

MEETING DECISIONS, METHOD OF DECISION-MAKING IN GROUPS BASED ON COMMUNICATION

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Abstract: Communication is used in everyday life, but also in relationships within an organization. Communication should be treated as an integral part of each person's responsibility towards others.

Meeting is to bring together several people for a short time under the supervision of a manager in order to settle together of some informational and decisional-making tasks.

Meeting is the most common management method used by the manager in his activity; its quality considerably affects the quality of management, because it is directly involved in exercising the managerial functions.

Meeting is the main method of transmission of the information and their collection to and from the most members of the organization.

Keywords: management methods, meeting, decisions, analysis, communication

Clasificare JEL : M40, m41

Introduction: Meetings are several types: *informing*: transmitting information to the manager or collaborators and they take place regular or ad hoc; *decision-making*: making decisions; *harmonizing*: to agree the action managers and people from the departments on the same hierarchical level or close levels; *analysis*: focused on investigating the future of the company and *heterogeneous*: have the characteristics of at least two of the meetings mentioned above (fig. 1).

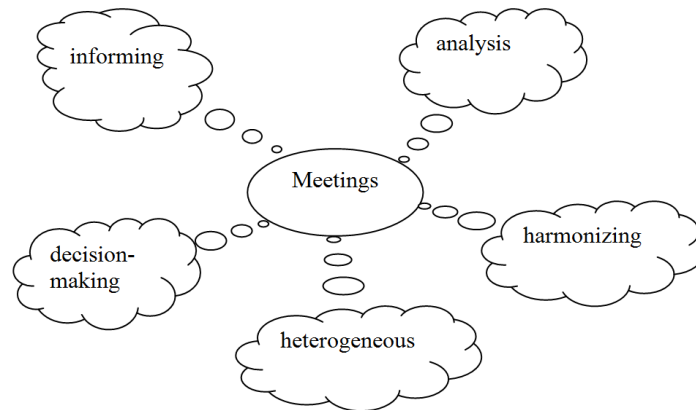


Fig. 1 Meetings classification

The organization stages of the meeting are: preparation; opening; deployment and the completion.

Preparation stage has several phases, such as: *setting judicious business of the meeting* (for the current issues a point on the agenda and for the participatory organs 3-4 points on the agenda); *clarity formulation* of the issues on the agenda; *designating of the persons* who will be invited to the meeting; following the developed materials to be as short and to be given to the meeting participants with 1-2 days before; *consultation* of the people involved in the meeting over the *date of the meeting* or their announcement in time; keeping the date and the hour for the *regular meetings* (weekly, decadal, monthly); establishing the *place of the meeting* and the environment created by the objectives to be pursued and designation of the person for drafting the discussions or *preparation the minutes*.

The opening stage of the meeting is usually done by the one who called the meeting with the announcement of the agenda that must be discussed, continuing to formulate clear the meeting objectives, presenting ideas in a positive way, using an elegant language, limiting the time for the introductory exposure at 1-2 minutes and establishing with the participants of the speaking time and the total duration of the meeting.

Conducting the meeting is the stage where it is emphasized the novelties brought by the speakers to stimulate the active participation of the audience; it will be avoided the tension moments through the diplomacy calming of the most hot-headed, it will be promptly intervened to stop the digressions from the subject and it will be given a rhythm to ensure the compliance with the established duration.

Closing the meeting is done through the limited meeting within 1-1.5 hours, and the meeting officer must refer in the final exposure to the major expressed decisions, agreements, views and conclusions.

The main *advantages* of the meeting are: to inform the staff, substantiation decisions, developing the cohesion in compartments and exchange of experience among the employees.

There are a number of *disadvantages* of the method, like the time-consuming, reducing the efficiency of solving the problems and decreasing the responsibilities of the managers.

The consequences of the meetings ineffectiveness are manifested in the quality of decision-making and effectiveness of the leadership enterprise activity; it affects the quality and the labour relations, the work as a whole, which damages their credibility and effectiveness.

Materials and methods: To determine the effectiveness of the meeting as a method of management, I conducted a research based on a questionnaire applied to the participants for this kind of method.

The objective in this research is to identify the elements that may disrupt the smooth running of the meetings and the failure to achieve the objectives of the management method.

Results and discussion: Regarding those participating in the evaluation, the analysis of the personal information highlights the following group structure: 60% female and 40% male (fig. 2.).

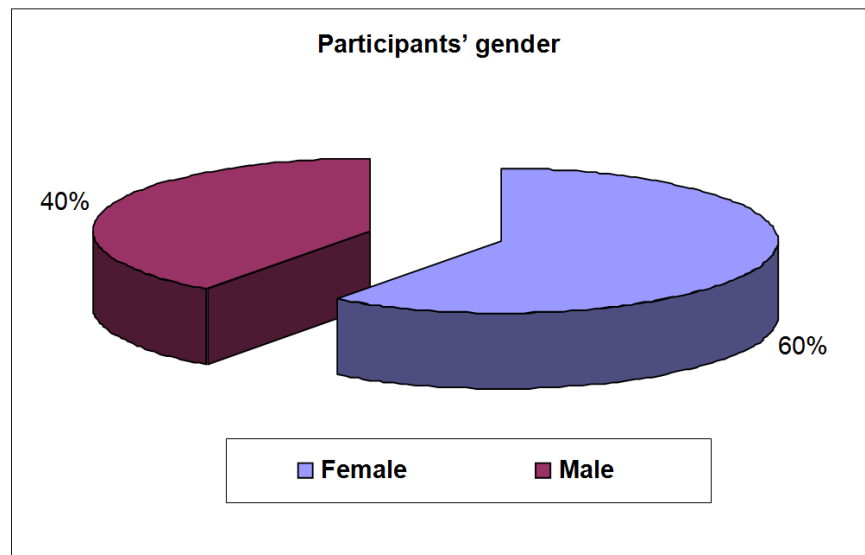


Fig. 2 Structure of the participants by gender

The people age who answered at the questionnaire is between 20 and 60 years, and the structure of the respondents by the age categories is shown in the graph in Figure 3.

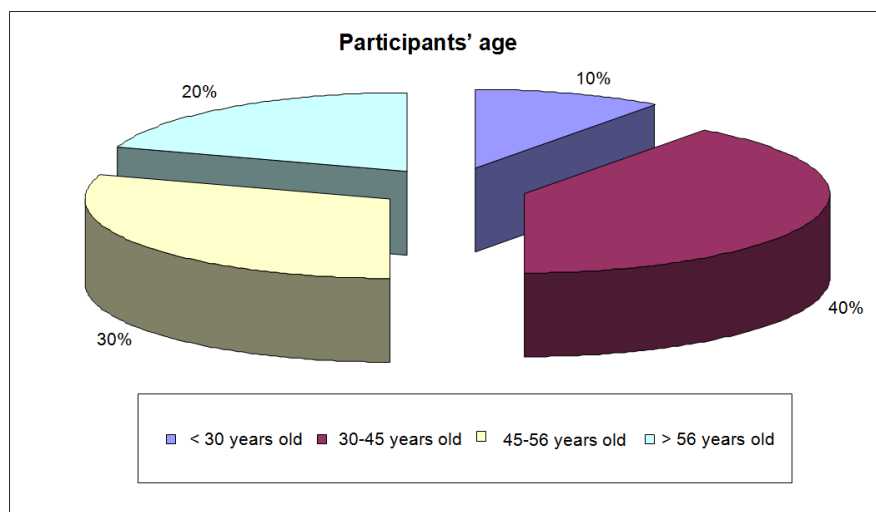


Fig. 3 Structure of the respondents by age

Based on these characteristics of the group, it will be structured points of each item of the developed data collection instrument, the ASSESSMENT MEETING questionnaire.

This questionnaire consists of 15 questions (Appendix 1):

Each question will be marked from 1-10, one being that the question is irrelevant, and ten that the question is relevant, except the last two which have different response options.

Following the analysis of the questionnaire answers, it was given attention to the high degree of relevance in the answering, in the sense of cumulating the notes from 7 to 10. The following items have been considered that influence the meeting running, all having the same degree of relevance:

- There is much talk and no substance;
- Trivial and unimportant matters often occupy much time;
- Theme is unknown;
- Not enough attention for suggestions and wishes of the people.

It is noted that the divagation from the proposed objectives for discussions, not treating seriously a meeting and a low treating of the priority level, leading to a low degree of success in achieving the concrete results at the end of a meeting.

The responses on "*There is much talk and no substance*" are detailed in the following chart:

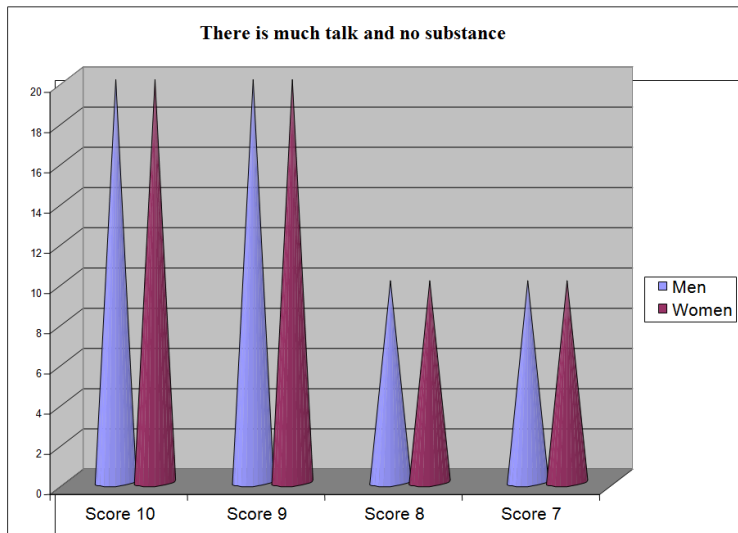


Fig. 4 Answers to the question "*There is much talk and no substance*"

Responses by gender on “*Trivial and unimportant matters often occupy much time*” are detailed in the graph in Figure 5:

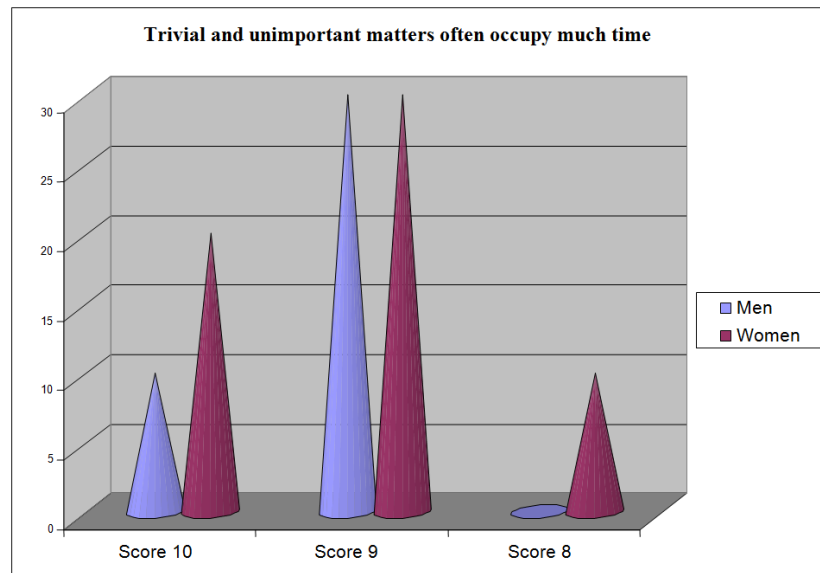


Fig. 5 Answers to the question “Trivial and unimportant matters often occupy much time”

The answers to the questionnaire “*Theme is unknown, often we don’t know why we meet*”, is illustrated in the graph in Figure 6:

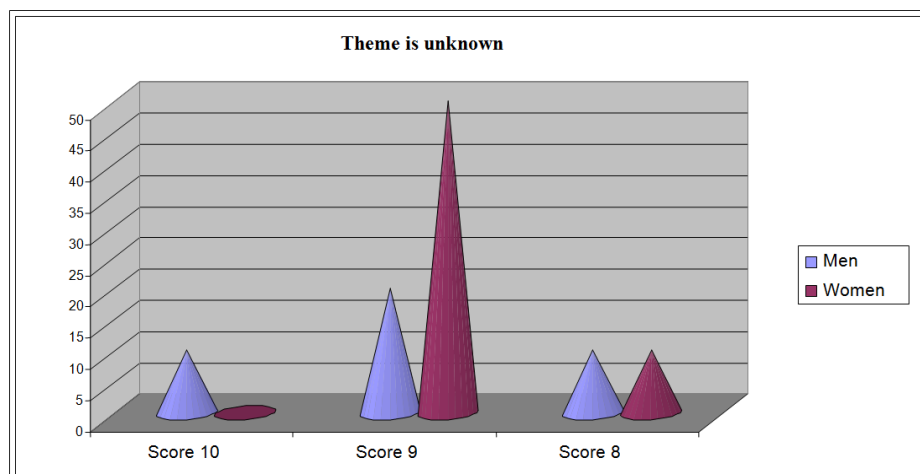


Fig. 6 Answers to the question “Theme is unknown, often we don’t know why we meet”

A relevant question in the questionnaire of the study is *"Not enough attention for suggestions and wishes of the people"*. To have a more suggestive image of the answers given to this question, it was built a graph, grouping respondents by sex and the score provided (Fig. 7).

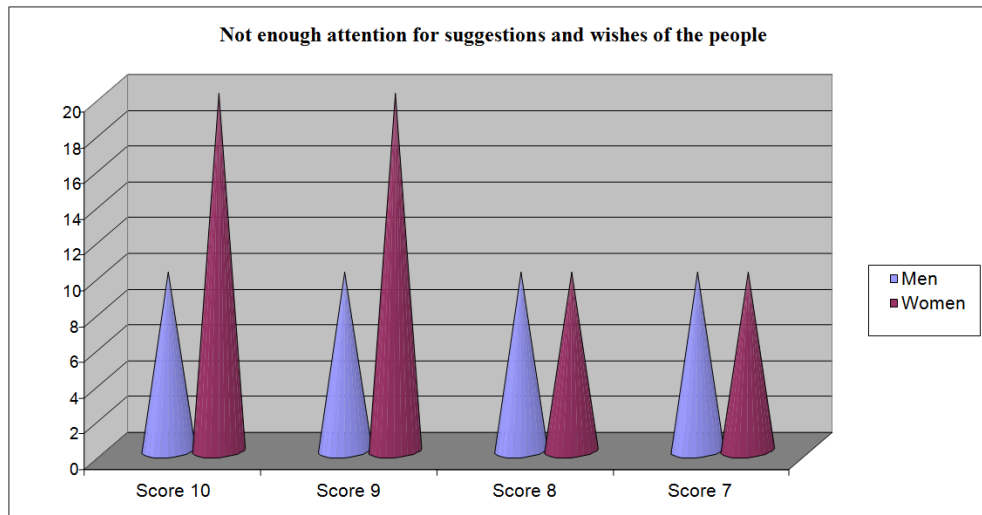


Fig. 7 Answers to the question "Not enough attention for suggestions and wishes of the people"

All persons who responded to the questionnaire agree with the statements of the items, so, it can be drawn the conclusion that, often times, in the organization of the meetings there are several factors responsible for the effectiveness of this management method.

Conclusions: The advantages of this method, besides being a very low cost method, are: increasing the awareness of the staff, substantiation decision, developing the cohesion within the compartments, and, a not insignificant thing is the facilitating the experiences exchange between the people. Disadvantages of the mention method are the time-consuming and decreasing the responsibility of some managers.

The meeting method is recommended in all the managerial cases when the settlement involving the informational or decisional-making participation of more people.

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Appendix

ASSESSMENT MEETING Questionnaire

Questions	Score		10		9		8		7		6		5		4		3		2		1	
	Sex of respondents		M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
1. Theme is unknown, often we don't know why we meet	1				2	5	1	1														
2. Meeting is not prepared enough							4	1		1	1	1	1									
3. We do not sufficiently prepare for the meeting	1	1	2	1				1		1	1	1	1				1					
4. The same person always speak during meetings	1	2	1	2				1	1			1	1									
5. There is much talk and no substance	2	2	2	2				2														
6. Participants manifest lack of interest in discussing the issues	1		1	2	1	1				1	1		1	1			1					
7. Trivial and unimportant matters often occupy much time	1	2	3	3				1														
8. Speakers are lost in details	1	1	1	2	1	1				1	1			1								
9. Sometimes there are lost important ideas and arguments	1	1	1	1	1				1	1		1		1			1					
10. Not enough attention for suggestions and wishes of the people	1	2	2	2	1	2																
11. The official minutes is summarily done	1		2	2				1		1		1	1				1					
12. Sometimes it is not resolved any of the raised issues	1	1	1	1				1	1			1	1				1		1			
13. Many times the meetings are formal	1	1	1	1	1				1	1		1		1			1					
14. Gender of participants	60 % women 40 % men																					
15. Age of participants	< 30 - 10%; 30-45 -60%; 46-56 -20%; > 56 - 10%																					

Note: Each question will be marked from 1-10, one being that the question is irrelevant, and ten that the question is relevant, except the last two which have different response options.

Thank you!