**ПЛАНИРАЊЕ И СПРОВОЃЕЊЕ ПРОМЕНА У АГРОБИЗНИСУ**

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**Извод:** У систематском планирању или испитивању сваког процеса, неовисно дали ħе то бити производња, или управљачкa активност, неопходно је да се сними серија догађаја и активности, фазе и одлукe у форми у којој се могу лако разумети и саопштити свима. Чињенице које се односе на постојећи метод морају бити прве уочене и водити ка побољшању. Изјаве које дефинишу процес требале би да доведу до његовог разумевања, тако да оне пруже основ сваког критичког испитивања неопходног за развој побољшања. Неопходно је, дакле, да су описи процеса тачни, јасни и концизни.

**Кључне реħи:** системско планирање, промена, квалитет, дијагностицирање, извршење

**Introduction**

Managers who are interested in implementing some change in their group or organization should have skills, knowledge and training in at least two areas:

- Diagnosis

- Implementation

Diagnosis – the first, and in some ways the most important stage of any change effort is diagnosis. Broadly defined the skills of diagnosis involve techniques for asking the right questions, sensing the environment of the organization establishing effective patterns of observation and data collection, and develop should attempt to find out: what is actually happening now in a particular situation; what is likely to be happening in the future if no change effort is made; what would people ideally like to be happening in this situation; what are the blocks or restraints stopping movement from the actual to the ideal.

Implementation – this stage of the change process is simply the translation of diagnostic data into change goals and plans, strategies and procedures. Such questions must be asked as: How can change be effected in a work group or organization and how will it be received? What is adaptive and what is resistant to change within the environment?

Systematic planning is a basic requirement for effective quality management in all organizations. For quality planning to be effective, however, it must be part of continuous review process which has as its objective zero errors or defectives, through a strategy of never-ending improvement. In quality planning, it is always necessary to review existing programmers within the organization’s functional areas and these may be compared with the results of the preliminary analysis to appraise the strengths and weaknesses in quality throughout the business or operation.

A quality plan is a document which is specific to each product, activity or service that sets out the necessary quality-related activities. The plan should include references to any purchased material specifications, quality control procedures, product formulation or service type and process control.

**Materials and methods**

A resource has been done in 2011 year in multiple towns in republic of Macedonia in organizations of socially activity 86 manager’s participated and 285 non managers, so 371 total social workers.

During the research they used more scientific methods .Statistical method -all the data received was statistically processed, through comparative method they compared all the data about the managerial influence on planning which brings systematic changes in relationship between employees.

They also used analytical - synthetically method and method of description, as a way to describe, scientifically interpretation and explain.

*Table 1. Coverage of research*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Menageri  Managers | 17 | 7 | 16 | 6 | 8 | 6 | 1 | 16 | 86 |
| Ne menageri  Non-managers | 73 | 18 | 53 | 28 | 22 | 19 | 30 | 42 | 285 |
| Total: | 90 | 25 | 69 | 34 | 30 | 25 | 40 | 58 | 371 |

**Results and Discussion**

Planning is a management function from which the success of the completion of given tasks largely depends, and by that, the quality of the management in organizations. The managers are convinced that the planning and preparation of detailed action plans contributes to successful execution of the tasks and achievement of the established goals, so from their point of view, well designed and on time implemented plan means a positive change directed towards the advancement of the work and greater efficiency and effectiveness.

Managers (heads) are convinced that they possess skills for managing the changes in the organizations and employees are informed of the change, the plans contain all measures and activities necessary for the successful execution of tasks and managers possess the skills for preparation of quality action plans.

Contemplation of the other employees - non-managers are that they are not always and not entirely familiar with the change, or that only when the leaders (heads) estimate, then they inform the employees for the change and that the skills of the leaders (heads) are not every time felt in the changes management, sometimes the plans are routine and contain only general measures and activities, or just contain concrete measures and activities. There is a clear awareness and experience (as with the managers, so also with the non-managers) which points out that the plan is a tool that is used and provides an efficient execution of the tasks and responsibilities.

30%

70%

I agree

I completely agree

The planning contributes for successful fulfillment of the tasks and accomplishment of the previously set goals

*Graph. 1. First question*

From the obtained data can be perceived that 90.7% of the managers consider that quality created plan means a positive change directed towards the advancement of the work and that increases the authority and the attitude that the determination of the exact time frame and measurable objectives for the implementation of the plans, enables a quick change in direction of the realization of the planned objectives.

70%

5%

25%

To provide all the necessary measures and actions for successful execution of the task

To remove the possibility of something to be missed

The best way to perform tasks

In Your opinion, what can enable and contribute in the planning of the organization?

*Graph.2. Second question*

The results lead to the fact that managers tend to be most skeptical, but also most undecided when the stance of competencies and their fulfillment is considered, and that they had always be familiar with all measures and activities envisaged in the plans. Thus, 37.2% of managers have a negative opinion, and 62.8% have a positive opinion. Similar is the condition with non-managers, 31.6% of managers believe that the police managers only partially or not at, are all familiar with the planned measures and activities, and 68.4% believe that the same are acquainted. The reasons for this is probably the inadequate and insufficient information. Managers are fully agree in the approach that preparation of a detailed action plans which contain all measures and activities necessary for the successful execution of the determined goals, shall be created. Unlike managers, non-managers partially agree (21.1%) that have a detailed action plans, 55.4% of them believe that in the plans are contained all the necessary measures and actions for actions.

19%

19%

41%

22%

Disagree

No opinion

I agree

Totally agree

Managers responsible for the implementation of the planned tasks, are always familiar with all measures and activities envisaged in the plansе

*Graph.3. Third question*

**Conclusion**

Managers have an influence through the planning, which leads to managing of the changes, via coordination directed to interactions in mutual behavior through control of the performed activities in the controling and management of the actual conflicts. However, although there is a hierarchy of the positions and tasks, although power of the management is created in the adoption of decisions and the use of available resources, with the usage of flexible tactics, are trying to build a harmony in labor relations, but not of full trust and respect among the all employees . Therefore, differences in the unity are the "killing" unanimity in differences.

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**PLANING AND IMPLEMENTING CHANGE IN AGRIBUSINESS**

[[4]](#footnote-4)

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**Abstract:** In the systematic planning or examination of any process, whether that be a clerical, manufacturing, or managerial activity, it is necessary to record the series of events and activities, stages and decisions in a form which can be easily understood and communicated to all. If improvements are to be made, the facts relating to the existing method must be recorded first. The statements defining, the process should lead to its understanding and will provide the basis of any critical examination necessary for the development of improvements. It is essential, therefore, that the descriptions of processes are accurate, clear and concise. .

**Keywords**: system planning, change, quality, diagnostics, implementation

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