The development of professional management in Romania

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Abstract

Analysts have demonstrated that Romanian management praxis is confronted with a high number of weaknesses, while it also benefits from a relevant number of strengths. Based primarily on the analyses done by the Romanian Scientific Management Society (RSMS) and the National Council of Private Romanian SMEs (CNIPMMR), this study will discuss a set of eight long-term managerial priorities. In order to implement them, the authors formulated several pragmatic methods. According to the authors’ perception, all these elements could contribute to the professionalization of Romanian management, considering the specific requirements of knowledge-based economy and the level of development in Romanian economy.

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Keywords: management, professional management priorities, management development, weakness, strengths

1. Introduction

Analyses carried out in recent years, during the development of the "Romanian Management Assessment" (Nicolescu, O. & Popa, I. & Nicolescu, C., 2013; Nicolescu, O. & Verboncu, I. & Profiroiu, M. & Nicolescu, C. & Anghel, F., 2012; Nicolescu, O. & Verboncu, I. & Profiroiu, M. & Nicolescu, C. & Anghel, F., 2011; Nicolescu, O. & Verboncu I. & Profiroiu M. & Nicolescu, C. & Anghel, F., 2010), revealed significant aspects regarding management in Romania. In 2012, national management presented both strengths (see Table 1.), as well as weaknesses (see Table 2.) – weaknesses were however more frequent and much deeper than the strengths (Nicolescu, O. & Popa, I. & Nicolescu, C., 2013).

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Table 1. The main 10 strengths of Romanian management at national level in 2012

<table>
<thead>
<tr>
<th>Item no.</th>
<th>Strengths</th>
<th>Percent of the total respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Development of efficient IT systems</td>
<td>34.72%</td>
</tr>
<tr>
<td>2-3</td>
<td>Focus on achieving performances</td>
<td>32.76%</td>
</tr>
<tr>
<td>2-3</td>
<td>Assuring sustainability to the managed organization</td>
<td>32.76%</td>
</tr>
<tr>
<td>4</td>
<td>Capitalization of the informational and decisional potential of information</td>
<td>32.52%</td>
</tr>
<tr>
<td>5</td>
<td>Obtaining high revenue and profit</td>
<td>29.34%</td>
</tr>
<tr>
<td>6</td>
<td>Intense motivation of the company’s workers</td>
<td>27.14%</td>
</tr>
<tr>
<td>7</td>
<td>Intense transfer of management know-how from other states</td>
<td>26.89%</td>
</tr>
<tr>
<td>8</td>
<td>Efficient activity organization</td>
<td>26.16%</td>
</tr>
<tr>
<td>9-10</td>
<td>Rigorous control-evaluation of activities and performances</td>
<td>24.45%</td>
</tr>
<tr>
<td>9-10</td>
<td>Elaboration of well-based strategies and politics</td>
<td>24.45%</td>
</tr>
</tbody>
</table>

Table 2. The 10 main weaknesses of the Romanian management at national level in 2012

<table>
<thead>
<tr>
<th>Item no.</th>
<th>Weaknesses</th>
<th>Percent of the total respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Reduced capacity to motivate the company’s employees</td>
<td>56.23%</td>
</tr>
<tr>
<td>2</td>
<td>No focus on priorities</td>
<td>54.03%</td>
</tr>
<tr>
<td>3</td>
<td>Insufficient economic substantiation of decisions</td>
<td>41.56%</td>
</tr>
<tr>
<td>4</td>
<td>Late and ineffective reactions to the opportunities and threats of the economic and social environment</td>
<td>41.08%</td>
</tr>
<tr>
<td>5</td>
<td>Poor or nonexistent strategies and policies</td>
<td>40.59%</td>
</tr>
<tr>
<td>6</td>
<td>Insufficient interest in capitalizing knowledge and human resources</td>
<td>39.85%</td>
</tr>
<tr>
<td>7</td>
<td>Faulty organization of activities</td>
<td>35.94%</td>
</tr>
<tr>
<td>8</td>
<td>Use of empiric management systems, not professionally-projected ones</td>
<td>32.03%</td>
</tr>
<tr>
<td>9</td>
<td>Not knowing and not adapting the valuable management know-how from other countries</td>
<td>30.81%</td>
</tr>
<tr>
<td>10</td>
<td>Low economic performances</td>
<td>30.07%</td>
</tr>
</tbody>
</table>

In order to increase management performance in Romania, aiming both to maintain and enhance strengths, as well as to eliminate and/or reduce weaknesses, a set of priorities and of ways of action was formulated and is briefly presented in this article.

2. Managerial priorities

Without claiming an exhaustive approach, this article will present the authors’ point of view on the Romanian managerial priorities for 2014 – 2020, which should be included in the national management strategy.

In formulating these priorities, we consider (apart from our analysis and research) studies and analyses done by experts of the Romanian Scientific Management Society (RSMS) and the National Council of Private Romanian SMEs (NCPRSME). The long-term priorities proposed for Romanian management proposed are the following:

2.1. The sustainable recovery of Romanian economy, reflected in Romanian GDP growth between 2.5 to 6% annually in the period 2014-2020. We start with this priority because it is an element essential in creating employment, increasing revenues to the state budget, resources for investment and domestic demand of goods and services, as well as for amplifying the attractiveness of Romanian economy to foreign investors. The sustainable growth of GDP, above European average, shall decrease the social and economic "gap" between Romania and other
European countries, while decreasing migration and contributing significantly to the strengthening of the economic, social and political life.

2.2. Employment growth in the Romanian private sector from 13.76% in 2012 as it is now to at least 16% in 2020. Romania is currently ranked 21 in Europe, the last one among 21 countries analyzed, having an employment growth less than half of Switzerland’s – which is situated on the first place with 28.49% of employment in the private sector. (European Commission, 2012). It should be noted that Romania is the last one, in terms of share of total employed population (private and budget) in total population, with 26.5%, the first being Denmark with 70.11%. Our objective considers the population employed in the private sector because it is crucial for economic development.

2.3. Increasing the number of SME from 26 per thousand inhabitants to 32-34 SME per thousand inhabitants in 2020. The economic performance and living standard of each country depends on the number and potential of businesses and especially SMEs, which in all states represent over 99% of all enterprises. In Romania, SMEs are highly important because they produce 70% of GDP over 60% of employment, 60% of budget revenues and nearly 50% of export (SMEs direct export and SMEs indirect export though components and services provided to large company exporters). In order to minimize the gap between Romanian and EU economy it is essential to amplify the number of SMEs. The Small Business Act (SBA) adopted by the European Union in 2009, supported the need to develop SMEs and thus formulated ten principles and over 90 measures to be implemented to national and European Union level.

2.4. Elaboration and implementation of sectoral and regional professional strategies. This priority is generated by the fact that the development of Romanian economy significantly depends – in terms of management – on the widespread use of development strategies for branches, sub-branches and companies. This necessity arises from:

- Strategy implementation always increases the development and competitiveness of each system. Analyses done by American scholars S. Thone and R. House (Thone, S.& House, R., 1970) on a sample of 18 large and medium-sized companies, in pairs, for a period of 7 years are relevant. Companies which used strategies had an increase of turnover and earnings per share from 2 to 3.8 times higher than their counterparts.
- The percentage of branches and sub-branches in Romania which develop and implement strategies is below 5%, which reflects low economic performance. Extant strategies in the eight development regions do not meet all the requirements of professional management, thus being incomplete because they were developed several years ago, before Romania’s inclusion in the European Union, and are not yet updated.
- Strategies for branches, sub-branches and firms within it must be professionally developed, including the six essential components recommended by specialists - mission, fundamental objectives, strategic options, resources, terms and competitive advantage. We specify the elements of the strategy because very few strategies in Romania include all the six items mentioned. The absence of any component reduces the economic and social effects of the strategy implementation.

The positive effects of strategy development and implementation are multiple. Among them, the most important are the followings:

- The amplification of the ability to enter new markets and increase their share on existing markets
- The reduction of inherent risks a company faces in any economic activity
- Providing a superior foundation for the initiation, adoption and implementation of other major decisions of firms belonging to that sector or region
- The facilitation, creation and development of a competitive organisational culture in the companies involved
- Facilitating and enhancing effective integration of a given industry or region together with its companies in national and international economy
- Establishing, building and developing competitive advantages for branches, sub-branches, regions, companies, etc.
- Achieving superior economic performance on a branch and firm level.

The development and use of high quality professional strategies at the level of branches, sub-branches, regions and companies - is a precondition for identifying and capitalizing potential competitive advantages and for the
sustainability of Romanian economy, in the complex context of internationalization and transition to the new economy.

2.5. **The professionalization of management praxis on national level, both in the political and economic fields. The need for professionalization stems from:**

- Increasing the size, heterogeneity, complexity and dynamism of the society and economy of each country - including Romania - which requires more and better management. Higher size, heterogeneity, complexity and dynamism means more problems to solve, more opportunities and more threats. Professional management is usually the only one able to provide effective and efficient solutions to these problems.
- The harmonization of Romania's development with international trends. High quality approach of the multiple opportunities and the threats generated by the increasing internationalization, cannot be achieved acting erratically, without a well-defined vision, without political, commercial, financial, scientific, educational strategies, policies and mechanisms – on a national, regional, local, and company level.
- Management science is offering a lot of concepts, approaches, systems and technical methods able to solve multiple problems and increase functionality and performance of organizations.
- The transition to the new economy, the knowledge-based economy, increases dependencies of obtaining higher performance of all systems, on the use of knowledge in all fields. In this context, management knowledge is placed on a leading position because it has the most influence on the overall functionality of countries, companies or communities. Knowledge from other areas - all very important - is used and valued within management strategies, policies and mechanisms. The use of knowledge, especially strategic knowledge becomes increasingly important for them.
- In the Romanian Scientific Management Society’s opinion, in order to practice local management, it is necessary to act with priority on four levels – national, public administrative bodies, management training and consulting organizations, and companies.

2.6. **The amplification of European funds allocated to Romania during 2014 - 2020 and their degree of absorption. The necessity of these two objectives is determined by the following reasons:**

- The degree of EU funds absorption in Romania is the lowest one in the EU. At the end of 2012, the figure was only 12%. The management practiced by the authorities which administered EU funds and governmental management had the main "contribution" to this catastrophic absorption.
- In order to be effective the allocation of EU funds for the next period and their use depend mainly on the management capacity of Romanian administration.

2.7. **The development and implementation of “sliding” multi-annual budgets, based on government programs. Difficulties occur every year in Romania within this context, such as the following:**

- Priorities and measures used in governmental programs approved by the Romanian Parliament are not fully implemented because not enough resources are allocated to the national budget;
- At the beginning of each year, funding discontinuity touches several public activities, particularly in the construction sector, due to the fact that the budget is not approved. This blocks the continuation of investment public projects.
- Each year, when the budget is executed, some investment projects are refinanced, others receive less than previously decided and the new investments start although the budget does not cover them. As a result, large amounts of resources are invested in unfinished projects that do not produce and require additional state expenditures to protect them and/or to continue later.

2.8. **Improving governance quality in order to index Romania to minimum 0.75 from 0.059, as it is now.** The need for this objective rises from the fact that Romania is currently in last place in Europe, its governance index being
over 18 times lower than the European average and over 33 times lower compared to the country placed first –
Denmark (1.97768) (Charron, N. & Lapuente, V. & Dijkstra, L. 2012).

3. Directions and ways of action

For long-term management priorities implementation may be used in numerous directions and ways. The
following is a selection of them. Please note that in order to facilitate their understanding and implementation, some
directions incorporate several ways that are similar in nature and/or even overlap partially.

3.1. Placing in the center of management of visions and approaches predominantly prospective, resulting in setting
realistic and stimulative priorities

Such an approach is recommended at all levels of Romanian society and economy, starting with the national and
continuing with regional, county, local, and - not least - companies. Depending on the priorities, comprehensive and
professional strategies should be developed for periods of 3-5 years which design future evolution and development.
The strategy should be first applied nationally, then to the other economical components - branch, region, county
and businesses.

It is essential that those over 600,000 enterprises operating in Romania to develop their own strategies starting
from macrosystem strategies - national, sectoral, regional - through which they could build and maintain a
predictable and friendly business environment. On the basis of the strategies, it is imperative to annually develop (at
the country level and its sectoral and territorial component) policies in the form of activity plans and budgets, which
simultaneously ensure both the realization of the strategies and their update, considering the latest developments and
performances at national and international level, and within each system. The plans should be designed
multiannually based on a "sliding approach", which promotes continuity of decisions, actions and results. By doing
this, the difficulties and errors caused by discontinuities and annually generated by rigid projections are redressed.

In developing strategies and policies it is essential to consider equally the realities of Romanian and international
evolution, placing on top the European Union strategies, directives and recommendations. They should be designed
in view of the EU 2020 Strategy, focused on building a knowledge-based economy, based on the seven strategic
initiatives.

3.2. Designing and implementing rigorous operational management systems at all levels of the economy - national,
sectoral, regional, county, municipalities and enterprises

The first priority is the national management system, in which central and local governments have a key role. It is
crucial to understand that without managerial mechanisms, rigorously projected at country level and its components,
and without using the best practices in the field, Romania will not be able to use the opportunities offered by the EU
integration of internationalization and the transition to the knowledge-based economy. None of the five subsystems
that form the management system of any organization (see figure no. 1), starting with the country as a whole and
continuing up to the firms, including small ones, should not be left to hazard, without high quality management
system.

In order to operationalize this management approach it is necessary to:

- Use the consulting firms which have a good know-how of design and implementation of professional
management systems;
- Finance the cost involved using to largely extend the EU funds allocated to Romania, because all European
programs contain an institutional training component, which refers to managerial systems involved.
Implementation in the national economy, ministries, agencies, regions, counties, cities, companies, universities,
institutions and research and development centers of such modern management systems is a prerequisite for
Romania in order to become a performant country, quickly improving - like other countries (Ireland, Spain
a.s.o.) – the development and performance gaps.
3.3. Creating a predictable, functional and friendly business environment for SME

In order to create such an environment it is recommended to consider the following actions:

- Ensuring a stable and predictable legal framework, based on reducing bureaucracy;
- Further simplification of administrative procedures, reducing the parafiscality and the number of permits, approvals, licenses a.s.o. for enterprises;
- Achieving full inventory of all administrative obligations for enterprises as basis for the simplification of the administrative procedures necessary for the establishment and good operation of enterprises;
- The generalization of applying the procedure regarding "tacit approval" in relationship between the administration, enterprises and population;
- Increasing transparency measures regarding business environment and government policies by improving the legal framework, based on mandatory consultation of SMEs organizations, cost-benefit analysis for SMEs, the systematic impact assessments of each new law, ex-post impact assessments of new laws after their implementation made by the SMEs representative organizations;
- The legal regulation of the obligation for conceiving and publishing annually a comprehensive report on the status of SMEs, composed of two parts - governmental analysis and non-governmental analysis -, to be presented to the Parliament and to be used in order to improve the legislation and central and local administration activities.

3.4. Connecting the strategic social and economic planning in the state budgetary process

All strategies developed in the public sector – national, ministries, agencies, regions, counties, municipalities and local communities – must include the financial fund necessary to implement plan provisions as well as the sources to
cover them. The fundings from the state budget should be provided in the budgets, according to the Fiscal Code and to the methodological norms for developing national and local governmental budgets. As a result, the budgeting process should initially focus on the elements of public strategies - objectives, strategic options, deadlines a.s.o. This ensures proper budgeting strategies and policies. It is essential to state that the national budget is one of the most important tools for operationalizing strategies and policies within each country.

3.5. Stimulation of culture and entrepreneurial initiative

The reduction of the large gap between Romania and the European Union in terms of SMEs density per 1000 inhabitants - 26 firms in Romania versus 65 companies at the level of EU - requires the adoption of numerous different measures in an integrative vision. The following is a set of specific measures suggested by the authors:

- The implementation of intense entrepreneurial education processes, starting from primary school level to high school and university levels. These processes need to rely on high-quality syllabi and textbooks, incorporating the best practices of the EU and depending on the use of the competent teachers, trained especially in entrepreneurship;
- The provision of tax incentives and other stimuli for young people who want to set up companies;
- The fast and substantial "de-bureaucratization" of all juridical and administrative processes aimed at the establishment, functionality and dissolution of companies;
- Easier access to financing and credit guarantees, ensuring a balanced development of five main levels: providing seed-capital; ensuring risk capital for innovative ideas and cutting-edge industries; making available special micro credits for young people who want to be entrepreneurs; provision of guarantees for businesses, mainly for SMEs; achievement - according to the recent European Commission recommendations – of special programs to encourage young people to become entrepreneurs.

3.6. Enhancing the international transfer of the best managerial and business know-how of the European Union in Romania

The main arguments advocating to accelerate and intensify the international transfer of know-how in Romania are the following: increasing internationalization of activities, further Romanian integration into the European Union, low use of international managerial know-how in Romania - only 23.92% of respondents to the investigation done in 2012 by Romanian Scientific Management Society considers that this is a strength of national management (Nicolescu, O.& Popa, I.& Nicolescu, C., 2013) – the development of a comprehensive set of best European practices in various segments of economy and management.

"The lion's share" in this transfer is normal to come from the European Union, which represents 70% of Romanian foreign trade and where the state is gradually integrating. EU planned almost 40 billion euro for Romania in 2014-2020, which should provide the necessary finance for the international know-how transfer. In order to maximize this transfer each body that manages EU funds should elaborate special programs meant to enhance the transfer of managerial know-how, which should include two parts:

- The main amounts and ways that can and should be used for this purpose;
- The objectives, actions and responsibilities of each key managerial know-how transfer planned for 2014-2020.

It should be highlighted that EU programs are particularly generous in terms of know-how transfer, especially in the category of "institutional development", present in all European programs for Romania and in the "technical assistance" category.

In order to achieve the efficient international transfer of managerial know-how, a guide especially developed by Romanian specialists (Nicolescu, O., 2008) is recommended, structured in six steps:

- The identification of the needs for managerial methods, techniques and know-how to be transferred internationally
- The determination of real possibilities for managerial know-how transfers inside organizations
- The adaptation of managerial elements based on the organizations’ specificity
- The preparation of the organisation’s stakeholders for international managerial know-how implementation
- The implementation of international managerial know-how in organisations
The evaluation of the international managerial know-how implemented in organisations

The above-mentioned guide includes specific objectives, methods and techniques to be used for each step, as well as rules to be taken into consideration a.s.o.

3.7. The intense and continuous use at state level (and in all of its system components) of the methods and techniques provided by management science

Only few of major management systems, methods and techniques will be highlighted below which need to be known and used in order to professionalize management and substantially enhance the functionality and performance of organizations - macro, sectoral, regional and enterprises: Participatory management, Management through budget, Management through costs, Management through exceptions, Management through objectives, Management based on profit centers, Management on product, Management through projects, ABC, Martin-Deutsch algorithm, Audit of management culture, Post analysis, Value analysis, Decision-making tree, Benchmarking, Brainstorming, Questionnaire, Correlation coefficient, Delegation, Delbecq, Delphy, Diagnosing, ELECTRE, Critical path, Strategic alliance, Extrapolating, Morphological analysis, Filming working day, Work graphic of the manager, Gant, Interviewing, Managerial game, Value chain, Job enlargement, The matrix of discoveries, Markowitz method, Monte Carlo, Scenario method, Organigram, ORTID, Business Plan, PERT, Network model of multiple objectives embedded, Career plan, Technological scheme plan, Dynamic programming, Critical point (break-point), etc

3.8. The identification, transfer and adaptation of models, methods and techniques specific to knowledge-based management in national economy

New science and practice of knowledge-based management is associated to knowledge-based economy and knowledge-based organisation, which proliferate throughout the world. In the European Union, building knowledge-based economy was the main content of the Lisbon Strategy from 2000 to 2010 and is now the core of EU 2020 Strategy for 2010 - 2020. Science and practice based on knowledge management, being already in fast process of development, incorporate specific tools based on performant knowledge. Table 3 shows a selection of the most popular knowledge-management models, methods and techniques identified in a work published by Nicolescu, O. and Nicolescu, C. in 2011.

Table 3. Knowledge based managerial models, methods and techniques

<table>
<thead>
<tr>
<th>Item no.</th>
<th>Tools category</th>
<th>Name of model, method or techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Models</td>
<td>The knowledge spiral model</td>
</tr>
<tr>
<td>1.1.</td>
<td></td>
<td>The Moon Kim model</td>
</tr>
<tr>
<td>1.2.</td>
<td></td>
<td>The business model of knowledge in growth</td>
</tr>
<tr>
<td>1.3.</td>
<td></td>
<td>The Wiig model of growing and using of knowledge</td>
</tr>
<tr>
<td>1.4.</td>
<td></td>
<td>Boisot’s information space model</td>
</tr>
<tr>
<td>1.5.</td>
<td></td>
<td>The model of the maturity of the capacity staff , P-CMM</td>
</tr>
<tr>
<td>1.6.</td>
<td></td>
<td>ICAS model 40.59%</td>
</tr>
<tr>
<td>2.</td>
<td>Methods</td>
<td>The method of knowledge audit</td>
</tr>
<tr>
<td>2.1.</td>
<td></td>
<td>Method of amplification efficiency of knowledge flows within the organization</td>
</tr>
<tr>
<td>2.2.</td>
<td></td>
<td>Method of analysis the social network</td>
</tr>
<tr>
<td>2.3.</td>
<td></td>
<td>Knowledge matrix method</td>
</tr>
<tr>
<td>2.4.</td>
<td></td>
<td>Project management method</td>
</tr>
</tbody>
</table>
2.6 Method of best practices
2.7 Benchmarking
3. Techniques
3.1 “Expert seeker” technique
3.2 Knowledge collection technique
3.3 The appraisal interview
3.4 Technique of white pages
3.5 Analysis technique after action
3.6 Transducer
3.7 K profile
3.8 Team mates assistance
3.9 Know-net technique
3.10 Mega conversation technique
3.11 Narrative technique
3.12 Talent management system
3.13 Interviews of leaving employees
3.14 Knowledge center

3.9. Stimulating competitive regional development performance

As known, the eight regions forming Romania are considerably differentiated on an economic and social level, this being an outcome of numerous historical, political, economic, social, or environmental issues. For rapid development of national economy and in order to raise the living standard of the population in the country, it is necessary to reconsider the essence of regional development, even if the number and/or configuration of the eight Romanian regions will change in the next period. In the authors’ opinion, the main ideas to be considered are the followings:

- The development of regional realistic and stimulative strategies for 2014 - 2020, focused on exploiting at high level the opportunities provided by the transition to the knowledge economy and European Union funds;
- The development service sector in rural areas, which is lagging behind the urban areas;
- The stimulation of the competitive agriculture and its development;
- The construction of systems for the collection and storage of agricultural products at regional and county level;
- Stimulating ecological agriculture, drawing both on the great potential of Romania, as well as on the growing demand for organic products in the world;
- The elaboration and implementation of special programs focused on stimulating the creation of associations and/or agricultural cooperative programs;
- The creation of vocational schools in rural areas able to train highly skilled workers needed by national and European labor markets;
- The development of programs for retraining and lifelong learning, tailored to the specific needs of each region and every county.

3.10. Increasing national and international visibility of Romanian management, as the vector of economic, social and political development

The quality and effectiveness of management in any country depends to a considerable extent on its visibility and prestige both nationally and internationally. In the context of intensified international transfers of managerial know-how, companies and institutions cannot operate outside the national and international connections. Information and knowledge change, as well as share with foreign similar organizations permanently facilitates the transfer of managerial know-how and thus the increasement of their economic, scientific and ecological competitiveness. The
capitalization of high quality know-how, one of the best practices of European organizations, requires the consideration of some methodological essential issues, such as the following:

- Designing strategies and policies at all levels of society and economy in Romania, referring to international developments
- Capitalizing management theoretical and pragmatic achievements of other countries, focusing on managerial tools
- Developing information systems using the best international approaches.
- The proliferation of international change of managers and specialists, with competitive EU organizations while building partnerships with them, joint ventures, transnational companies, a.s.o.

Management comparative approaches increase rapidly, focusing on the variables that influence the processes within the management system components of different countries. These are important milestones for the transfer of managerial know-how between organizations of the European Union and Romania, having a positive impact on the functionality and the international visibility of Romanian management.

4. Conclusions

The professionalization of management in Romania is a complex and long term process. Its achievement mainly depends on the following factors:

- The development and implementation of a national strategy focused on management professionalization;
- The collaboration between the best specialists in Romanian management from companies, universities, consulting firms, research and development organizations in designing and implementing management solutions;
- The achievement of intense transfer of best management practices from the European Union and other countries to Romania, adapting them to the Romanian cultural and economic specificities;
- The use of the great possibilities offered by structural funds allocated to Romania during 2014-2020, particularly for human resources and competitiveness.

Without a doubt, a central role in this strategic processes can and should be played by the Romanian Scientific Management Society (RSMS), which brings together the best university professors in this field in Romania, which, in recent years, has developed strong national networking.

References