, rather, it is ahead of the results-based leadership because it does not allow that in the decision act the instrument is confused with the purpose. The objectives set for the different ones functions are only partially expressed in financial terms, and therefore they had to look for other quantitative indicators to be able to assess the results obtained, search which requires more imagination than a mere financial confrontation.

These indicators can be the training and improvement of the administration staff, its public vocation, social responsibilities towards the communities it has represents.

5. The method of participation-based management¹⁴⁾

Transposed in the practice of administrative work as a method presenting multiple Advantages, participation-based leadership requires strict respect for some principles such as:

- no mixture in the sphere of attributions delegated to the collaborator;

The realization of this principle poses a central problem for transformation the administration in a management according to the principles of modern management.

The decision whether, to what extent and in what sense the subordinate is allowed to take initiatives it belongs to the superior. The superior is used more than the exercise of the right to decides the behavior of its subordinates rather than giving special directives.

- not to impose his own opinion towards collaborators;

The superior has no right to impose a different opinion on the employees if they find themselves with their decisions within the directives and within the limits of competences. In the obvious contradiction with this is the principle that determines the superior's behavior in administration. According to this the superior is entitled, based on his situation hierarchically superordinate, to impose its different opinion at any time and to give its subordinates indication how to proceed in isolated cases.

- the supervisor should not give any direct indications to the labour force subordinate to its collaborators;

He effectively manages the level that is directly subordinated to him, so the next step is to the hierarchy, but not to all the collaborators in all the plans subordinated to its domain. It notes that in the public administration this principle is in contradiction with present representations of the administration according to which the superior has the right to give directly, to each subordinate, general or special instructions regardless of the step on which this is found. He can skip the upper echelons and, as a result, it can lead by disobeying the hierarchy. If such a superior does not respect the hierarchy informs or does not inform the supervisor or intermediate superiors about his intervention is left to his appreciation.

In opposition to the civil administration, in the army such a right of intervention is unknown principle. Here it is considered impossible for a brigade commander to

¹⁴⁾ N. Radu, Gh. Ciulbea, *op. cit.*, p. 60.

sends orders directly to a company. The brigade commander is allowed to intervene only in case of acute danger, where it follows that:

- there can be no withdrawal of the responsibility transmitted to the employees; The superior is not allowed to take over the processing of a problem that belongs to the field of delegation given to his collaborator, being obliged to maintain the distribution the tasks performed with the creation of the areas of delegation, as well as the limits imposed and himself through these delegations. The superior in the administration, however, has within to the relations between the superiors and the non-commissioned officers, the right to take over or surrender a matter again which belongs to the domain of a subordinate. This right is in fact a special case of the right of intervention and directive of the superior.

- the control of the activity of the collaborators is not exhaustive;

The superior does not have the right to ask like all the problems on which the collaborator he decided to be subjected to retroactive analysis in order to exercise such total control as is usually done in authoritarian management. He actually needs to convince more, through selectively made controls, if the employee behaves according to the directives.

- no mixture in the decision making by a collaborator;

The superior is not allowed to intervene in any way in the area in which he gave delegation to the employee and not to influence his behavior. If the urge for this starts from the top is only a covered form of taking back a responsibility in an isolated case. The superior would intervene in this case in a decision which it would be the job of the collaborator. If the exhortation starts from the collaborator, then we find ourselves usually in the face of a masked form of withdrawal of delegation of responsibility. Collaborator it attracts its superior in finding the solution and making the decision to procure it the desired coverage. If this new conception were fully respected in administration, this would mean a fundamental change in the position of superiors in administration, change that has constitutional coverage.

6. Conclusions

Due to the increasing complexity of the processes that occur within the sectors the economic and administrative life in recent years has seen more innovations in this area.

These innovations are:

a) the critical road method, which represents an organizing technique applicable to a succession of stages that are connected to each other and concomitant so that they be coordinated to ensure completion of the works in accordance with the schedule established.

By the technique of the critical path method the shortest durations and the longest ones in which the decisions taken can be executed. The longest lasting wear the name of "critical time".

A great advantage of this technique is that decisions can be made to be executed concurrently and those which can be executed only successively.

b) the method regarding the technique of revision and evaluation of the program, which consists in determining, a cost prices, in controlling, evaluating and reorganization of activities that have physical or concomitant stages.

This technique is considered as an extension of the critical path method particularly used today. This method is useful in certain stages exercise of leadership. It should be specified that the act of management generally comprises six stages, namely:

- setting goals;
- organization;
- establishing the graph;
- supervision of the progress of the works;
- decisions and measures;
- adopting new decisions and measures according to changes.

Any application of this method of driving begins with a sequence work whose activities are interdependent or concomitant or both. In a way normally no other activity can be performed before the first one is completed activity.

REFERENCES

1. Alexandru, I., 2003, *Drept administrativ comparat*, Bucharest, Romania: Ed. Lumina Lex.
2. Alexandru, I., 2007, *Dreptul administrativ în Uniunea Europeană*, Bucharest, Romania: Ed. Lumina Lex.
3. Alexandru, I., 2008, *Tratat de administrație publică*, Bucharest, Romania: Universul Juridic.
4. Alexandru, I.; Cărăușan M.; Bucur S., 2005, *Drept administrativ*, Bucharest, Romania: Ed. Lumina Lex.
5. Alexandru, I., 1999, *Administrația publică, Teorii, Realități, Perspective*, Bucharest, Romania: Ed. Lumina Lex.
6. Alexandru, I., coordonator; Negoită, A.; Santai, I.; Brezoianu, D.; Vida, I.; Ivan, S.; Popescu Slăniceanu, I., 1999, *Drept administrativ*, Brașov, Romania: Ed. Omnia.
7. Apostol Tofan, D., 1999, *Puterea discreționară și excesul de putere al autorităților publice*, Bucharest, Romania: Ed. All Beck.
8. Bălan, E., 1997, *Prefectul și prefectura în sistemul administrației publice*, Bucharest, Romania: Ed. Fundației "România de mâine".
9. Bălan E., 2007, *Dreptul administrativ al bunurilor*, Bucharest, Romania: Ed. CH-Beck.
10. Bondrea, A., 1996, *Opinia publică, democrația și statul de drept*, Bucharest, Romania: Ed. Fundației "România de Mâine".
11. Dănișor, D.C., 1996, *Drept constituțional și Instituții politice*, vol. II, Bucharest, Romania: Ed. Europa.

12. Ionescu, C., 2002, *Regimul politic în România*, Bucharest, Romania: Ed. All Beck.
13. Lazăr, R.A., 2004, *Legalitatea actului administrativ. Drept românesc și drept comparat*, Bucharest, Romania: Ed. All Beck.
14. Levy, D., 1977, *Aspects généraux du contrôle. Traité des sciences administratives*, Paris, France: Dalloz.
15. Moulias, D., 1966, *Organisation et methodes în Traité de science administrative*, Paris, France: Ed. Mouton.
16. Nedelcu, I.M., 2009, *Drept administrativ și elemente de știința administrației*, Bucharest, Romania: Ed. Universul Juridic.
17. Negoită, A., 1993, *Drept administrativ și știința administrației*, Bucharest, Romania: Ed. Atlas Lex.
18. Negulescu, P., 1934, *Tratat de drept administrativ. Principii Generale*, vol. 1, ed. a IV-a, Bucharest, Romania: Ed. Marva.
19. Nicu, A.L., 2007, *Drept administrativ*, Bucharest, Romania: Ed. Didactică și Pedagogică.
20. Nicu, A.L., 2007, *Statutul funcționarului public între plus și minus*, Craiova, Romania: Ed. Universitaria.
21. Popa, N., 2002, *Teoria generală a dreptului*, Bucharest, Romania: Ed. All Beck.
22. Santai, I., 2004, *Drept administrativ și Știința administrației*, vol. II, Cluj Napoca, Romania: Ed. Rosoprint.
23. Schwarze, J., 1992, *Drept administrativ european*, London, UK: Sweet and Maxwell.
24. Schwarze, J., 1994, *Droit administratif europeen*, vol. I, Office des publications officielles des Communautes Europeennes, Paris, France: Bruylant.
25. Stilman, R., 1978, *Public Administration: concepts and cases*, Boston Hangleton Wifflin.
26. Teodoroiu, I., 1991, *Drept administrativ și știința administrației*, Craiova, Romania: Tipografia Universității.
27. Vedinaș, V., 2006, *Drept administrativ*, Bucharest, Romania: Ed. Universul Juridic.
28. Vedinaș, V., 2009, *Statutul funcționarilor publici*, Bucharest, Romania: Ed. Universul Juridic.
29. Ziller, J., 1993, *Administrations comparees, Les systemes politico-administratifs de L'Europe des douze*, Paris, France: Montchrestien.

ABOUT THE AUTHOR

Julian Nedelcu, Ph.D., Ph.D. supervisor Professor; Lawyer within Dolj Bar Association, UNBR, Romania.

Email: avocatnedelcu@yahoo.com