

USEFULNESS OF THE THEORY OF THE ORGANIZATIONAL CYCLE IN MANAGERIAL AND SOCIAL WORK

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Abstract:

The activity of individuals is very important in the organizational process of management as well as in social work. If we are going to talk about success, we must also talk about how the work will be organized, whether the activities are thought out and planned, how the plans are implemented and what the control mechanism is. Work has an impact on the effectiveness of individuals.

Keywords: Organization. Management. Activities. Goals. Planning. Organizing. Implementation, Control. Responsibility.

Introduction

According to Henryk Bieniok in the book *Methods of efficient management*, the actions of many people and the results of their work indicate significant individual differences, expressed both in the way work is organized and in their final effects. Some people are able to work efficiently and thus achieve the desired results, others, despite even considerable efforts and treatments, achieve mediocre results. The secret of the successes of some people and the failures of others results mainly from the way they act. Successful people work in an organized,

thoughtful way, which is planned and consistent (they pursue their goals). Poorly organized people, and therefore ineffective people, improvise without deeper reflection, preparation and proper motivation. Therefore, it can be concluded that high efficiency, and especially high effects of well-organized work, require not so much superhuman diligence, but a certain mental effort, and therefore devising and appropriate preparation of the entire activity.¹ Effective communication is also important within management.²

One of the most valuable elements of the achievements of praxeology and general organizational theory in this area is so-called the theory of the organized action cycle, the creator of which was a French chemist and physicist, and at the same time the promoter Henry Louis Le Chatelier (1850-1936). This theory - called the philosophy of efficient action - shows that well-organized and planned human activity should take place according to a certain, uniform pattern.

As Władysław Kobyliński writes in the book *Fundamentals of contemporary management*, any well-thought-out project, certain, successive, in a strictly defined order, stages of the procedure, sometimes also called phases of performed activities or phases of organized activity, should be taken into account. Although the number of these phases and the terminology used to define them are treated differently by different authors, the general vision of the cycle of organized action is almost identical.³

According to Jan Zieleniewski's version a well-organized action should take into account:

1. making yourself realize, and in the case of a teamwork - also members of a given team, the actual goals of the activity and their relationship to each other;
2. planning an action, that is devising its means and methods, which are adjusted both to the goals and to the conditions, or in other words - organizing the course of action;
3. acquiring and arranging the resources needed to implement the plan, which can also be defined as organizing structures in a static sense;
4. implementing the plan;
5. control, consisting in comparing the results of activities with adopted patterns

1 Bieniok, Henryk. (1997). *Methods of efficient management*. Warszawa: Publishing Agency Placet. p.138.

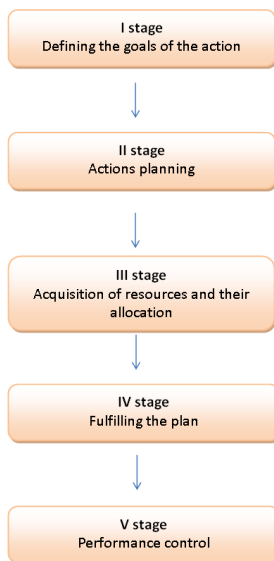
2 Bursová, Janka., Majcherová, Katarína. (2018). Effective communication in the work of the managing pedagogic staff. In: *Silochiary a letorasty modernej spoločnosti*. (Ed Budayová, Zuzana). Warszawa: Pedagogium - Wyższa Szkoła Nauk Społecznych. s. 137-162.

3 Kobyliński, Władysław. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. p. 84.

and drawing conclusions from such comparisons for the future.⁴

H. Bieniok gives a shortened description of the theory of the organized actioncycle in the above-mentioned publication.

Drawing. 1 Stages of organized action



Source: Own study based on H. Bieniok. *Methods of efficient management*. Warszawa: Publishing Agency Placet, 1997, p.138.

Summing up, it should be stated that each well-organized activity consists of the preparation phase (goal definition, planning, acquisition of resources), implementation and control. Each of them is of significant importance and has a direct impact on the effectiveness of undertaken projects. These will be briefly characterized in the following parts of the publication.

4 Zieleniewski, Jan. (1975). *Organization and management*. Warszawa: PWN. p. 203.

Formulating the goals in the organization process as the first stage of effective action

The meaning of a goal in the theory of organization

The first stage of any effective action, according to the theory of the organized action cycle, is the proper formulation of the organization's goals. They are the basis of its proper functioning, if only because they define its goals and tasks. Formulation of the organization's goals is important because without specifying the goals, the organization is actually going nowhere, which makes it unnecessary.

Goals, on the other hand, fulfill four important functions in the life of the organization:

1. They are a guide and give a uniform direction to the activities of the members of the organization, thanks to which they help to understand its policy.
2. They are conducive to good planning, which in turn, helps to set goals for the future.
3. They can be a source of motivation for employees.
4. They are an effective evaluation and control mechanism. Future performance should be judged by the achievement of the goals set. The priority of the organization, i.e. the most important of the goals, is referred as the mission. All other goals must be subordinate to it.⁵

In the literature on the general theory of organization, it is assumed that the goal of an action is a state of affairs which, being in some way valuable (desirable) for the person acting, determines the direction and structure of his action. In practice, this means the last, final effect, i.e. the result of the intended tasks. At this point, it is also worth paying attention to the fact that the Latin word *finis* means both the goal and the end. Similarly, in old Polish the term "at the end" was synonymous with the phrase "for this purpose." It should also be mentioned that other authors treat the concept of a goal much more broadly and define all future states with it, not only states of affairs in the literal sense of the term. We find such a view, for example, in the *Encyclopedia of organization and management*, where we read that the goal is "the future state of things or a process, and in areas such as education, health, upbringing as well as the condition of a person or a group, which is to be created or preserved in order to satisfy a specific need of people in accordance with its imagination".⁶

5 Kuc Piotr - Babelewski et Bagnicka, D. (2000). *Methodological Guide of the Course of Organization and Perfect Management*. Warszawa: Management Publishing House PTM. pp. 28-29.

6 *Encyclopaedia of organization and management*. (1981). Warszawa: PWE. p. 69.

Types of goals distinguished in the scientific literature

Depending on the adopted division criteria in the total of human activities, various goals can be distinguished. Taking into account, for example, the source from which the goal comes, one can talk about spontaneous goals, i.e. formulated by the person who is to pursue the goals and the goals set by someone else, i.e. from outside. The last one is also described as a task commissioned by another organization or other persons. Depending on the way how the goal is formulated, graduated and non-graduated goals can be distinguished. In the first case, you can achieve a given goal to a varying degree, in the second case you can either achieve the goal or not. A gradual goal is, for example, to increase the level of education of the inhabitants or to improve the quality of roads. An example of a non-graduated goal may be, for example, acquiring a new, strategic investor for the region.

According to Władysław Kobyliński, there are also positive and negative goals in the literature on this subject. We are dealing with the goals of the first kind when the originator causes an event, and in the second - when he does not allow it to occur. Their nature depends on the way they are formulated. And thus, instead of stating that the government will ensure the safety of citizens, it can be assumed that the aim of the activities may be to prevent terrorist attacks or to eliminate crime in the region. If as the basis for the classification of goals, we take the number of members of a given team, who accept the goal, then we can easily distinguish particular goals and goals of the institution. These last ones are the goals that are recognized and accepted by the team, or at least by the vast majority of it. Particular goals, on the other hand, are those that motivate only some members of a given team (from the Latin word *pars* a part). They can take the form of group goals when shared by more than one person, and individual goals if they are motivated by only one individual.⁷

Another typology of goals is given, for example, by Bolesław R. Kuc. According to his opinion, the goals that are set on an ongoing basis and are to generate the organization's policy for a given period of time are divided into three types, depending on the level at which they are set. Those formulated at the highest level and for the top management of the organization are strategic goals, set at the middle level and for middle level managers, they are tactical goals; while those set at a lower level and for lower level managers are called operational goals.⁸

7 Kobyliński, Władysław. (2009). *Fundamentals of organization and management in education*. Warszawa: Education Foundation. pp. 36-38.

8 Kuc Piotr - Babelwski. (2000). *Perfect management*. Warszawa: PTM. pp. 95-102.

Characteristic features of goals

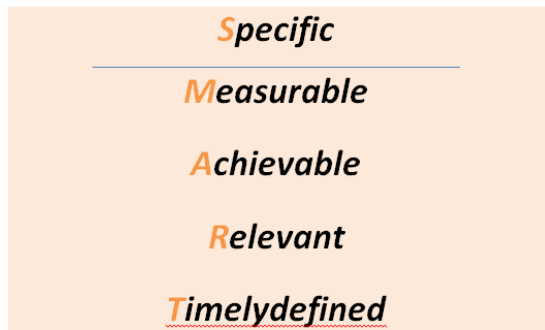
There are many terms that characterize organization's goals. Lester R. Bittel in the book *Short management course* states that from a practical point of view, goals in the organization are characterized by the following features:

- The number of the goals may vary from a few to several or so. Goals are generally defined in terms of revenues, profits of production volume, market share and in terms of measurable tasks related to a specific function.
- Goals are defined in a hierarchical manner, which means that some of them will be more important than others.
- Goals have a different time horizon. For a corporation, local government or state, the long-term goal can be extended from one year to ten years. A short-term goal can relate to any period between a day or a week up to a month, a quarter, or a year.
- From the point of view of a particular manager, goals are either dependent or controlled. The vast majority of goals are dependent in the sense that they are communicated to the manager; and where the manager appoints them, they will be dependent by being directly related to other goals of the organization.
- Controlled goals are goals that the manager can independently set, such as in case when the manager of a repair department sets a goal of "achieving the score with less than 5 percent of claims after repairs are performed", or when the sales manager sets a goal of "10 customers per salesperson per day".
- Goals must always define what, where and when: what is to be realized; where to do it, if location is important; when - by what date the goal is to be achieved.⁹

Setting goals in organization should be carried out in a responsible manner and according to the established rules. This is achieved, for example, by the SMART technique shown in Drawing 2.

⁹ Bittel, Laster R. (1989). *Short management course*. Warszawa: Polish Scientific Publishers PWN. pp. 88-89.

Drawing. 2 Features of a properly formulated goal



The presented content shows that the goals of the organization constitute the basis for the proper planning of all undertakings. Hence, they should be properly formulated, i.e. they should be detailed, measurable, ambitious but achievable, realistic and in a timely manner. Their appointment should be especially carried out by people who know the mission of the organization and have knowledge and experience in the field of management.

Planning work as the second stage of effective action

Types of planning

Planning is one of the basic conditions determining the quality, effectiveness and correctness of the management process. According to the theory of the organized action cycle, it is the second stage of necessary activities in the process of effective management. The starting point in planning is an accurately formulated goal, as it is a process of deciding on the methods of its implementation. It is this, among others, what differs planning from design, which is an analysis of various possible variants of action, but this analysis does not include the acts of choice, which constitute the essence of the plan. In the design process, we do not decide which of the considered variants will be implemented. This idea was accurately expressed by Jan Zieleniewski, who wrote that “devising a method of an activity - is a project of this activity. A project supplemented by an execution decision - it is a plan”. Similar to the concept of planning is the activities programming. Some authors place an equal sign between it and the concept of planning, while others distinguish both of them. The view of J. Zieleniewski seems to have the most supporters, who believes that the program it is “a very detailed rule on the

sequence of actions”.¹⁰This view, moreover, closely corresponds to the common perceptions on this subject, in which the concept of a program functions as an arrangement of events having a clearly defined sequence in time. It is in this sense that we are talking, for example, about the program of activities, about the program of an event, etc. The concept of a plan, on the other hand, is sometimes used in a more general and universal sense.

According to Władysław Kobylński, there are many types of plans. Depending on the agreed criterion, we can distinguish between them framework plans (e.g. a curriculum) and specific plans (e.g. a schedule). When we adopt the criterion as dividing the role of the plan in the process of achieving goals, we can distinguish strategic and tactical plans. Strategic plans are always overriding over tactic plans. A national property privatization plan is an example of a strategic plan. A tactical plan – on the other hand - is a way of privatizing it, based on an assessment of the condition of a given enterprise. The grounds for such a division are contractual and depend on the adopted perspective. From the point of view of the interests of the company’s staff, the privatization plan is a strategic plan, while the tactical plans will be appropriate partial plans, made on the scale of departments or divisions of the enterprise or plants cooperating with it, etc. Taking, time horizon (range) of plans, into consideration as the basis for the division, we can distinguish long-term and short-term plans, also known as operational plans. The last ones include, for example, a plan for implementing a new technology, introducing a new product to the market, etc., as well as a monthly or weekly or daily schedule of activities, most often described as, so-called, schedule of the day.¹¹

Features of a good plan. Planning activities

According to Bolesław R. Kuc, plans constitute “road maps”, according to which organizations pursue their goals. If the plans are well structured, they guide managers and employees in an appropriate way. Properly arranged plans are determined by at least 10 factors:

1. Resources that will be used, premises or buildings, equipment, materials, financial resources, information and employees.
2. The methods, processes and procedures that will be used.
3. Tasks to be performed, often each one has its own standard or a result to be

10 Zieleniewski, Jan. (1975). *Organization and management*. Warszawa: PWN. p. 207.

11 Kobylński, Władysław. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. pp. 53-34.

achieved.

- 4. Order or procedures to be followed.
- 5. People who will have to complete the task and those who will be responsible for implementing the plan and for achieving goals.
- 6. Redefine the goal of the plan, or specify or adopt a goal, which will be appropriate for the given plan.
- 7. Place where planned activities are to take place.
- 8. Binding deadlines, schedules.
- 9. Points where the progress will be checked.
- 10. Designated measures that are used to evaluate progress and verify that goals have been achieved.¹²

Planning activities

	ACTIVITIES	Interactions	
PLANNING	Gathering information about resources, needs, opportunities, (things); diagnostic analysis	Pre-plan studies	COORDINATION
	Forecasting (Studying available forecasts and compiling your own)		
	Programming (setting goals and means of achieving them)	Information and decision-making interaction	
	Balancing, coordinating, and optimization of the content of plans		
	Information and methodological help in the development of plans by subordinated organizational units		

Source: own study based on B. R. Kuc, *Perfect Management*. Warszawa: Management Publishing House PTM, 2000, p. 104-105.

The main tasks of planning, not only in educational institutions, are improving the functioning of the institution, reacting to the changing environment, implementing the concept of creative organization. Therefore, according to W. Kobyliński, a properly developed plan should be characterized by such features

12 Kuc Piotr - Bablewski. (2000). *Perfect management*. Warszawa: PTM. p. 104.

as purposefulness(i.e. should ensure the achievement of the goal),feasibility (which is also referred to as plan practicability),internal compliance (the plan should not contain conflicting trends),operability (the plan should be simple to use),flexibility (the plan should make it possible to introduce necessary changes to its content), etc. Among the features of a good plan there are also: adequate long-distance (which means that a good plan should include a well-established time horizon), punctuality (what and when is to be done), completeness (do not omit anything essential for the goal), communicativeness (the plan should be understandable to all people who implement it) as well as rationality. The last feature means the cognitive grounding of the plan, i.e. that it should be based on rational foundations, proven or verifiable facts or events, and not - as is sometimes happens - presumptions and assumptions, beliefs and prejudices, etc. in brief, basics which are not adequate to contemporary methodology of management science. A well-defined plan is the basis for the proper implementation of the next stages of action.¹³

Acquiring resources as the third stage of effective action

Resources in the understanding of organization theory and their types

According to Władysław Kobyliński, in the book *Fundamentals of contemporary management*, in ergonomic sciences, the concept of resources is used to describe the components of productive activity useful to man, both those that are provided for free by nature and those created thanks to human's work. Thus, resources include various products, materials and raw materials, technical devices, and tools, as well as natural goods, such as land, air and water. These are the so-called material resources. Mostly, however, resources are people who participate in work processes.

What is especially important are their qualifications and talents, hobbies and habits, attitudes towards work and motives for action. These types of resources, usually referred to as human or personal resources, are given a lot of attention in literature, emphasizing their unique role and importance. There are frequent opinions of those authors who claim that the secrets of success in organizational and managerial processes are to a large extent the ability to attract people to tasks and to stimulate them to better and more efficient work. These activities are a continuous management process and are aimed to ensure the organization right

13 Kobyliński, Wladislaw. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. pp. 47-50.

people in the right positions at the specified time.¹⁴

Managing human resources

According to the concept presented in the book *Managing*, the process of managing human resources includes seven basic activities. These are:

1. *Planning* human resources, which serves the continuous and adequate satisfaction of the staffing needs of the organization. According to Michael Armstrong, who in the book *People management* states that human resources planning is aimed to adapt employee resources to the needs of organizations, which is expressed in planning the employment of employees. It includes:
 - employing and maintaining the necessary number of employees with specific qualifications,
 - estimating qualification requirements and the possibility of satisfying them,
 - preventing the occurrence of shortages and surpluses of employees,
 - developing multiple positions,
 - improving the efficiency of the use of employee resources.
2. *Recruitment*, which is to gather a specific group of candidates for work in accordance with a previously adopted plan.
3. *Selection*, which involves the selection of appropriate people on the basis of the analysis of completed forms, applications, CVs, interviews or checking references and presenting them to the management of the organization in order to make a final decision regarding their employment.
4. *Introduction* to work is aimed to help the newly recruited employees to adapt to the mission, requirements, and culture of the organization as quickly and effectively and without any conflicts as possible.
5. *Training and improvement*, under which activities are undertaken so that employees contribute more to ensuring and increasing the efficiency of the organization and their promotion.
6. *Assessment of effectiveness*, which consists in comparing the performance of a given employee with the standards or goals set for the position held by him. As a consequence, appropriate compensation for the actions is given (e.g. rewards or a change of a position).
7. *Promotion, transfers, demotion and dismissal*, which result from determining

14 Kobyliński, Władysław. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. pp. 52.

the further usefulness of a given employee for the needs and achievement of the organization's goals. According to M. Armstrong, all efforts are recommended to retain the best employees, who will be needed in the future. The plan for keeping these people should result from an analysis of the reasons for their leaving the organization. It is useful to conduct post-interview talks to identify the reasons for the dismissal, although the information obtained may not always be reliable.

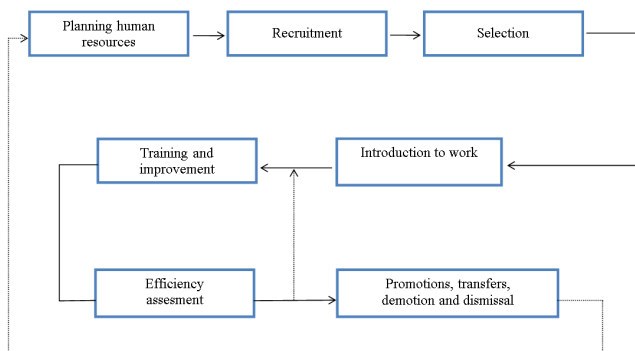
When preparing an employee retention plan, what should be done is to:

- make sure whether the salary rates are competitive, and the pay system is fair and consistent,
- guarantee satisfaction from the performed work, which results from the use of employees' skills; creating an opportunity for employees to take responsibility for the tasks performed and providing them with the opportunities for development,
- verify whether people know what the institution expects of them and whether their achievements are appreciated which meet or exceed those expectations,
- provide training that enables people to achieve the required results and professional development,
- ensure that recruitment and selection procedures indicate the people most likely to be successful and who stay in the organization.¹⁵

The analysis of the presented tasks shows that human resource management should be a staff function, which in practice means that people associated with its fulfillment should advise all line managers of the entire institution in this respect.

15 Stoner, James A. F., Freeman, R. Edward., Gilbert, Daniel R. (1995). *Managing*. Warszawa: PWE. pp. 368-369.

Drawing. 3 The process of managing human resources in the organization.



Source: James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, J. R. *Managing*. Warszawa: PWE, 1999 p. 368.

The presented and other activities related to the acquisition and management of human resources are very important and may lead to the so-called an ideal organization, which, for example, according to Max Weber, should have certain special features. These include:

- division of work and responsibilities should be clearly defined for each member of the organization,
- positions should be arranged hierarchically, which creates a ladder of power,
- members of the organization should occupy positions basing on their technical or educational competences,
- managers should be employed by the owners of the venture but should not be owners of the venture themselves,
- everyone in the organization should be subject to strict rules and controls appropriate to the work performed. It is desirable that these rules be impersonal and universal.

The presented content shows that acquiring resources is an important stage of organized action. It particularly relates to the management of people in the organization. Hence, it seems that the view of Akio Morita - the famous originator of the success of the Sony concern - is becoming more and more correct, who claimed that the boss, no matter how clever he was and what education he would receive and experience, the success of his organization depends mainly on what people he has for his work.

Implementation of the plan as the fourth stage of effective action

Implementation of the plan mainly relates to organizing activities, i.e. arranging the components of the activity in such a way that they all contribute to the achievement of the intended goals. The literature on this subject quite often divides the organizing activities into basic and ad hoc activities. Basic organization in an institution consists in adjusting the structure of a given unit to its goals. The essence of this type of action is expressed, among others, by creating appropriate workplaces, cells or departments, etc., by connecting them into larger units, as well as establishing various connections and relationships between them. Basic organization also includes the preparation of assignments of activities, work plans, schedules, etc. It is also important to establish information systems and methods of communication, and above all, norms and patterns of behavior. Basic organization is essentially about building an organizational model of activities.¹⁶

Ad hoc organization, described as “continuous” organization, includes a series of activities aimed at maintaining the already given direction of the functioning of the institution. In the basic organization phase, it is difficult to predict and resolve all problems that each team of employees has to deal with in their daily work. Following the established guidelines, it is needed to constantly select and combine individual parts of a given whole of activities and adapt them to the goals set for the institution. This does not mean, however, that ad hoc organizing was expressed by the manager’s constant interference with the work of his employees. On the contrary, such an idea would indicate an overly superficial understanding of his role as an organizer of work processes. Similarly, as in other areas of reality, also here - the maximum does not always coincide with the optimum, and the excess of managerial interference may turn out to be as harmful than the lack of it at all. According to contemporary authors, a good organizer always leaves subordinates a certain margin of action freedom and corrects their behavior only where it is really necessary.¹⁷

In the book *Management of tomorrow* Gary Hamel and Bill Breen state that according to Frederick Winslow Taylor, who is considered the most influential innovator of management in the twentieth century, the empirical approach is of the greatest importance for the effectiveness of the plan implementation. It involves, among other things, a systematic analysis of the causes of wastage of

16 Kobyliński, Władysław. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. pp. 89.

17 Kobyliński, Władysław. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. pp. 90.

funds, poor work organization, the suitability of the introduced and applied standards, discrepancies between the requirements of the workplace and the employee's abilities, as well as the assessment of incentive systems. Taylor claimed that the efficiency in the implementation of tasks comes from the exact knowledge what is expected of people and from making sure they do their job as good as possible and at the lowest possible cost.¹⁸

Max Weber, an outstanding German sociologist, living in the same period of time as Taylor, believed in a similar way about the effectiveness of tasks performance. He saw bureaucratization as the main factor in the effectiveness of the organization's functioning. It is - in his opinion - the best of all forms in terms of precision, stability, rigor and reliability. Thanks to it, it enables a particularly high degree of predictability of the effects of actions for the needs of those who manage the organization and those who act in relation to it. The ideal of organization defined by M. Weber had certain special features. These include:

- a clear description of the division of work and responsibilities for each employee,
- hierarchical arrangement of positions, thanks to which a clearly defined "ladder of power" is created,
- occupying job positions in accordance with technical competences or education,
- employing people who are not related to any form of ownership with the organization for managerial positions,
- using impersonal and universal strict rules and control of employees according to the work performed.

Although bureaucratization has been complained of recently, it seems that its requirements still are the basis for the organization practically of all participants in the public sector, as well as private companies. Progressive managers may try to eliminate its more absurd manifestations, but in reality there are few who are able to imagine a completely separate alternative.

According to W. Kobyliński, there should be no difficulties in the implementation phase of the plan, if the action has been properly prepared. This is only the case if also other conditions for the efficient implementation of the plan have been met. Above all, consistency in respecting the arrangements made, is essential. Plans or intentions, that are not implemented, are acts of waste, so it would be better not to develop them at all. Each deviation from the plan also creates a precedent for a similar behavior next time, which in the long run leads

18 Gary, Hamel et Bill, Breen. (2008). *Management of tomorrow*. Warszawa: Red Horse Business Press. pp. 28-29.

to not taking into account the plan at all. An important problem in the plan implementation phase is also ensuring ongoing control of its fulfillment. After all, it could turn out that despite fulfilling all conditions provided in the plan, the action did not bring the expected results. Therefore, its further continuation would more and more distract us from the adopted goal. Properly conducted, ongoing control of the implementation of the plan may therefore protect the organization from the danger of performing unnecessary activities that disqualify work as an organized activity.¹⁹

Control as the last element of the organized action **The concept of control and its elements**

The activities presented in the four previous articles related to the theory of the organized action cycle (defining the goals of an activity, planning the activities, acquiring resources, and allocating them, implementing the plan), refer to the initial and second stage of a well-organized activity and are described as preparation (preparation of activities) and implementation. In this publication, the last element of theory of the organized action cycle, which is control, will be presented.

According to Władysław Kobyliński, the concept of control refers to the comparison of performance with an appropriate model and drawing appropriate conclusions from this comparison for the future. Such a comparison may be the work of the performer (self-control) or another person. Depending on whether a given person belongs to an organization (institution), which he controls or not, we are dealing with internal or external control. The subject of control may be the result of an already completed process of work, i.e. the finished product, or the course of this process, so the subsequent phases of the performed activities. Many supporters of it believe that in the second case, the effectiveness of control is generally much greater. You can then notice any errors at the appropriate time, correct them and thus achieve the intended goal as much as possible.²⁰

A slightly different definition of control and its goals is given by Rafał B. Kuc in the book *Perfect management*, who claims that control is checking the compatibility of actually implemented activities and their results with the assumptions made. Through the controlling function, the manager can determine

19 Kobyliński, Władysław. (2009). *Fundamentals of organization and management in education*. Warszawa: Education Foundation. pp. 88-91.

20 Kobyliński, Władysław. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. pp. 120.

whether his actions actually led to the achievement of the set goals. Each control usually consists of three main elements, i.e.:

- defining measures of performance,
- measuring the current efficiency and comparing it with the determined measures,
- taking corrective actions if the effectiveness does not match the measures.

A well-conducted control enables the manager to maintain the proper course of action in the organization, not allowing excessive deviations from the pursued goals. With this information, it is also the starting point for the development of a new plan and thus starting the management process anew, thus performing an adaptive function and not an initiating function.²¹

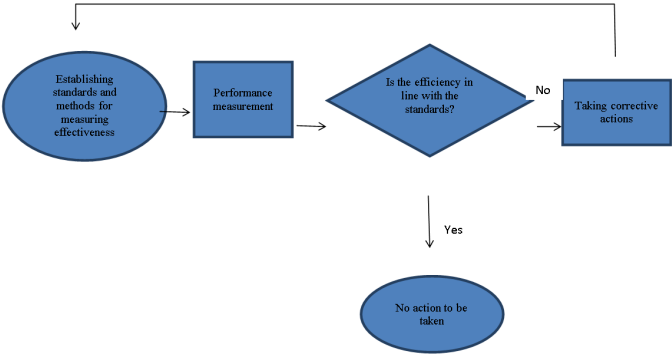
In turn, James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, JR. state that management control is a systematic activity aimed at establishing performance standards when planning goals, designing feedback information systems, comparing actual results with established standards, determining if there are any deviations and measuring their significance and taking all actions necessary to ensure that all resources of the organization are most effectively and efficiently used to achieve its goals. According to these authors, the control consists of four stages presented in the drawing 4. These are:

- establishing standards and methods for measuring effectiveness consisting of in clearly defining goals of the organization in such a way that it allows for their measurement and execution deadlines (e.g. related to the time of completing the tasks),
- measurement of performance as a constant and repeatable process, the frequency of which depends on the type of activity measured (e.g. public administration units are required to report on their activities to the relevant authorities in particular periods of the year),
- determining whether the efficiency is in line with the standards, in which it is about comparing the measured results with the set goals or standards (if the performance meets the standards, the manager may assume that “everything is under control”),
- taking corrective actions, which takes place when the tasks performed do not meet the standards, and the analysis shows that you need to intervene (e.g. by increasing employment in the organization or changing the applicable standards resulting from new regulations or requirements).²²

21 Kuc Piotr - Babelwski. (2000). *Perfect management*. Warszawa: PTM. pp. 356-357.

22 Stoner, James A. F., Freeman, R. Edward., Gilbert, Daniel R. (1995). *Managing*. Warszawa: PWE. pp. 538-540.

Drawing. 4 Basic stages of the control process



Source: J. A. F. Stoner, R. E. Freeman, D. R. Gilbert. *Managing*. Warszawa: PWE, p. 539.

Types of control

In the light of the above-mentioned literature, management science usually distinguishes three basic types of managerial control: initial, current and final, also known as the control of effects or results. Individual controls are dictated mainly by changes in the organization's environment, the increasing complexity of management processes and the need to delegate permissions.

Initial control concerns checking the state of affairs at the moment of beginning of an action and constitutes a "starting point" for it. Its purpose is to determine whether we have everything that will be needed for action, and in particular, whether we have a correctly formulated goal, an adequate work plan to it, and whether we will have the necessary resources, both material and human, to achieve it. For initial checking, network planning is particularly useful, as it allows for a precise determination of the course of action in pursuit of the goal, i.e. the sequence in which individual activities are to be performed. Ongoing control consists in constant and systematic checking of the progress in achieving the goal and drawing conclusions from it to improve the ways of organizing work. Thanks to the use of appropriate techniques, ongoing control allows you to notice any errors in time, remove them and take the necessary preventive measures. It is worth noting, however, that the views on ongoing control in the scientific literature on this subject have radically changed in recent years. The promoted belief that an employee who is not under continuous control works less efficiently, has been replaced by the concept of providing educational care

over him, based on creating appropriate conditions for work and professional advice. This belief is accompanied by efforts to broaden the scope of the employee's independence and to pay more and more importance to the control of the results. Final control is expressed in comparing the obtained effects with the adopted goal, revealing possible unconformities and determining the methods of counteracting their occurrence in the future. This form of control, apart from its undoubted advantages, also has its numerous weaknesses, and most of all the fact that noticing a faulty performance of a task may turn out to be late. Sometimes a long time passes from the moment an error is detected and corrective actions are proposed till the improvements are made. Meanwhile - as Witold Kieżun rightly notices - "the measure of the efficiency of an organization is precisely the length of that time".²³

The legitimacy of control in management

In view of the fast pace of changes taking place in the environment of contemporary organizations, in recent years, control has become more and more important. The above-mentioned authors of the book *Guiding* include the main reasons for its systematic conduct:

- pursuing to increase the quality, which by changing employee attitudes allows, among others detect faults, avoid mistakes, improve products, etc.
- proper introduction of changes and adaptation to them, thanks to which managers can react quickly to the resulting dangers and opportunities,
- the need to accelerate the cycles of fulfilling the tasks, as a result of which it is possible to minimize the time needed to design and implement new products and services and deliver them to recipients,
- creating added value, thanks to which it is possible to gain a competitive advantage,
- facilitating delegation of work and facilitating teamwork, resulting in better use of the creative potential of individual employees and teams.²⁴

The function of the manager in the organization, who supervises the control activity, is essential within the framework of control.²⁵

23 Kuc Piotr - Babelowski. (2000). *Perfect management*. Warszawa: PTM. pp. 365-366.

24 Stoner, James A. F., Freeman, R. Edward., Gilbert, Daniel R. (1995). *Managing*. Warszawa: PWE. pp. 540-542.

25 Bursová, Janka. (2014). The Functions Tasks of the Manager in the Organization In: *Zarządzanie i Edukacja : Dwumiesięcznik Szkoły Wyższe im. Bogdana Jańskiego*. Numer 95 Lipiec - Sierpień (2014), s. 101-108.

The briefly presented content of the control shows its great role and legitimacy for its application. However, in order for the goals related to it to be properly achieved, there are needed appropriately prepared people, who apart from the knowledge of generally accepted and applicable standards and patterns related to the subject of control, will also have knowledge and experience in the course of individual processes related to production services. Otherwise, the control will fulfill only part of its function, and may even be harmful and prevent from the further development of the organization.

Summary

According to W. Kobyliński, the presented sequence of individual phases of organized action should not be understood as their mutual consequence in a chronological system, but rather logical system. Control, for example, which is in the last place in the cycle theory, should be in practice in place where it is really needed. After all, it would not be useful to check the condition of the foundations in the moment when the building is already finished. The same applies to the other remaining phases of the cycle, with the possible exception of formulating goals, which should, in principle, always start a sequence of well-organized activities. Therefore, organized action should be understood as a sequence of individual phases in their logical system. It is important not to forget any of the essential elements of the action and to understand the relationship between them.²⁶

The successes of the use of organized cycle theory is likely to depend on many different factors. It is difficult to define them unequivocally, as they depend, inter alia, on the type and achievements of the organization, qualifications and experience of people involved in management processes in the institution, or their motivation to work. However, it can be certainly stated that the final effect of applying the theory is influenced by the high level of implementation of tasks in its individual phases. People performing managerial functions, as well as those who conduct broadly understood social activity, should pay special attention to it. Their work has a direct impact on the effectiveness of both individuals and entire teams or communities.

26 Kobyliński, Władysław. (2005). *Fundamentals of contemporary management*. Łódź: University of Social Sciences. pp. 33.

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