

# THE 2013 ASSESSMENT OF THE ROMANIAN MANAGEMENT

- The 5th Edition –

## TABLE OF CONTENTS

<b>FOREWORD</b> .....	9
<b>CHAPTER 1 – EVALUATION OF THE ROMANIAN MANAGEMENT IN 2013, USING SWOT ANALYSIS</b> .....	11
<b>1.1 The methodologies used for 2013 managerial analysis</b> .....	11
1.1.1 The methodology for annual analysis at national management.....	11
1.1.1.1 Research hypotheses .....	11
1.1.1.2 Research methodology.....	11
1.1.2 Methodology for international comparative management analysis .....	16
1.1.2.1 The need and particularities for international comparative management approaches.....	16
1.1.2.2 Types of comparative studies and analysis .....	18
1.1.2.3 The main categories of organizations and bodies conducting international comparative management analysis .....	25
1.1.2.4 Methodological approaches, methods and techniques used in international comparative studies.....	27
1.1.2.5 Advantages and limitations .....	35
<b>1.2 Business environment, management and performance of Romanian economy in the European and global context</b> .....	36
1.2.1 Features of the economy, business environment and management in Romania in the context of the European Union integration .....	36
1.2.2 Relevant elements regarding the public administration management .....	44
1.2.3 The evolution of Romania's competitiveness.....	47
<b>1.3 Management features at the national level in 2013 in the international context</b> .....	55
1.3.1 Management approach and analysis .....	55
1.3.2 Evaluation of quality management praxis in Romania compared to EU management .....	55
1.3.3 Management capacity to deal with crisis challenges and its consequences.....	57
1.3.4 Businesses environment as a synergetic output of the national characteristics and quality management.....	61
1.3.5 Identification and analysis of management strengths .....	67
1.3.5.1 Primate of strengths analysis.....	67
1.3.5.2 The main strengths of management praxis in Romania .....	67
1.3.5.3 Causal analysis of the main management strengths .....	70
1.3.6 Identification and analysis of the management weaknesses .....	72
1.3.6.1 The main management weaknesses .....	72
1.3.6.2 Causal analysis of the main managerial weaknesses .....	76
1.3.7 Conclusions on the management of Romania in 2013 .....	79
<b>1.4. Enterprise management</b> .....	81
1.4.1 Overall evaluation .....	81
1.4.2 The main management strengths of the Romanian enterprises management .....	85
1.4.3 The main management weaknesses of the Romanian enterprises .....	91
<b>1.5. Managerial training and consultancy</b> .....	97
1.5.1 General aspects of managerial training and consultancy in Romania .....	97
1.5.2 The intensity of the training in Romanian enterprises .....	98
1.5.3 Comparative approach of managerial training in Romania and EU .....	105
1.5.4 Frequency of consultancy demand in Romanian firms .....	108

1.5.5 Comparative evaluation of the managerial consultancy in our country and European Union.....	109
1.5.6 Impact of training and consultancy on firms' capacity to adapt to environment.....	112
1.5.7 Strengths of managerial training and consultancy providers.....	113
1.5.8 Weaknesses of organizations providing managerial training and consultancy.....	117
1.5.9 Main contextual opportunities and threats encountered in the domain of managerial training and consultancy in Romania.....	121
<b>CHAPTER 2 – THE EVOLUTION OF MANAGEMENT IN ROMANIA IN 2009-2013.....</b>	<b>123</b>
<b>2.1 Evolution of the Romanian economy during last five years.....</b>	<b>123</b>
2.1.1 Evolution of some major macroeconomic processes.....	123
2.1.2 Developments of the major economic processes.....	125
<b>2.2 Dynamics of national management in 2009-2013 within international environment.....</b>	<b>128</b>
2.2.1 The evolution of national quality management.....	128
2.2.2 The dynamics of management in Romania compared to EU management.....	130
2.2.3 The evolution of management in Romania compared to management in Central Europe.....	131
2.2.4 Dynamic analysis of Romanian management capacity to tackle the crisis and its aftermath in Romania.....	132
2.2.5 Evolution of the main managerial strengths.....	135
2.2.6 Dynamics of the main managerial weaknesses.....	138
2.2.7 Conclusions and features of the management development in Romania in recent years.....	142
<b>2.3 Dynamics of enterprises' management.....</b>	<b>144</b>
2.3.1 Overall performance of companies.....	144
2.3.2 Companies capacity to face economic crisis and organizational changes.....	149
2.3.3 Prevision and strategic management in the Romanian companies.....	153
2.3.4 Innovative capacity of the enterprises.....	154
2.3.5 Economy and knowledge based management.....	156
2.3.6 Human resources management.....	158
2.3.7 Evolution of the main management strengths during 2009 - 2013.....	159
2.3.8 Dynamic of the main management weaknesses during last five years.....	161
<b>2.4 Dynamics of training and consultancy in management field.....</b>	<b>163</b>
2.4.1 Evolution of the managerial training.....	163
2.4.2 Dynamics of the managerial consultancy.....	166
<b>CHAPTER 3 – STRATEGIC AND TACTICAL IMPROVEMENTS OF THE ROMANIAN MANAGEMENT IN THE CONTEXT OF THE EU 2020 STRATEGY.....</b>	<b>168</b>
<b>3.1 EU 2020 Strategy – European framework for the Romania's development.....</b>	<b>168</b>
3.1.1 The transition to the knowledge based economy - the dominant feature of the XXI century.....	168
3.1.2 Launch of the knowledge-based economy building in the European Union according to the Lisbon Strategy.....	173
3.1.3 EU 2020 Strategy - the determinant of the knowledge based economy development in Europe.....	175
3.1.4 Priorities and recommendations for structural reform in Europe economy and for its economic take-off.....	178
3.1.5 Urgent need to develop the strategy for building knowledge-based economy in Romania.....	180
3.1.6 Essential elements of the 2014 – 2020 Partnership accord between Romania and EU for structural funds.....	182
<b>3.2 Romanian Government Program for 2014-2016 - the next national context of managerial approaches in Romania.....</b>	<b>187</b>
3.2.1 General presentation.....	187
3.2.1.1 Program main measures.....	187
3.2.1.2 Program impact on the company's management.....	191
3.2.2 Fiscal-budgetary strategy for 2014-2016.....	192
3.2.2.1 General framework.....	192
3.2.2.2 Strategy's impact on the company's management.....	193
3.2.3 Governmental Strategy for SME's sector development.....	194
3.2.3.1 General framework.....	194
3.2.3.2 SME's Strategy's impact on the company's management.....	197
3.2.4 Rural development strategy.....	198
3.2.4.1 General framework.....	198
3.2.4.2 Rural Strategy's impact on the company's management.....	200

<b>3.3 Long-term management priorities and ways</b> .....	201
3.3.1 The national management .....	201
3.3.1.1 The design and structure of 2014-2020 Romanian strategy for the knowledge based economy .....	201
3.3.1.2 Priorities for EU funds implementation during 2014-2020 .....	202
3.3.1.3 National management priorities .....	203
3.3.1.4 Directions and ways for managerial development at national level .....	209
3.3.2. Companies management.....	215
3.3.2.1 Managerial priorities.....	215
3.3.2.1.1 Focus on the developing national product branding .....	215
3.3.2.1.2 Identifying and focusing on the target product markets with high potential demand.....	216
3.3.2.1.3 Connecting Romanian networks companies at international distribution channels .....	216
3.3.2.1.4 Supporting research-development and innovation activities.....	217
3.3.2.1.5 Emphasis on sustainable development .....	217
3.3.2.1.6 Developing the human resources .....	217
3.3.2.1.7 Increasing organizations innovation potential .....	217
3.3.2.2 Managerial ways.....	218
3.3.2.2.1 Organizing training programs, at the firm level, focused on brands creation and management.....	218
3.3.2.2.2 Identifying the best products and services of the companies and their marketing on the international relevant markets .....	218
3.3.2.2.3 Integrating of enterprises within technological platforms .....	218
3.3.2.2.4 Involving of Romanian companies in performant networks.....	219
3.3.2.2.5 Remodeling the managers and specialists training .....	219
3.3.2.2.6 Attracting human resources in Romania from other countries.....	219
3.3.2.2.7 Improving Romanian attractiveness for foreign investors .....	220
3.3.2.2.8 Modeling management culture in order to enable the implementation of knowledge based management.....	220
3.3.3 Management of entities providing managerial training and consultancy services .....	220
3.3.3.1 Economic and managerial consolidation and modernization of universities and other training and consultancy providers in management domain.....	221
3.3.3.2 Adaptation of the managerial training programs to real needs of the economy and business environment.....	221
3.3.3.3 Improving the quality and diversification of managerial consultancy services .....	222
3.3.3.4 Enhancing the pragmatic dimension of managerial training .....	222
3.3.3.5 Organizing partnerships between training/consultancy providers and beneficiary organizations .....	223
3.3.3.6 Bringing stronger international dimension to managerial training and consultancy programs .....	223
3.3.3.7 Prestige and visibility amplification of the Romanian management trainers and consultants at the national and international level.....	223
<b>3.4 Management priorities and means of action on short and medium term</b> .....	224
3.4.1 International and national economic previsions for 2014 .....	224
3.4.2 National management.....	226
3.4.2.1 Business ethics improvement and corporative governance development .....	226
3.4.2.2 Enhancing professionalism of managers and specialists in management at all levels of society and the economy in Romania.....	228
3.4.2.3 Implementing by all managers the complex and complete management involving all fives managerial functions .....	229
3.4.2.4 Focusing management at national, sectorial, regional and local levels on the investment relaunch .....	230
3.4.2.5 Improving SMEs' access to finance .....	231
3.4.2.6 Reducing the fiscality and improving the Fiscal Code and Fiscal Procedure Code .....	232
3.4.2.7 Professional programming and preparing for the absorption of EU funds in the new European management cycle 2014 -2020 .....	233
3.4.2.8 Innovation in all Romanian economy components .....	233
3.4.2.9 Generalizing of impact studies and SMEs test by legal and economic regulatory bodies .....	235
3.4.2.10 Urgent adoption of a new Law on SME development, based on the Small Business Act .....	235
3.4.2.11 Supporting SMEs products distribution and marketing through main international and national retail chains.....	236
3.4.2.12 Reducing bureaucracy in the economy.....	236
3.4.2.13 Promoting at national level of the development of new types of enterprises, specific to the knowledge based economy .....	238
3.4.2.14 Increasing the labor relations flexibility and support for the employment amplification.....	239
3.4.2.15 Enhancing of the management knowledge, training, mentoring and consulting used at all levels of the economy .....	240
3.4.3 Management companies.....	240
3.4.3.1 Managerial priorities.....	240

3.4.3.1.1 Amplification of organizational flexibility and adaptability .....	240
3.4.3.1.2 Development of performant informatic systems for the enterprises.....	241
3.4.3.1.3 Implementation of knowledge management systems in enterprises.....	241
3.4.3.1.4 Innovation development in Romanian companies .....	242
3.4.3.1.5 Focus on savings and high valorization of the non renewable resources.....	242
3.4.3.2 Managerial ways.....	243
3.4.3.2.1 Implementation of the knowledge based management in Romania .....	243
3.4.3.2.2 Enhancing the transfer of the international managerial know-how and of the best knowledge management practices .....	243
3.4.3.2.3 Designing and implementing knowledge-based strategies in organizations.....	243
3.4.3.2.4 Improving management culture in order to enable the implementation of professional management.....	243
3.4.3.2.5 Increasing of companies innovation potential .....	244
3.4.4 Managerial training and consultancy .....	244
3.4.4.1 Accelerating the development process of entrepreneurial - managerial education in Romania, according to the Europe Strategy 2020 and the Small Business Act .....	244
3.4.4.2 Fundamentation, elaboration and implementation of a national strategy for continuing professional development .....	245
3.4.4.3 State involvement in the promotion, proliferation and development of knowledge based management in Romania .....	245
3.4.4.4 Adopting legislative changes that generate financial resources for managerial training and consultancy.....	245
3.4.4.5 Provision of the state incentives and facilities to the providers of managerial training and consultancy .....	246
3.4.4.6 Creating better access conditions to the European Structural Funds for providers of managerial training and consultancy.....	246
3.4.4.7 Consolidating Romanian higher education in the context of adaptation to the "Bologna process".....	246
3.4.4.8 Establishing a strong national entity, coordinated by representatives of professional consultants associations and the state, focused on the promotion and monitoring of the quality of managerial consultancy services.....	247
<b>REFERENCES .....</b>	<b>248</b>
<b>ANNEX NO. 1. 2013 SAMRO QUESTIONNAIRES.....</b>	<b>251</b>
<b>ANNEX NO. 2. WHITE CHARTER OF ROMANIAN 2013 QUESTIONNAIRE .....</b>	<b>258</b>
<b>ANNEX NO. 3. SAMPLE STRUCTURE OF THE PROFESSORS, TRAINERS, CONSULTANTS, MANAGERS AND MANAGEMENT SPECIALISTS INTERVIEWED DURING OCTOBER - NOVEMBER 2013.....</b>	<b>268</b>
<b>ANNEX NO. 4. SAMPLE STRUCTURE OF THE ENTREPRENEURS-MANAGERS INTERVIEWED DURING MARCH - APRIL 2013 .....</b>	<b>270</b>