Systemic Approaches to Strategic Management:

Examples from Machine and Machinery Manufacturing Industry

Ioan Constantin Dima  
*University „Valahia” of Târgoviște, Romania*

Table of Contents

Foreword  
Preface  
Acknowledgments

**Part I**  
The Company Dealt with Systemically

**Chapter 1**  
*Information in Systems Theory*  
*I.C. Dima, University Valahia of Târgoviște, Romania*

Theoretical Approach of the “System” Concept  
Use of the Analysis and Synthesis Method in Systems Theory  
Modelling and Simulating the Systems  
Automatic Adjustment Systems  
Automatic Adjustment System - Management System Interdependence  
Systems Management  
Information and its Role in Systems Management
Chapter 2

The Risk in Systems Management

I.C. Dima, University Valahia of Târgoviște, Romania

Theory of Risk

Theoretical Approach of Managerial Risk

Managers’ Position to Managerial Risk

Industrial Risk

Chapter 3

Use of Systems Theory to Deal with Industrial Companies

I.C. Dima, University Valahia of Târgoviște, Romania

Analysis of Company as “Cybernetic System”

Production System – “the Company” Cybernetic System Relation

Applying the Systemic Theory to Analyse Company’s Functions

Contemporary Theories on Company’s Structure

Full Cycle of Companies’ Operation

Control of Company’s Activity

Chapter 4

Companies’ Operation Environment in a Global Economy

S. Kot, Technology University of Czestochowa, Poland

M. Măcriș, University of Petroșani, Romania

Competition and Competitors, Elements of Companies’ External Environment
Company’s Internal Environment and Its Components

Companies’ Ambiguous Operating Environment

Decisional Process in Companies Operating in an Ambiguous Environment

Chapter 5

Companies’ Activity on the Current Market Economy

I.C. Dima, University Valahia of Târgoviște, Romania

Market under Globalisation

Competitive Development of Companies under Global Economy

Companies’ Growth “in Waves” under a Globalised Economy

Companies’ Internationalization under Global Economy

Companies’ Rating under the Current Market Economy

Communication Models Used in Current Companies’ Management

Chapter 6

Companies’ Organisation under Current Globalisation

I.C. Dima, University Valahia of Târgoviște, Romania

Structural Organisation

Factors Influencing the Structural Organisation

Organisational Structure Design

Organisational Structure Design – Managerial Communication Interdependence

Types of Organisational Structures

Formal Organisation – Informal Organisation Relation

Strategy Harmonisation with Companies’ Structure
Part II
Use of Systemic Theory in Strategic Management

Chapter 7
Companies’ Strategies – a Theoretic Approach

I.C. Dima, University Valahia of Târgovişte, Romania

Companies’ Strategies and Policies
Company Managerial Strategies
Company Strategies System
Strategic Alternatives and Their Classification
Evaluation and Control of Strategies
Stakeholders and Their Role in Preparing Companies’ Strategies
Company’s Sustainable Development Strategy

Chapter 8
Considerations on the Current State of Strategic Management

I.C. Dima, University Valahia of Târgovişte, Romania

European Concept of Strategic Management
Japanese Management, Existence Form of Strategic Management
Kaizen Strategy in Automotive Industry
Opinions on the Strategic Management Process Structure
Industrial Companies Strategies under Current Globalisation
Strategy as Working Tool of Strategic Management
Chapter 9

Communication in Companies’ Development Process

J.N. Marcincin, Technical University of Kosice, Slovakia

I. Cosmescu, University “Lucian Blaga” of Sibiu, Romania

Theoretical Approach of Communication in Industrial Companies

Specificity of Managerial Communication in Companies

Companies’ Diagnosis – Starting Point in Developing Industrial Companies’ Strategy

Models used to Analyse the Industrial Companies’ Strategies Portfolio

Development of Romanian Industrial Companies’ Strategies During the Transition Period

Chapter 10

Production Strategies of Companies in Machine Manufacturing Industry

V. Modrak, Technical University of Kosice, Slovakia

S.M. Radu, University of Petroșani, Romania

Complexity of Production Process in Machine Manufacturing Industry

Positioning the Industrial Strategy in Regional Development Strategy

Use of Decision Tree to Improve Optimisation Strategies

Strategy of Advanced Production Systems

Use of Expert Systems to Develop the Production Strategy

Chapter 11

Strategies Used to Improve Industrial Companies’ Production Quality
Chapter 12

Budgeting - Technique of Strategic Management

M. Man, University of Petroșani, Romania

The fundamentals of budgeting

Budgeting the activity of the industrial company

The use of budgets in the management of the industrial company

Chapter 13

Use of Budgets to Elaborate the Strategy of Industrial Production Costs

M. Man, University of Petroșani, Romania

Theoretical approaches

The system of production costs budgets

Chapter 14

Interdependence Relation between Industrial Company’s Logistics and Commercial Strategy

J. Grabara, Technology University of Czestochowa, Poland

D. Tănăsescu, University Valahia of Târgoviște, Romania

Involvement of Logistics in Company’s Commercial Relations
Impact of Logistics in Organising the Manufacturers – Distributors – Customers Relations

Logistics – Pilot of Distribution Networks

Improvement of Service Quality at the Customer – Consequence of Logistics

Defining the Commercial Logistics System

Designing and Planning the Commercial Logistics System

Means to Monitor Company’s Sales

System for Monitoring the performances of Company’s Commercial Activity

Logistics – Commercial Strategies Relations

Index