
SWOT ANALYSIS-MANAGEMENT TECHNIQUES TO STREAMLINE PUBLIC BUSINESS MANAGEMENT

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Abstract

SWOT analysis is the most important management techniques for understanding the strategic position of an organization.

Objective SWOT analysis is to recommend strategies to ensure the best alignment between internal and external environment, and choosing the right strategy can be beneficial organization in order to adapt their strengths to opportunities, minimize risks and eliminate weaknesses.

Keywords: public entities, management, efficiency, strengths, weaknesses, opportunities, threats

System efficiency is greatly influenced by its ability to understand and adapt to the environment, and management efficiency requires planning, organization, control, work procedures and appropriate legislation.

In his “General Administration industrielle et” Henri Fayol considers that **strategic planning** is the most important management function.

SWOT analysis was designed as a management tool that collects and organizes information allowing managers to act, to defend and promote the objectives of the organization with better success and the most important management techniques for understanding the strategic position of an organization.

SWOT presentation:

- **Strength** / strengths of the organization - internal conditionings defined positive values that can be sources for the organization in achieving managerial success. In terms of management of an asset is any tangible item that can help achieve management objectives. In fact, the SWOT analysis strengths, forces are defined so that values as well as internal factors that create value.

- **Weaknesses** / weaknesses or areas of vulnerability - elements that can prevent goals, is the internal conditionings that are otherwise actual values. In terms of management's point of weakness is a factor that may hinder the achievement of objectives.

• **Opportunities** / opportunities or ways that can be influenced by the interests of the organization. Also, opportunities are present general trends in the external environment, a kind of projection of the “good future”.

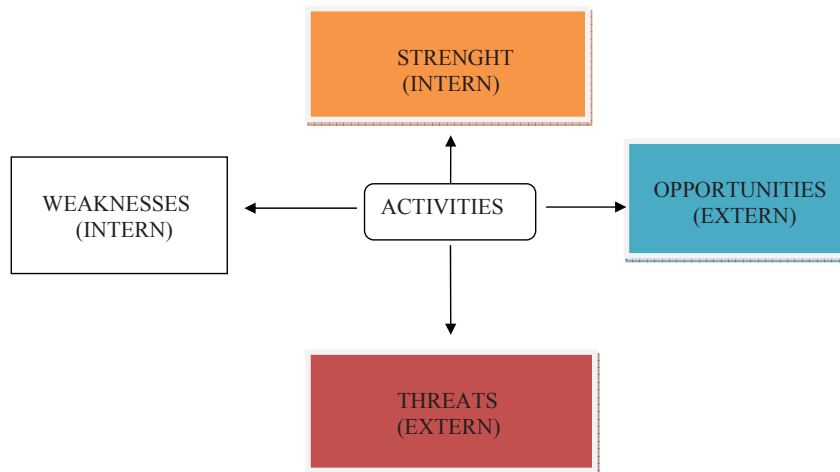
• **Threats** - threats to the organization growth, negative aspects arising from over-exploitation of resources, organization, organization or limitations that are imposed by a changing external environment. They can be permanent or transitory risks. In other words, risk is a projection of future risk.

This analysis is a practical way to assimilate information from internal and external environment of the organization. The aim of the SWOT analysis is to recommend strategies to ensure the best alignment between internal and external environment, and choosing the right strategy can benefit the organization.

Perception of internal and external environment of an organization refers to:

In what may be considered strength and is an internal matter?; What can be considered a weakness, which is an internal matter?; What can be seen as an opportunity and is an external appearance?; What may be considered threatening, which is an external appearance?

Representation SWOT analysis



For the SWOT analysis to carry out its role for which it was created is necessary to collect a large amount of data both from the internal environment and external environment of the organization.

SWOT information, collected in inventory must be checked in terms of its adequacy, correspondence with the objectives of the organization and the possibility of its use in real time.

The four inventories can be viewed as elements of a matrix. Using internal features, external positive and negative indices as elemental, inventories can build a SWOT matrix with two rows and two columns.

Conditioning / values	Positive values	Negative Values
Internal conditionings	Strengths	Weaknesses
External conditioning	Opportunities	Threats

In a SWOT analysis is necessary to capture relevant factors in the four areas. Proper management situations can directly influence the strengths and weaknesses, but no management can influence the opportunities and risks.

Assessment, identifying strengths and weaknesses

Strength - identifying strengths :

The management functions:

Planning: Need planning traveling the organization; Develop predictable directions of evolution; Having a weekly schedule of activities in each department; I'm known forms that work plan must occur: vision, goals, actions, responsibilities and responsible;

Organization: Clear demarcation of the work processes on components, grouping their positions and departments, to establish certain criteria of managerial, economic and technical; Planning results are consistent with the results of action taken; At the institutional level, organizational structure is clearly defined by different legal acts of the activities; Generally, internal relations are well defined; Instructions and procedures are well defined and respected;

Coordination: In general the results are correlated with planning activities; Assign tasks respect chain of command;

Training: Culture for holding the state as intrinsically motivating factor; The negative motivation is defined by law and competent persons known to apply;

Control: There is regular reporting requirement based on events;

The subsystem:

Subsystem methodological: There are various techniques and methods specific knowledge, a form specified by objectives and management dashboard, managing the budgets, specified types of techniques to stimulate

creativity, forms of delegation, meetings, etc.; The need for training on specific areas is not recognized;

Organizational subsystem: Structure is fixed, being determined by law, by government decision; The number of positions in hierarchical pyramid is quite high which can lead to deepening problems and rigorous justification of decisions; Relations and duties of each hierarchical level are established by law; There are job descriptions for employees of the institutions and structure meet the standards in force;

The decision: Decision procedures are well established and known; Specific types of decisions are of such a public system; The criteria used in decision making are set forth in regulations;

Subsystem information: The institution is equipped with computers connected to the Internet; The staff of the institution has the necessary skills to effectively use these resources; Internal communication respects the hierarchical structure; Relations between the institution and the external environment are established by legislation; System communication works both through formal channels and the informal, the results are satisfactory;

Weaknesses - identifying weaknesses

The management functions

Planning: Time development of medium and long term strategies is very low, being much higher share of current activities; Deadlines are generally very small, especially activities are focused on results than process; Lack of viable strategies for medium and long term deconcentration of services offered by the entity; Inability to develop programs and projects to attract financial resources available to the governmental agencies useful to improve living standards; Poor communication with NGOs embodied in a large partnership with these low-medium and long term; Limited financial resources and dependence-exclusive national budget allocations;

Organization: Unscheduled share is much higher current activities planned effect is observed by the difficulty of different projects are realized; Relations between departments occur strictly within the limits needs major deficiency was in the communication; The resources allocated are insufficient in relation to current needs; Procedures and standards are largely bureaucratic type, characterized by an extended circuit information, which affects decision-making time; Excessive elongation of the hierarchical pyramid, would affect the information system of the institution examined;

Coordination: In many cases recruitment and selection is only formal, more jobs are filled before launching the necessary formalities; In terms of staff training there is no proper training plan of the institution, based

on training needs; Excessive fragmentation of activities and assigning their resolution, a large number of people, very often leads to inability to establish a single, universally accepted final result; Feed-back for limited tasks they are brought to the knowledge, awareness, and possibly in the form of reports, subsequent changes to their requirements;

Training: Given the importance of low-management functions; Lack of monitoring the degree of motivation to identify grievances and improve the situation by integrating the positive and reduce negative ones;

Control-evaluation: Weight control activities is superior to the evaluation; Lack of monitoring in the evaluation process; There are no clear criteria for performance evaluation;

At the subsystem level

Subsystem methodological: Application of methods and techniques in a simplified form or adapted to the style of driver management deficiencies at the institution generate negative results with the institutional system components; The need for training on specific areas is constrained by lack of resources that allows only a little cover training framework; Legislative-thick, poorly harmonized creates problems in consistent application and interpretation;

The organization: Define objectives unclear decision affects the whole system; -Excessive use of informal communication channels generates obvious failure; Inadequate premises and lack of facilities for the smooth running of public services; Slowness in the implementation of quality management;

The decision: Inability to establish responsibilities and criteria for assessing the performance of their system generally leads to clutter the effectiveness of the decision-making process; Bureaucratic procedures increase the time and cost of public management; Omission of stages of decision making generally leads to increase without a thorough and objective justification; The transmission of information is affected by the lack of a coherent information system; Creating an ethical decision that would be eliminated inequities between different types of decisions;

Information System: Facilities with computers and Internet access are not commensurate with the needs, qualitatively or quantitatively; Lack of strategies to purchase computers, the preferred cutting-edge components and reduced in number when the needs of such public institutions may be purchased a large number but the previous generation; Information-flows and circuits are affected by their manifest deficiencies of the other systems; Internal communication is characterized by the expression forms of their

deficiencies in information overload circuits; The management of public funds is centralized and rigid;

Example of a SWOT analysis for a public

Through SWOT analysis can highlight strengths and weaknesses of the organization and functioning of, so to adapt their strengths to opportunities, minimize threats and eliminate weaknesses. Here are the SWOT analyses for the institution in question:

STRENGHT	WEAKNESSES
<ul style="list-style-type: none"> ♣ The quality of human resources as evidenced by the high percentage of staff with higher education; ♣ Adoption of the most effective methods of staff retention; ♣ Permanent openness to innovation and improvement; ♣ high capacity to adapt to changes in human resources and diversity of the legal duties; ♣ Trust, respect, loyalty and institution managers; ♣ IT sector expansion; ♣ Authority institution; 	<ul style="list-style-type: none"> ♣ Difficulties in application management functions; ♣ Lack of indicators and evaluation criteria; ♣ Insufficient staff compared to tasks; ♣ Insufficient funds for training, focusing on solving the time-consuming activities irrelevant; ♣ The activities people focus more on getting results than the process itself; ♣ Insufficient resources allocated to address problems facing the institution; ♣ Inability to create systems capable institution to raise capital from alternative sources; ♣ prevail in managing public in many cases not the personal interests of the community; ♣ Reduced development systems, insufficient number of computers, many of them obsolete; ♣ Difficulties in communication which creates a low resistance to change; ♣ Lack of a document management system capable of providing complex information in real time; ♣ Poor efficiency of resource allocation; ♣ The use of relatively low tech; ♣ Low standard of living compared to other EU Member States;
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ♣ Romania's accession to the European Union benefits in creating a modern and efficient administration; ♣ Implementing the <i>acquis communautaire</i>; ♣ Accelerating institutional reforms arising from the accession process; ♣ Introduction of quality management standards; ♣ Benefit from the experience of EU member states ♣ Flexibility legislative framework; ♣ Develop public-private partnership; ♣ Free movement of services and people; ♣ The existence of administrative reform programs and projects; 	<ul style="list-style-type: none"> ♣ The high degree of migration of civil servants in other sectors; ♣ excessive bureaucracy; ♣ Resistance to change; ♣ Limited capacity to implement public policies; ♣ Legal instability; ♣ High political involvement in public management; ♣ Changing the governing party;

Conclusion

SWOT analysis as a method of strategic planning involves specifying project objectives and identify key aspects of internal and external (using various statistical studies) favorable or unfavorable to achieving objectives. First, managers must determine whether the target will be achieved by selecting a different objective that the analysis will be respected. The decision-maker becomes a key component, complexity and accuracy of analysis depends entirely on the level of knowledge, experience, involvement and cooperation of these factors.

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