

THE STRATEGIC IMPLEMENTATION OF A BUSINESS ORGANIZATION'S MISSION AND MANAGERIAL DECISION**Marius-Costel EȘI***Stefan cel Mare University of Suceava, 720229, Romania
mariusesi@yahoo.com***Abstract**

The global nature of social and economic development states the fact that, within every business organization a series of managerial requirements must exist, justified by the manner in the decision makers their own resolution. Therefore, managerial priorities are associated with the decision making process that can reveal a set of best practices related to the entrepreneurial activities carried out. The pragmatic implementations of decisional standards reveals the fact that, inside business organizations can be found a number of features integrated into a plurality of economic processes that can be validated through utility criteria. In these circumstances, we believe that organizational mission realization can be understood and explained taking into consideration the strategies implemented as an effect of undertaken commitments. Moreover, the present study aims to examine how an organizational mission can be implemented taking into account the managerial decisions typology. Therefore any managerial decision implies, in action terms, the existence of a pragmatic component that involves several ethical and social attributes corroborated with the result of a strategic implementation of the business organization's mission.

Key words: *mission statement, ethical/social attributes, business organization, managerial decision*

JEL Classification: *M1, M2, D2, F6, L2*

I. INTRODUCTION

The necessity of a standardized formulation in terms of the contents of what an organizational statement as well as its implementation may be, dwells upon the fact that the materialization of a process of this type can differ taking into consideration the way in which it is built, but also if we are to refer to the way in which this organization may be perceived as such. Hence, an analysis of the dynamical representation of the manners in which the mission of a business organization may function, reflects from our point of view, an utter need to impose a new paradigm, this taking the form of epistemological management. In a nutshell, the idea of managerial decision can be analyzed if we resort to a philosophical approach or even to a sociological or a familial one (Apostu, 2013, 46-49). Moreover, a scientific research at a conceptual level imposes the envisagement of the principal coordinates that stress upon the direction of the business organization development.

Continuing with this approach, such a conceptual type of analysis can be engulfed within an empirical one. The reason at the core of this assumption takes the following form each and every managerial decision puts forth the importance of the strategies imposed at the business organization level. A systematic approach of the decisional process which is orientated towards the idea of strategic implementation when it comes to the business organizational mission, reflects the need of making the objectives easy to dwell upon and with. Here, what we mean is that there are several deduces as well as assumed objectives, which are related to the degree of implication of those in charge of deciding, and these particular objectives are directly related to the idea of moral creativity (Jeder, 2008, pp.115-122). What is more, the correlation of those aspects previously stated with the moral standards at the business organization level, implies an efficient way of making use of the organizational management by those in charge of deciding.

II. PRAGMATIC SIGNIFICATIONS IN ASSUMING MANAGERIAL DECISIONS

The existence of a set of ethical rules allows us to accept, on the one hand the prior requirements put forth by entrepreneurs, which are to be found in the actual global competition in the business field, and on the other hand, we are to face and find the consumer's needs. The validity of significations in what regards the establishment and implementation of strategies that hint at the implementation of the organization's missions, imply a series of realistic interpretations which reflect the manner in which the posterior performance at the business organization level is reached. However, the interpretation diversity alongside the key phrases or idioms used to define the managerial decision factor, reflect the complex nature of what a formulation and implementation in what regards the business organization may engulf and portray. This is particularly why, the various discussions revolving around this very idea in the specialized literature canvas, refers to the understanding of the managerial decisions in relation the assumed strategies. From this point of view, the

research in what regards the managerial issues related to decision making, imposes a series of pragmatic correspondences through which some of the organization strategies are whether accepted or, at the opposite level, denied or rejected. Practically, through this assumption we wish to portray the fact that at the top-management level, the conception as well as the implementation of a strategy constitutes a difficult process especially if the decision is pseudo-connected to the economical reality (Conger, 1991, pp.31-45) and this factor can lead to a major risk in terms of the business viability. Also, the founder, the top-manager is the principal pillar in terms of the social-economical interpretation. He has the function of a hermeneut (Trifu, Terec-Vlad, 2013, pp. 48-50). Hence, if it is to refer to the assumed objectives by the top-managers, the managerial decisions have to be actually in relation with the development dimension, with clarity as well as precision. Furthermore, the actual dwelling upon the valuable sections by those in charge of deciding, should portray a relevant conception in what regards the commonly-assented criteria of validity when it is to refer to the business organization level of strategies.

The possibility of adaptability throughout and in time of managerial decisions in relation to the organizational strategies is possible as a result of the analysis of the most important social, political as well as economical canvas. Also, beginning with the dimension of the social as well as economical reality, we are prone to observe that at the business level organization, the managerial decision making process can be explained by resorting to a series of philosophical and pragmatic perspectives. Taking into consideration especially this context, the axiological factors related to the validity of making use, implementing the organizational strategies, and, of course, the managerial decision, we can infer a new perspective in this area. Also, the optimization as well as the adaptability of the strategies represents a key aspect in what regards the explanation of managerial decision-making. Therefore, the managerial decision-making is actually a step through which all those in charge of this process are tested in terms of responsibility which should be oriented towards the actual society and also towards social responsibility.

In this context, we take into account the major set of transformations which are actually visible at the level of managerial decision-making process. A first argument resides in the fact that the founding members as well as the employees ought to envisage a ethical responsibility if they wish their experiences be fruitful. A second argument revolves around that successful businesses nowadays are those who make use of a particular set of managerial decisions which are focused on their organizational mission. Thus, we can refer to a specific dimension which is related to a organizational culture. This latter is to be found throughout the process of implementation of the organizational mission and subsequently to a managerial power of decision. A third argument resides in the assumption of a set of actions which are to be corroborated, from our standpoint, with the type of business which is to be identified and engulfed in the entrepreneurial dimension if we are to take into consideration the sole idea of managerial institution (Dane, Pratt, 2007, pp.33-54).

Actually, to assume a managerial decision allows us to consider a set of role-models in what regards the connection and integration of the value in terms of section within the business organization system. In other words, this assumption stresses upon the fact that an exhaustive analysis of this particular problem can begin from the stability, durability alongside the efficiency in what regards the sine-qua-non conditions which are reflected in the current economical as well as social realities. Moreover, this pragmatic connotation of the manner in which we have portrayed the current states of affairs up to this very point reflects the idea that at the core reconfiguration of the organization's profile within the business environment, puts forth the following: the managerial decision-making process is a non-homogenous one, therefore, we aim to highlight that the managers' interest should revolve around the identification of the pragmatic perspectives of the long-term objectives (Ansoff, 1965, pp.5-6). This manner of relating to the factors previously stated, is aimed at the justification of the implementation itself of the assented strategies by the managers.

The axiological fundamentals become relevant in terms of a pragmatic as well as epistemic approach only if the development strategy within a business organization is commonly-assented by those in charge of decision-making and to that extent in which the organizational culture is a datum, not a meager theoretical concept (Posteucă, 2013, pp.69-77). The valuable projections which are identified as a consequence of the definition in terms of organizations' mission in the business canvas and pinpoint to the fact that the postmodern economical society needs a new reevaluation of the ways in which the organizational mission is the core of a bulk of companies are considered to be at the top of the professional ladder. And yet the process of affirming the mission of the business organizations, perceived as a part of the strategy (Taleghani, Liyasi, 2013, pp.32-39), stresses upon the need of reconsidering the context in which the enunciation of the organizational mission takes place. This is why we can strongly affirm that implementing strategies is directly related to the formulation and implementation of the organizational mission.

Transposing this within the graphic of the mission alongside the managerial decision highlights the special dynamics of the intentions that the actor in the economical canvas has, but pinpoints also to the fact that there has to be an assented behavior within the organization itself. Thus, those in charge of decision-making who are prone to has a managerial itinerary should, from our point of view, to implement their own strategies and to adapt them at the same time taking into account the identity of the business organization. In this particular context, if it is to revolve around the diverse conditionings, we appreciate that the relationship between the mission statement as well as the organizational strategy remains an interesting one, at least if it is to hint at the theoretical tools and only subsidiary, in terms of a pragmatic report. Moreover, the organization strategy, rather

insufficiently defined for the neophytes in this area (Russel, 1990, pp. 521-524), it reflects the managers' vision regarding the aim as well as the objectives which are commonly-assented within a certain time-span.

Strictly referring to this particular issue, we think that it is of utmost important to portray and analyze the idea which hints that there is a strong bond between the managerial decision and the mission statement. Therefore, the mission of a business organization can have a relevant role in contouring its personality as well as individuality. Also, redefining in an organization plan of the mission (Lazonick, 1994, p.9) implies a scientific legitimization up to the point in which this state of affairs is reported to the rather biased nature of the principles of value within the business organization. The problem put forth is that there is logical standpoint in what regards the decision-making process, related to the adaptability and change. We need to take into consideration that identifying the decisional dimensions with the idea of managerial strategy is of utmost importance. Furthermore, we hint at the manners in which top managers establish their standpoint in what regards their mission of decision-making and all of this bulk of manners can be easily explained if we resort to the strategic coordinates and the axiological sequences which are to be found at the business organization's level.

A further explanation of a theoretical as well as practical nature and which pinpoints to the implementation of the mission is bound to refer to the analysis of a series of strategic issues which, in the end, have as a main aim, to validate the commonly-assented objectives by the decision-making persons. This envisagement offers from our point of view, a legitimating dimension of the entrepreneurial itinerary of the top manager in charge of the business organization. The existence of several aspects that highlight a bulk of typologies in terms of managerial decisions, reflect the requirements, needs as well as values which are accepted within the organization and subsequently within the organizational culture. However, the problems related to the visibility of the strategies put forth by the top managers gets a new perspective on the way in which the actual analytical itinerary works and what should be further done and established by resorting to the needs of understanding the way in which the business organization has to grow, develop and flourish. Thus, we have to state that at the organizational level it is more than necessary to activate the social component which has to be also corroborated with the idea of responsibility. Therefore, the strategies to be used need to be dynamic mainly because there is a strict relation between the decisions of the managerial stuff and the aim, objectives and of course, the core mission of the business organization.

We need to actually refer to a coronation of these concepts in terms of the prior conditionings between the key-terms mission-decisions-strategies. It is rather obvious, on the one hand that there are several role-models of connection as well as integration of the values within the organizational system, and on the other hand the principle of social unity has to be taken into consideration because it has as a main aim the legitimating process of performance objectives/targets (Dransfield, 2000, p.70). Hence, we can strongly affirm that there is a series of prior conditionings which we have previously stated and whose main aim revolves around the admission of a pragmatic connection which is prone to be found between the market orientation and the level of performance (Narver, Slater, 1990, pp.20-35)

III. PRAGMATIC CONDITIONINGS BOUND TO MAKE THE MANAGERIAL DECISION POSSIBLE

Within nowadays society, we can find a particular way of perceiving the implementation of strategic management. This type of approach imposes that beforehand there has to be a commonly-assented way of implementing organizational strategies. Adopting a particular marketing strategy is relevant in that it has a main aim of boosting the value inside the organization. If we resort to the entrepreneurial dimension, we are to pinpoint to the fact that the specialized literature engulfs a series of visions put forth by distinct authors in the field and which leads to the sole definition of the organization's mission, strategies as well as culture, to obtain the following vision, which is to be observed in the first figure.

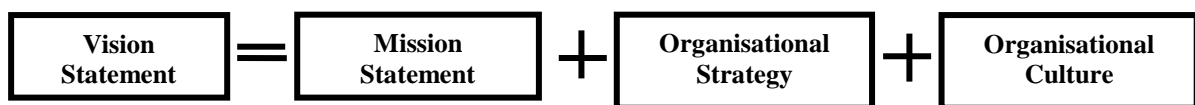


Figure no.1- The conditioninhs of the vision: mission, strategy, culture.

Source: After Mark Lipton, "Demystifyng the Development of An Organizational Vision," *Sloan Management Review*, Summer, 37 (4) (1996): 86.

What we need to infer from this particular vision takes the following form, there is a bond between the organization and the employees (Evans, Dean Jr., 2003, p.292), but this does not mean that there is a distinct category within the functioning mechanism of the business organization. It has to function properly regardless of the stated factors (Mullane, 2002, pp.448-455). At the opposite factor there has to be a derived formula within the general character of the actions put forth with the organization. Moreover, the implied and inferred terminology when it comes to the formulation of the strategic management confronts itself with a conditioning aimed at making the organizational mission viable and actually functioning not only at a managerial point of view, but also when it comes to the sole necessity of the decision-making process at the business organization level.

Such an assumption leads to the idea that managerial priorities need to be strictly connected with a pragmatic view upon things which is actually equal or synonymous with the implementation of the organization's mission by all of the employees within a firm. Thus, practicing the managerial strategies resides in the necessity of the decision-making plan and subsequently to the commonly- assented process of accepting all of the previously stated factors by the decision-makers within the business environment; this is actually our standpoint with regard to the whole equation put forth throughout this paper.

Beginning with the premise that implementing a series of particular strategies related to the sole idea of performance leads to a vision in which there has to be a clear-cut distinction between the way in which not only the objectives, aims, but also the mission, are accepted by those in charge with the decision-making process. Therefore, we have to state that it is of utmost importance within the business organization, the accumulated experience throughout time. And yet, this has to be explained in terms of managerial decision. The re-dimensioning process of the values which are at the core of the implemented strategies may lead in the long-run to a totally different position regarding other companies if it is to refer to the commonly-assented practices of an entrepreneurial nuance.

The process of establishing an identity as well as the boundaries when it comes to the organizational strategies puts forth a specific typology of the way in which the managerial decision is understood as well as perceived by the vast majority. This can find an echo if we resort to the aims, objectives of the mission statement. Beginning from the very idea that within the contemporary social canvas progress is to be obtained as a core pillar, (Kicsi, Burciu, 2014, pp.29-38), we are to find within the vast majority of the business organizations specific traits which highlight the viability of the mission taking into account the commonly-assented strategy by those in charge of decision-making. What is more, from a strategic point of view, the managerial decisions are connected to the good practice examples on the marketplace, and this particular aspect pinpoints to the fact that the boosting and development of the organization is related to the previously stated factors. Taking into consideration within this context the pragmatic coordinated adjacent to the validation criteria of the strategy, performance is to be obtained.

Also, a systematic analysis of the manner in which those in charge of decision-making make use of the organization's strategy within the business field, implies the existence of a whole process of decision making process within the organization. If it is to extrapolate this idea from the realm of the entrepreneurial pragmatism, we are to find the necessity of a business model implementation, aimed to decipher the needs and requirements from the marketplace. Altogether, we observe the problematic dimension in what regards the value which is specific to an organization of this type and which reveals an image of a sheer clarity in what regards the manners of implementing the organization mission in relation with a particular nodal point in terms of axiology and that is specific to the culture of an organization. However, the strategy which is to be applied within the business organization is, as previously highlighted in the first part of the current paper, directly determined by the way in which it is assumed by those in charge with the decision-making process.

In what regards this aspect, the molding alongside the synthesis of the organizational mission depends on the way in which the managerial decision is connected to the social as well as economical context. A first argument to dwell on this, resides in the fact that the axiological dimension gains further importance in terms of pragmatism only if interrelated to the materialization of the organizational mission. A second argument takes the form of the portrayal when it comes to the decisional-making process which has an epistemological character, a state of facts that allows a pertinent formulation of a certain type of philosophy to be used as well as perceived within an organization. An approach of this type can only lead to an exhaustive analysis of the manner in which a managerial decision can be applied. Thus, the ones in charge of decision making should assume, from our standpoint, that melting pot of what strategies at the business organization engulf.

With its main aim of being empirically functional, the idea of managerial decision implies the idea of personality in terms of the business organization a series of pragmatic connotations which are able to validate the course of the strategic itinerary which unfolds in order to create an entrepreneurial activity. The existence of a bulk of managerial decisions could be analyzed as well as explained by resorting to a scientific dimension. In a nutshell, we deal with the fact that any type of managerial decision could be viable and materialized only if it has a scientific pillar, a series of rational as well as specific criteria alongside a logical approach of the strategic process, of the managerial decision as such.

The arguments at the core of an assumption of this sort engulf the fact that this type of approach reflect the redefining in terms of organizational of the mission this institution has. Altogether, as long as the formulation of the organization's mission is aimed towards the idea of social responsibility, we can strongly affirm that the managerial decisions assumed by the top-managers have to be materialized under the umbrella of an organizational awareness. Undoubtedly, we are rather conscient that this type of an itinerary depends greatly on the way in which the formulation alongside the implementation of the mission within the business organizations may be correlated to the strategies and the managerial decisions.

Having taken into consideration the previously stated aspects, our scientific approach engulfs, to our minds, a fundamental aspect of the way in which the managerial decision can be coordinated. A situation of this sort can be validated only if we resort to a management in which the business organization reports its viable criteria to its potential strategies. Bluntly put, the adaptability of the context becomes fundamental at the level of the managerial decision. Moreover, transposed in the dimension of the entrepreneurial reality, the managerial

decision reflects a state of potentiality which is the performance itself and the personality of the business organization. Therefore, the entrepreneurial projections identifiable at the level of business organization come in handy in what regards the process of support in terms of managerial exigencies as well as the specific conditionings related to the entrepreneurial dimension.

IV. CONCLUSIONS AND PROPOSALS

Summarizing the main ideas of this investigative itinerary we can state the following conclusions:

1. The contribution brought throughout the managerial decision corroborated with the mission statement reside in the elaboration as well as the validation of a new formal method which allows the elaboration as well as the implementation of specific strategies aimed at molding in correlation with the social and economical context.
2. Taking into account the organization towards which the decision makers hint, the managerial decision needs to address not only the assumed strategies but also the reenactment of the organization's mission in accordance with what the change or adaptability contexts may engulf.
3. The elaboration as well as the implementation of a managerial decision correlated with the formulation and materialization of the organization's mission, justifies the pragmatic function of the organization's strategies assumed by the top-managers.

As the conclusions have unfolded, the proposals take the following form:

1. Each and every implementation of a managerial strategy within an organization could be correlated with the formulation and implementation of the organization's mission.
2. The managerial decision justifies the philosophy of the business organization in itself, and subsequently its mission. This is exactly why we think that it is of utmost importance to readapt the way in which it could be assumed by those in charge of the decision-making plan in what regards the managerial decision of the mission within the business organization.
3. The fundamentation of the managerial decision should be, from our point of view, related to the social as well as economic canvas and also to the structural reconfiguration at the level of managerial strategies commonly-assented within the business organization.

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