"SCIENTIFIC ORGANIZATION OF MANAGEMENT, PRODUCTION AND WORK"

A National Symposium

The symposium held on January 23 to 25 1969, under the heading „Scientific Organization of Management, Production and Work", and sponsored by the State Committee for Organization and Wage Problems, has fulfilled the requirements of the practical activity displayed in Romanian industrial units and public institutions, by responding to the need of elucidating some theoretical and practical problems connected with production and work scientific organization.

During three days, over one thousand participants, grouped in the three working sections — management organization, production organization and work organization and rating — listened to a number of over ninety reports discussing some of the newest organizational concepts, modern methods and techniques, or suggesting practical solutions for their application in Romanian industrial units and public institutions.

The 25 reports submitted to the audience in the section of management organization, discussed problems referring to the information system and decision making, to the organizational structure of industrial units, to the span of relationships established beteeen the industrial unit, the central office and the ministry within the new organizational form, to the modern methods and procedures used in management activities, to the scope of experts'activities displayed in organizational problems in industrial units, designing institutes, ministries and other agencies.

The reports and subsequent debates clearly proved the feasibility of developing a unitary information system project on a national economy scale, dependent only on the economic management specific features and unrestricted by the characteristics associated to the technical process, or to the production branch. The symposium proceedings concluded that the optimal organizational structure of the economic links is closely related not only to branch peculiarities, but also to the specific character of the production process in each individual industrial unit. Consequently, the necessity was emphasized to secure a highest possible flexibility of the organizational structures, in order to allow the achievement of production process continuous adjustments, according to intervening dynamic changes.

The reports submitted in the production organization section approached organizational problems regarding the production process, as well as problems referring to the rational utilization of production capacities, production scheduling and optimization, material transfer, subsidiary activities organization and the application of mathematical statistics to production quality control.

The prevailing characteristic of the proceedings which took place in this section was the utilization of mathematical methods in solving the various organizational problems. The mathematical modelling of some production processes, the numerical simulation of processes involved in a steel-mill through the Monte-Carlo method, the application of the queueing theory to the computation of production of winding machinery, a.s.f., are only a few examples pointing out the concern of specialists for the scientific ascertainment of optimal alternatives to be applied in solving various practical problems. It was found that the network method has gained a widespread utilization not only in the building industry activity, but in the mechanical engineering industry as well. An alternative of the critical path method has simultaneously found a vast application field in the scheduling and achievement of maintenance works in the oil processing industry.

A number of difficulties were at the same time emphasized in organizing production in optimal manufacturing batches, or in the optimal sizing of stocks, as fixed by some obsolete ideas or by bureaucratic behaviour.

In the section dealing with work organization and rating, 34 reports were delivered and the subsequent discussions focussed on problems regarding the rational organization of working sites and shift work, the selection and technical training of employees, the application of ergonomic principles to rational work organization, technical and administrative personnel rating, a.s.f.

A series of papers investigating the social factors, viewed as a means for detecting the causes of the damages observed in the functioning of the aggregate man-machine, the social and psychological factors implicated in shift working and professional selection, were considered highly interesting.

The proceedings which took place in this section, once more confirmed the existence of vast scientific research possibilities in the field of scientific organization of work, on whose grounds technical, economic, medical and human sciences meet.

The great variety of problems approached during the symposium, covering nearly all fields of organizational activity, as well as the animation which reigned during the proceedings, evidence the high interest expressed by Romanian economic staff for both the theoretical generalization of their own experience, and for a more precise and unitary outline of the object and methods of management and organizational science, on the background of socialist economy.

As the greatest majority of the reports communicated were personal surveys, developed and applied in various units and institutions and at various working places, it may be inferred that this symposium has constituted a favourable opportunity for a valuable exchange of experience. It also contributed to the mutual personal knowledge of the individual ways of thinking of the various specialists and research workers.

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