

## **BOOK PRESENTATION**

### **THE TREATY “CONTRIBUTIONS TO OUTLINING A ROMANIAN MANAGEMENT MODEL”**

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After three years of intense macro-collective research, the treaty “Contributions to outlining a Romanian management model” was launched.

I had the idea at the beginning and this came in the first days of February 2012. According to the tradition, on February 4<sup>th</sup> 2012 I launched *Management and managers in the Russian Federation*. One year before I published *Challenges of modern management in present-day China* (Expert Publishing House, 2011). The figure for 2013 *Global challenge: Japanese management*, found in my work plan for the period 2009-2014. But not only this. Still according to this plan, I intended to elaborate the *International comparative management* by passing from chapters to treaties of Japanese and American management models and supplementing with two treaties on the Chinese and Russian management. I had the entire basis about the European management model from the period in which I elaborated the paper *European management* (Expert Publishing House, 2004). In subchapter 3.1. I approached the “European, complex management of national models” and especially in the second part of the book I presented the English management model, French management model, German management model, Dutch management model, Swedish management model, Spanish management model, Italian management model. And then why not a “*Romanian management model*”? It was not easy but with not

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many insomnia I reached the conclusion that we also have a Romanian management model, with all the skepticism of the persons who immediately replied: “Romanian management model?”. Do we feel today “*the need of foreign managers*” in the Romanian state companies!?

Keeping my conviction, on February 20<sup>th</sup> 2012 I addressed an open letter to the Romanian Academic Society of Management. It is presented in the “Argument” with which this treaty begins. Concerning the conceptual background of the letter I received 19 letters – support and encouragement answer. Parts from these letters are presented after the “Argument”.

In his letter, Mr. Professor Ovidiu Nicolescu, PhD, the President of the Romanian Academic Society of Management, after confirming that “the plea from your letter for the Romanian management model is impressive”, suggested me to elaborate a mini-project for approaching the definition of the Romanian management model. I elaborated the recommended mini-project and I sent it on time to SAMRO members under the form of two letters: information synthesis concerning the project *Romanian management model* from June 8<sup>th</sup> 2012 and the letter with three fundamental questions from July 10<sup>th</sup> 2012.

To the first question: WHAT DO WE WANT TO ACHIEVE? the answer showed that through intention and action, we want to carry out the paper *Romanian management model*, collective work, under the scientific umbrella of the Romanian Academic Society of Management. I further emphasized that we already engaged in an act of courage, effort and last but not least, scientific patriotism. I started from the conviction that within the national Romanian patriotism, the patriotism occupies an important place for organizing and training the position and actions of the Romanian people.

I considered that the orientation and alarm signal are widely emphasized by the intentions of the colleagues who are SAMRO founding members to participate as authors of chapters, subchapters, paragraphs and subparagraphs and by the interest showed within many telephone conversations and in the letters sent by e - mail.

Passing from intention to action, I was highlighting that we have a solid base for action, intended to ensure the success of the work to which we engaged.

First of all, the evolution of the entire research and creation process of the paper under the scientific umbrella of the Romanian Academic Society of Management and with the participation as coordinators of chapters of

great personalities – SAMRO founding members – was in my opinion a secure guarantee of the success to which we all thought about.

Secondly, I mentioned that the coordinators of chapters and co-authors to the expected chapters have important contributions in improving the managerial processes through the multidisciplinary managerial research, have valuable participations to international and national research programs, manifest as active presences in the scientific councils of national and international specialized magazines, carry out a wide scientific activity promoted in books, manuals, articles in specialized magazines from the country and abroad and in studies published in the volumes of national and international scientific manifestations.

I was showing that the coordinators of chapters have already gone into action and identified Romanian specialists with scientific contributions in consensus with the paper profile.

Thirdly, I noticed that the contributions of SAMRO members manage to present the actual condition of the Romanian management as it is practised in different fields of the chapters which we established after discussing with the colleagues. I considered that the substance contributions of many SAMRO members and management specialists are also obvious. Capitalizing their university experience and creativity as PhD advisor, a part of the personalities who engaged in the treaty elaboration created a Romanian doctoral school in management that enjoys distinguished national and international appreciation. And I concluded that we have specialists in many branches of management science.

Fourthly, I presented numerous examples of Romanian enterprises with full Romanian capital, with economic and financial worthy performances. The references brought examples from Braşov County: SILNEF MG SRL, ROPHARMA SA, REMAT BRAŞOV SA, ELECTROPRECIZIA SA, REGIOTRANS SRL, VIROMET SA, PRODIMPEX SRL, FARMACOM SA, ALPIN 2003 SRL, PRES COM SRL, TESS SRL, AGETAPS SRL and many others. Each of the mentioned enterprises registered in the accounting records with great results: the profit in all its specific forms increased on a yearly basis and the number of employees was between 583 and 2195.

I further showed that the above lead to the conclusion that we can elaborate the treaty on the *Romanian management model*. I considered that the necessity and actuality of this objective are emphasized by the fact that

in the European management approached by specialists as a complex of national models are presented: the defining characteristics of management in Great Britain; the potential, resources and image of the French management model; the complex of German transitions and the German management model; the corporatist management in the Netherlands; the Swedish management model; the functionality and limits of the Spanish management; the structure, process and style in the Italian management model. And nevertheless, the Romanian management model is not yet put in the place it deserves within the European management and the international comparative management. And I ended with the final answer to the first question: we have everything we need to elaborate the Romanian management model.

To the second question: HOW DO WE WANT TO ACHIEVE IT? our answer was clear and decisive: we want to create the Romanian management model through organized actions, with the participation of SAMRO members, under the scientific umbrella of SAMRO and complying with the methodological guidelines and modalities.

I started from the assumption that like in any European country the Romanian management reflects its historical particularities, culture, social psychology and managerial philosophy, it is related to the economic and social contribution of the country and the Romanian management methods are related to the American management. The Romanian management is directed towards the division and rational use of human resources and other resources.

Concerning the factors on which the Romanian management model is based, I showed that these are as follows:

- Highlighting the Romanian management specialists, the personal contributions and works that express their presence on the national and international managerial scientific market.
- There are many fields in which we have contributions to the development of management theory and practice at national and international level.
- It is obvious the concrete and detailed presentation of the contribution of the Romanian management school in the fields mentioned in the paper structure.

Naturally, I also mentioned the criterion underlying the process of paper research and elaboration, namely the competence criterion in the Romanian management system, with the following mentions:

- The scientific competence criterion has a general range, with reference in performing the scientific research and in approaching the theory and practice of phenomena and processes from the management of Romanian organization.
- By referring to SAMRO members, the competence criterion is certified through scientific title, the right to advise PhD candidates in management, the possession of knowledge, skills and abilities acquired through university studies, experience, education and self-education in management.

I also put in the right place the purpose of the paper under the form of analysis of the economic and social development and emphasis of characteristic particularities and traits of the main managerial styles and of the Romanian management model, with accent on highlighting the most efficient managerial operative methods.

Starting from the purpose of the paper, I formulated the missions to be found in the paper: the approach of the main management notions and their essence; the evolution of the Romanian management development, highlighting the contribution of the management schools from Bucharest, Cluj-Napoca, Iași, Timișoara, Craiova, Brașov, Constanța, Suceava and so on; the presentation of the main management functions in the Romanian organizations; the approach of the Romanian management model particularities; the performance of comparative analyses between the Romanian, European and North-American management model.

I emphasized the necessity related to the components of the Romanian management model that considers the following: concentration of ownership; main owners; assembly of shareholders; board of directors; audit; adoption of the most important decisions; preparation and improvement of managers; stimulation of organization managers and personnel; role of banks; financing; development purposes; main risk factors; management of human resources with the Romanian model of work relations, type and occupation degree, career evolution, wage and relations between employees and managers.

To the third question: WHEN DO WE WANT TO ACHIEVE IT? the answer put in direct relation the essential aspects from questions one and two and the program of actions, responsibilities and deadlines, which I drafted as a proposal subjected to the analysis of SAMRO management and members and which followed to be discussed and approved at the meeting from Brașov from September 18<sup>th</sup> 2012.

These were my thoughts and those of my colleagues who were SAMRO founding members concerning the way in which the Romanian management model should look like. After three years of extended and complex research, after a collective effort worthy of appreciation and praise, we managed to create the Romanian management model which appeared under the name of *Contributions to outlining a Romanian management model*. Finally, I gave it this title, first of all to reconcile the colleagues who were coordinators of chapters and authors of subchapters, paragraphs and subparagraphs, who noticed and plead in their writing that we have a Romanian management model and secondly to also reconcile those colleagues who manifest their scepticism in this respect and who after reading this treaty will try to join us. The present paper looks like a reference paper about the occurrence, development and permanent renewal of the Romanian management, an ambitious and courageous scientific and editorial project. The treaty manages to capitalize the entire managerial research and practice performed in Romania during the time. Are presented many and representative management models, scientific ideas of special originality that prove that the creative, innovative spirit, competence and professionalism can be highly capitalized. The treaty *Contributions to outlining a Romanian management model* is unique in the Romanian literature and represents an innovative contribution to the literature and practice of the Romanian management school. It is an exceptional paper, with a well articulated and valuable path through the variety of expressed ideas and concepts.

The treaty is solidly anchored in the Romanian managerial reality and substantiated from scientific point of view. It is composed of precious information related to the Romanian management, emphasized by the chapter coordinators and their authors, important personalities of the Romanian managerial science and practice.

The paper approaches the known and less known areas of management and is a novelty both concerning the mode of approach and also that of presentation, structuring and raising the issues from scientific point of view. It is true that in some fields it is very well represented in theory and practice, in others less represented but until now we notice that there is no perfect management model, neither the North-American, Japanese, Chinese nor the Russian one and much less the Romanian one which is much younger and confronted with many theoretical and practical

obstacles. The Romanian Academic Society of Management, through its members, is left to read the paper, to study it thoroughly and not superficially and to establish the strengths to be generalized and the weak fields, mentioning the development directions and the authors that must be involved for this purpose.

We are entitled to think that, as it appears in the present, the treaty is for the Romanian managers some kind of forum in which they can meet experts in different fields, with knowledge different than theirs, which allows us to acquire a more comprehensive and useful management understanding.

A very important aspect consists in the fact that 155 scientists, specialists, researchers, professors worked hard at this treaty which is an important moment in the development of science, art and practice of the Romanian management. It is a proof that the Romanian management school reached such maturity degree that allowed to synthesize in the present treaty the history of its development, the scientific effort for imposing modern ideas, the success recorded with every model or method applied in practice and last but not least the confrontation with and defence of managerial ideas and modes of thinking specific to the Romanian culture.

We have all the reasons to think that, through its theoretical and practical value, the treaty *Contributions to outlining a Romanian management model* will enter in the patrimony of the European and the international comparative management.

The treaty *Contributions to outlining a Romanian management model* has two volumes, four parts and 47 chapters organized in logical order.

Volume 1 approaches the bases of developing the management model of organizations from Romania and its human-centric orientation. The first part of the volume refers to the origins, bases and fundamental types of the management of Romanian organizations and to the implications of the fundamental management models and the second part approaches the management centred on the problems of human potential and diversity of associated models.

Volume 2 presents the evolution of the public and sectorial management models and the emergence of management models centred on sustainable development. The third part with which this volume starts refers to the development of public and sectorial management from the origins and until the present and the fourth part approaches the implications of the

requirements of sustainable development on the diversification of Romanian management models oriented to solving environmental problems.

The treaty elaboration represented a long effort and hard work both for the authors and also for me. According to research program, I conceived and established the research style for the treaty elaboration. I defined it as form of concrete manifestation of qualities, knowledge and attitudes manifested in the relations of the general coordinator with the chapter coordinators and chapter coordinators with authors of subchapters, paragraphs and subparagraphs for creating the chapters and treaty in its entirety. I gave a special importance during the investigations to the collaboration relations involved in creating a research environment favourable to manifesting the investigational capacity of chapter coordinators and authors. I encouraged the use of research methods and techniques that formulate the treaty bases when placed in direct relation with the experience and luggage of knowledge in the specialized field.

An important place in this organizational-investigational framework was the formation of the team of chapter coordinators and the teams of subchapter, paragraph and subparagraph authors. I insisted on the organization of team research work which I placed as main desideratum, capable to condition the performance and efficiency in our investigational process. The advantages were considered the possibility to approach the researched problems in a unitary conception, reasonably found in the process of synthesizing and increasing the knowledge function, obtained through knowledge integration and harmonization of specialized perspectives of teams of authors. I approached the formation and consolidation of research teams as a collaboration and adaptation psychosocial process. Such approach managed to create us a land favourable to research and to establish the balance of relations between the treaty coordinator and the coordinators of chapters and between the latter and the authors of subchapters, paragraphs and subparagraphs. The collegiality environment in the process of investigating the contribution to fostering the individual and collective responsibility facilitated the occurrence of ideas and actions specific to the Romanian managerial theory and practice.

In the same time, I elaborated the methodological instructions for the creation of the treaty and its chapters. An action normally positioned in time, the instructions were intended as a scientific tool useful for the coordinators of chapters and their authors in order to design, elaborate, draw



up and present the chapters in the initial form. Concerning the authors, the declared purpose was to maintain and comply with the theoretical and methodological bases for the elaboration of chapters and for the coordinators of chapters to create the methodological consensus in guiding the process of stage completion of the chapters, according to the unitary criteria for achieving the quality of the entire treaty. The explicit target of the methodological instructions consisted in putting at the right place the values specific to a Romanian management model and the entire treaty to the place it deserves within the European and international comparative management. I insisted on the creation of assumptions for complying with the recommendations and their approach with responsibility at the level of each chapter. I tried and I think I managed to make the methodological instructions offer also a methodological, theoretical and practical perspective on some answers to questions that the Romanian theorists and practitioners from the field of management ask.

Within the methodological instructions, besides the aspects related to the design of the treaty and each chapter, the planning of elaboration stages, the organization of resources, the theme values in the research and design of chapters, the role of the chapter coordinators and the responsibility and work mode of subchapter, paragraph and subparagraph authors, I gave special importance to some problems of research in managerial science, namely: the process of scientific managerial research, with accent on its organization, influence and modelling; the notifying and creative function of information in managerial research; the use of logics in scientific managerial research, with insistence on the logical forms, structures and operations and their use in managerial investigations. The use of statistic research as a process of knowing the creation phenomena carried out with statistic models, starting with the identification and registration of individual cases and passing from their centralization and generalization to knowing the fundamental traits of statistic collectivity. I justified and founded the use of mathematizing the scientific investigations to be carried out within each chapter in several significant facts: the mathematical methods are the most efficient means for the theoretical and practical study of managerial phenomena; the scientific processing of observation and measurement data can be only carried out through mathematical methods; the common, logical and precise language, necessary in founding the investigations, is the mathematical one; involved in methodical formulas of observation,

measurement, experimentation, mathematics offers great possibilities to know and explain the managerial phenomena. I considered normal and necessary for the authors and coordinators of chapters to support their creativity on the psychosocial bases with two fundamental highlights: one consists in developing the research work organization through the systematization of psychosocial methods and the second one refers to the innovation development through research with psychosocial methods.

And last but not least, I recommended my coordinator and author colleagues to use the qualitative research method in their research for the elaboration of chapters.

I especially recommended the coordinators to use exploratory investigations carried out within the activity of subchapter, paragraph and subparagraph authors under the form of non-formal direct interviews for establishing the structure and research methods on those themes. I recommended the authors to use interviews as the most spread and valuable qualitative method in order to find out from the subjects the theoretical and practical necessary data. I insisted on the non-formal interview, the in-depth individual interview, the group interview (focus - group) carried out by the coordinators of chapters with the teams responsible for drawing up the subchapters, paragraphs and subparagraphs and their constitution in solidly structured chapters oriented towards the most complete reproduction of elements specific to a Romanian management model. I recommended the coordinators of chapters to use also nominal group, as well as the projective techniques (under the form of the notion association test, the method of information complexity, the theme perception test). I put on a significant place the recommendation to also carry out case studies within the chapters, under the form of focus - group to which the coordinators of chapters participate as moderators who present points of view according to the methodological instructions.

The effort undertaken for carrying out the research style, forming the teams of chapter coordinators and teams of authors, conceiving, transmitting and assimilating the methodological instructions showed results. In the end the treaty is shown as a complex scientific work that presents a Romanian management model. It took three years of consultations, discussions, analyses, divergent opinions between a great number of specialists in the theory and practice of Romanian management to obtain the actual form of the treaty *Contributions to outlining a Romanian management model*.

During the entire effort of scientific creation of the paper, I gave all the persons who stood by me pieces of my professionalism and power to work, perseverance and energy, responsibility, courage and passion in carrying out the project in which we engaged. For the treaty coordination I also had to show skills, patience, experience, tenacity, loyalty for science and profound understanding of the human nature from the academic and university world, of management theorists and practitioners. There were moments when I had to accompany the creative experience with tact and diplomacy, especially in the moments when I had to harmonize the different positions of the chapter coordinators with those of subchapter, paragraphs and subparagraph authors. Only in this way I managed to bring to a “common denominator” the opinions of my colleagues who were coordinators of chapters and authors of high scientific presence.

I insisted and I think I managed to know the possibilities of each author and “secret” availabilities and I encouraged the capitalization of their capacity in the field of scientific creation and investigation enhancement.

In front of the numerous difficulties that occurred on my path and of my colleagues chapter coordinators and authors we did not lose our head but we “closed the ranks” and with rigorous seriousness, intransigence, intense work and discipline, we “kept control” of the situation and overcame the obstacles. We all avoided the talk and with elegance in communication we focused our skill and effort dedicated to the scientific fecundity that we placed at the base of the work for elaborating the Romanian management model. The existence of a Romanian management model gave us confidence and encouraged our effort to make it known and capitalized.

My colleagues, chapter coordinators and subchapter, paragraph and subparagraph authors, important specialists in the field made huge efforts in trying not “to miss anything” from what they researched and published in the field. This is why I also use this opportunity to thank those who worked a lot for the elaboration of the treaty *Contributions to outlining a Romanian management model*. Through their effort, we manage to keep the flag of the Romanian management flying on the verge of science and human knowledge.

There are also necessary words of acknowledgement and recognition of the merits of the prestigious publishing house – Expert Publishing House – which, through the effort of its very professional specialists, managed to place in the panoply of reference works for the present Romanian

management the treaty *Contributions to outlining a Romanian management model*.

Through a permanent collaboration with the editor, copy editor, proofreaders, the master who made the cover and the holder of the graphic concept, layout and typing, carried out under the sign of a high exigence for the paper content and form, Expert Publishing House was our reliable editorial partner that helped us to reach the objectives undertaken through a noble, difficult mission with plenty of risky moments and dissatisfaction.

Despite its size, the elaboration of this treaty proved to be a pleasant and captivating task due mainly to the enthusiasm of the authors from the elite of the field theory and practice, namely members of national and international academies in the field, professors, senior researchers and practitioners with experience noticed in the country and abroad.

Many of the authors have high positions and a very busy working program. This is why I warmly appreciate and thank them for the commitment and dedication for this paper.

Honoured reader, useful for you! You have in your hands the treaty *Contributions to outlining a Romanian management model*, wrote by 155 authors from the elite of field theory and practice.

The main purpose of the treaty that reflects the specificity of the Romanian management model consists in offering the management theorists and practitioners, students who study management the main managerial notions, schemes and methods that offer you the possibility to adopt the most efficient decisions.

We are convinced that reading the treaty *Contributions to outlining a Romanian management model*, you will appreciate the effort and professionalism of the personalities who, as coordinators of chapters or authors of subchapters, paragraphs and subparagraphs, worked in a complex team and participated actively and responsibly to the creation of this treaty, contributing with what is more representative from their scientific work in the field of management.

From an admiring position and with hope in the results of this huge effort, you will manage to appreciate the comprehensive dimensions of the paper in its historical and structural evolution from the beginning and until now in the Romanian management theory and practice and in its influence on economy and society, political life, business, administration, sustainable development and international relations.

There will be also readers who will look for other materialization of Romanian management, in permanent dynamics and marked by the national specificity. I wish them fulfillment even from now in their work for searching and completing our effort.

For us, you, the readers of the treaty *Contributions to outlining a Romanian management model*, represent our main critics and commentators. We cherish the opinions you share with us. We assure you that it is appealing to us to receive any observations concerning the treaty.

Hoping that the treaty *Contributions to outlining a Romanian management model* will inspire our distinguished and authorized readers, I respectfully ask them to dedicate their personal time for reading the ideas and opinions, concepts, philosophy and practices that represent the Romanian management model.

I conclude these thoughts highlighting that the treaty *Contributions to outlining a Romanian management model* is a unique paper in the Romanian literature, a reference book for our country, for the creation of which joined efforts and participated very important scientific personalities in management. We all made efforts and I think that we managed to achieve the unity of materials, increase of compatibility and balance of the scientific content and to offer the present and future management theorists and practitioners concepts and instruments useful for the scientific debate from the area of Romanian management.

I hope that the treaty *Contributions to outlining a Romanian management model* will be an opening to the present and future and will represent useful challenges for the Romanian researchers and practitioners engaged in wide confrontations with the quick and major changes in the society development and preoccupied with the increase of performance in economy and in the Romanian social life.