

# RESEARCH ADAPTATION TO ECO-ECONOMY BY EFFICIENT MANAGERIAL METHODS

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**Abstract:** *The paper submits a managerial “idea” whereby research activity may be rendered more efficient in its relation to economy, by the introduction of a concession system that should quickly establish relations between the research objects (as short and long-term perspective) so that the latter might be correlated to the demands of the economic environment. The introduction of the concession system within the triangle that ensures human society’s running and development (research – economy – social environment), provides the missing link that renders research more efficient in temporal and thematic terms, by its flexibility of action. The creation of ongoing operational structures of specialized forms in prospecting economic and social issues may render research activity more efficient and forceful; withal, it ensures a seamless activity.*

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**JEL Classification:** M<sub>0</sub>, D<sub>83</sub>, Q<sub>56</sub>

## 1. Introduction

Before 1990, the Romanian research was well organized and structured on economic fields; correspondingly, the “themes” raised by economy were solved for the most part within specialized institutes, and research had at the bottom an applicative nature.

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Basic and direct scientific research was conducted less in these institutes and more in higher education institutions, the most important forces of the experts from all economic and social fields being concentrated therein.

The change of the Romanian political system, in the nineties, caught our society unprepared for the research activity to be conducted in a market economy, by self-financing and by operational and sometimes prompt activities, as response to the challenges of the economic and social environment.

The management of the research activities was no longer capable of adapting to the self-financing system, as it had been traditionally accustomed to budgetary financing; therefore, research institutes started going bankrupt because of funds shortage. Large companies “boomed” and the newly established companies lacked the financial force to make investments in research. Furthermore, numerous newly established companies were not systematically managed, lacked adequately trained managers, as the economic system was at its early stage, it had different bases and operational principles and it was situated in a permissive legislative vacuum. In these “troubled” times for the economy, the national budget could no longer financially support the research activity and manifold research institutes consequently collapsed, even after their asset sale to survival purposes.

Since 1990, the applicative research activity “fell” at an extremely low level, as the still functional companies were more interested in importing technique and technologies than in waiting for results from the Romanian research, which was characterized by high inertia.

In these conditions, scientific research shifted the emphasis on higher education institutions; however, applicative research did not give recovery signs.

The scientific research conducted in higher education institutions, being underfinanced, did not succeed in “yielding” spectacular results and remained at the level of the papers published in specialized magazines, submitted to conferences, symposia and congresses – both national and international.

The low funding granted to research by the national budget led to the preservation of the “organisational kernels” of the Romanian research; the demand on this market being expected, from the economic and social environment.

A major support in fitting out the research system was offered by the European Union, through the programs launched on this line, whereto

preponderantly higher education institutions submitted projects; consequently, research laboratories could be established and provided with state-of-art apparatuses.

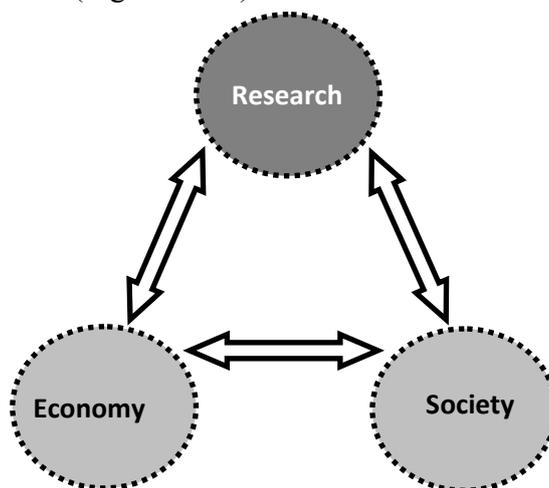
After 23 years of worriment and pursuit, one can doubt that Romanian research has found its ascending path in correlation with the other EU Member States' standard operational principles.

Romanian research does not have a national management to establish and finance its medium and long-term priorities, with a view to launching perspective themes, whose results might appropriately converge with the demands of the economic and social environment. In order to reach this goal, the State ought to make investments and financially support research by programs well thought out and oriented towards priority fields of high national interest; withal, it ought to pursue the enhancement of the research results.

## ***2. Trinomial of society's smooth running***

As it is well known, the progress of economic society is underlain by the research activity, which ensures its vertical development and implicitly its evolution. The research activity cannot orient by itself, but much inter-dependence need be achieved by virtue of these two important components.

Fundamental research ought to create the applicative research bases and applicative research should provide the support of economic and societal development (Figure no. 1).



*Figure no.1. Trinomial of society's smooth running*

The foreground of the trinomial operation is human society by virtue of:

- its members' social needs;
- the amount of needs according to the number of its members;
- the quality degree in solving social problems according to the respective society's development level and to its members' educational level;
- complexity of the pending issues to society according to the natural environment, geographical area, culture, religion, traditions, neighbours and neighbourliness, natural resources, alimentation, organisational system, political system, economy etc.
- the temporal sequence allotted to problem solving;
- the implications entailed by social-problem solving (environment, health, safety etc.) and their mirroring in the population's living standards.

First and foremost, society directs these problem-solving needs towards the economic environment (economy), the second element in the trinomial of society's smooth running. Economy will comply with all answerable social problems – according to its possibilities and development level. A part of the problems – the social ones (health, education, social and national safety, social protection, demographic growth etc.) cannot be solved exclusively by economy, and in this case they are directed towards the third element of the trinomial – research. Henceforth, research ought to make investigations, conduct studies, find the optimal solutions, participate in the solution implementation, pursue the progress of these situations over time and it represents, in this case and for this area, a permanently biunivocal action, society-research.

A part of the problems assigned to economy by society fail to be solved (even if they are of economic nature) as a result of the economic developmental level and of its possibilities to solve social issues (both quantitative and qualitative). With respect to quantitative solving, this one may be achieved by making investments; however, as regards qualitative solving, this latter one supposes a leap in knowledge, which can only be made by fresh ideas, novel solutions, cutting-edge technologies – feasible only by research.

Under these conditions, economy assigns to research, the problems to study, which require the progress of knowledge – in the short, medium and

long term. The continuing biuniqueness of the actions *economy – research* is thereby attained.

Solving the biuniqueness of the actions among the elements of the society's running trinomial supposes permanently collaborating, knowing the problems and the persons in charge with them, according to their specificity.

Owing to the myriad of problems, to their scope and, moreover, to their specificity, many a time, collaboration and communication lines cannot be created, delays and sometimes even abandonment occur in problem solving, as a result of the failure to find the persons in charge with them.

A suggestive example is the collaboration line between the research conducted within higher education institutions and the economic environment, when valuable ideas and research executants are searched for yet not found – a dysfunction may develop and be analyzed in the trinomial, as regards solving pending issues and, obviously, ensuring ongoing development, by resorting more often than not to the import of knowledge at very high prices.

Hence the question arises: what has to be done in order to ensure the functional biuniqueness for the elements of the trinomial?

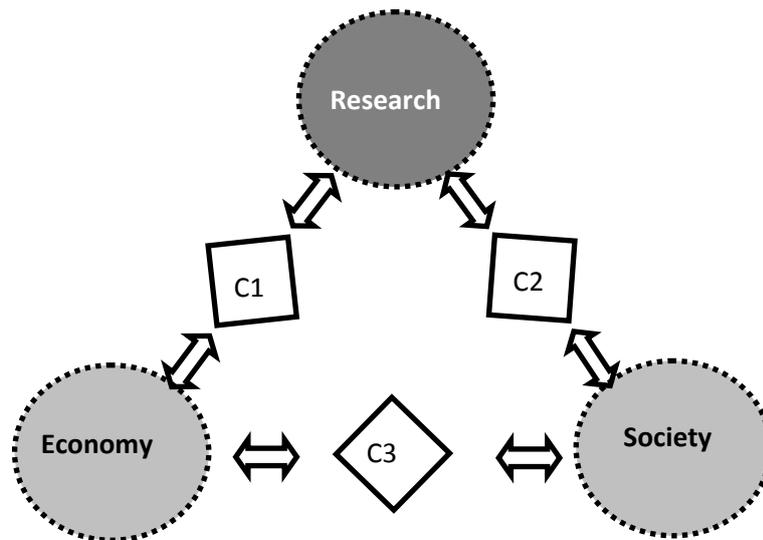
### ***3. A new management – a new structure***

An efficient trinomial of the society's running supposes, as mentioned above, the biuniqueness of the relational operation of the elements. Therefore, research and respectively society (chain stores, trade companies, public institutions, NGOs etc.) should be very well informed on the economic systems (companies, SMEs etc.). In their turn, the functional structures of economy and society ought to know very well the research system (research institutes, research companies, higher education institutions which likewise conduct researches) and respectively the social ones, wherewith business, contractual relations, activities might be developed.

In this respect, all elements of the trinomial should have their own employees and structures, specially dealing with these functional contracts, which would lead to cost increases, in terms of functioning, and ultimately to inefficiency.

In this situation, the “placement”, among the elements of the trinomial, of several structures that achieve precisely this biunivocal

connection, but at a high level of professionalism and efficiency, is required as national managerial measure. These structures may consist of specialized companies, functioning on the commissionerate principle, as shown in Figure no. 2 (C1, C2, C3).



*Figure no.2. Trinomial of society's running by commissionerate – at national level*

The commissioning companies need be organized on well defined specialisms and be underlain by the following:

- to thoroughly know the systems of the two trinomial elements between which it will function, in terms of the activities, areas and localities where there are placed the functional elements, priority and secondary (complementary) spheres of action), consequential achievements of these functional elements etc.;
- to know the pending problems occurring among the elements of the trinomial (within the monitored sphere of activity), in the short, medium and long term, which supposes an ongoing and advanced marketing study, as well as an unfolding communication with the trinomial elements among which it functions;

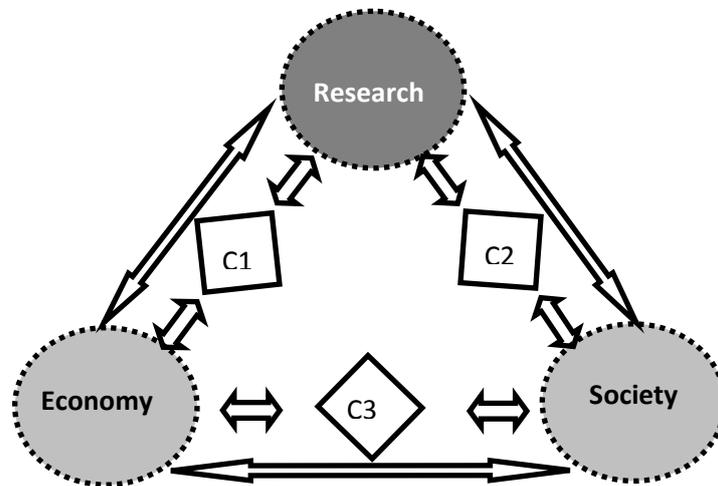
- to know the achievement-level and possibilities regarding the problems (from the monitored field), which may be solved by the trinomial elements among which it functions;
- to be capable of quickly and efficiently dialoguing with the elements of the trinomial (with structures from the monitored sphere of action);
- to have the legal basis for easily mediating relations between the elements of the trinomial (under contracts), with a view to solving the pending problems;
- to stand at a high level of seriousness and responsibility, as regards the relations established between structures of the trinomial elements.

By all means, these structures introduced within the “national management system” do not entail costs but advance a legislative functional basis (which partially exists) and require ingenious, enthusiastic and skilled persons, who might see in these structures an appropriate field to make business.

These structures placed between the elements of the trinomial bring about in all likelihood high efficiency in society’s smooth functioning and development. Where applicable, direct relations and commissionerate-based relations are definitely established between the structures of the trinomial elements, as shown in Fig. 3.

The commissioning companies ostensibly cover one or several spheres of activity, according to the scope of the manageable businesses.

These companies, whose eyes are permanently on the market of the managed fields, among the elements of the trinomial, are likely to quickly “connect” the problems to the their solving “machine” and to streamline thereby the activities within society, benefiting from fixed or negotiated allowances with both structures it connects. Consequently, they are the most suitable for problem solving.



*Figure no.3. Trinomial of society's running both by commissionerate and directly – at national level*

#### ***4. From the national to the international***

As the case may be, the elements of society's functional trinomial do not absolutely possess all structures capable of utterly solving national problems (a country's). In this case, the connection to the international similar structures, with a view to solving the problems arisen between the elements of the trinomial, is more difficult, sometimes even impossible, because of the information, documentation and connection costs.

The national functional trinomial, supplemented with the commissioning structures, may connect more easily to the international structures, through the very commissioning structures, as shown in figure no. 4.

The commissioning structures can readily contact homologous structures abroad, to seek collaboration, to the purpose of solving problems beyond the national structure of the trinomial.

In this case, solutions are sought abroad, and this situation is mediated by specialized commissioning companies.

The commissioning structures create accordingly a complex database, encompassing national and international elements, structured on problems, priorities etc. In certain circumstances – rather unwittingly – direct connections are established between structures of the national trinomial and

international structures capable of solving either real or targeted problems, as shown in figure no. 5.

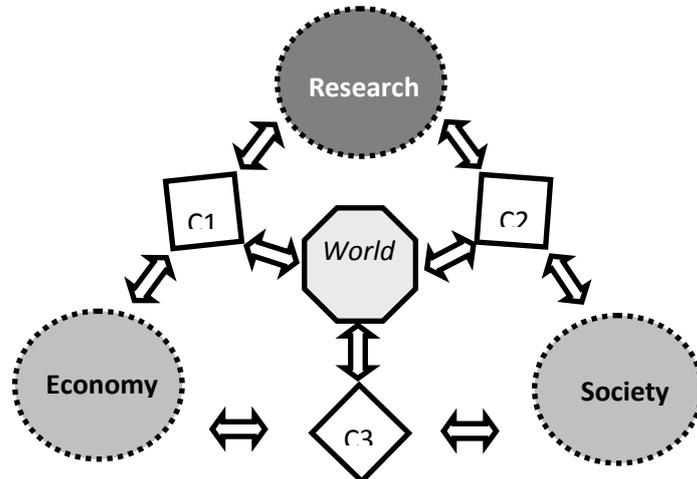


Figure no.4. Connection of society's running trinomial to the international system, through commissioning companies.

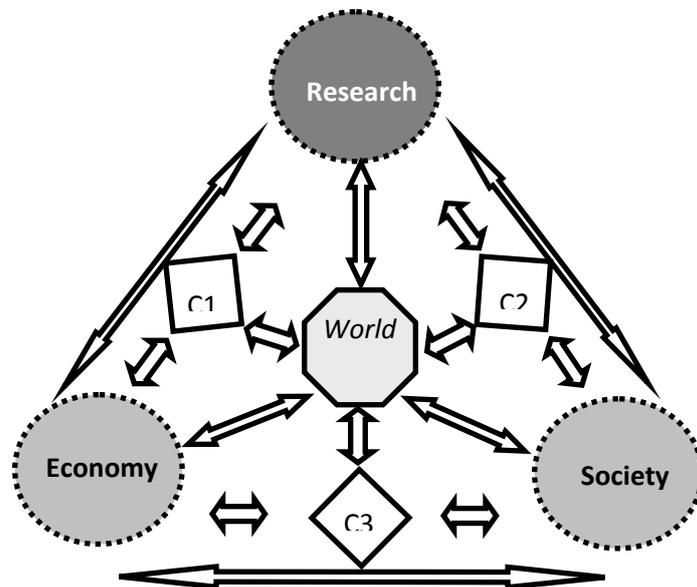


Figure no.5. Complex trinomial of society's running connected at national and international level

In this case, the world market makes exclusive reference to problems and structures in relation to the functionality of the national trinomial, interacting with other countries' functional trinomial.

Thenceforth, the interference at national and international level may result in rendering society more dynamic and development more efficient, through the enhancement of all possibilities worldwide.

## ***5. Conclusions***

Research, as essential element in the trinomial of society's smooth functioning, participates outright in the national development and in rendering actions and activities more efficient, in direct correlation with the national and global social perspective, as well as demands.

The achievement of quick and efficient connections to economic and social problems, which asks for solving in the short, medium and long term, supposes the creation of a structured and specialized system, interposed between demand and offer, which should function on the principle of the commissionerate and should make quick, apposite and efficient connections among the structures of the trinomial elements.

Commissioning structures may be established in short order, free of charge and on priority fields; they likewise are to cover all fields for the future.

The establishment of the commissioning structures ostensibly spares both demand and offer structures, a "groping" in solving the real and targeted problems.

Research may be actuated, as these commissioning companies may quickly and efficiently submit both national and international problems for research, through their feasible connection to similar systems all over the world.

The commissioning structures must rely on a stimulating legislative system. The State may obtain societal development free of charge, only through the dynamism introduced by these structures.

The introduction of the concession system within the triangle which ensures human society's running and development (research – economy – social environment), provides the missing link that renders research more efficient in temporal and thematic terms, by its flexibility of action.

Ongoing functional structures of specialized forms in prospecting the economic and social problems may render research activity more forceful and efficient; withal, it ensures a seamless activity.

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