

**Păun Ion OTIMAN**

*Institute of Agricultural Economics, Romanian Academy, Bucharest  
otiman@acad.ro*

## CONTRIBUTIONS TO THE OUTLINE OF A ROMANIAN MANAGEMENT PATTERN

A treatise has been recently published at the Expert Publishing House, quite impressive both from the scientific point of view and also in volume terms, having as subject one of the most dynamic fields of science and practical applications, an extremely large field, generalized to the whole economic and social system, i.e. the **management**.

Since the ancient times up to the present moment – in the era of globalization and of multiple interdependencies, from the forerunners up to the founder of modern management, P. Druker, and of the science of quality, the scientist of Romanian origin I.M. Juran, the problem of decision optimization at micro-economic and micro-social level up to the most complex and generalized ecological, economic, cultural, social, juridical or political systems, has been the concern of both scientists and practitioners.

Terms as **optimum (minimum or maximum)**, **optimum decision, optimality, optimal states, strategic game, critical way**, etc. have been part of the language and practice of the daily system management only in recent times.

In reality, the people, regardless of their social scale or hierarchic position, from the common people, householders up to the great leaders (the managers) of armies, societies, countries, empires, global political systems, have searched and are still searching for optimal or increasingly better solutions, out of rationality, effectiveness, productivity, profitability reasons or in order to make their work easier.

Simple or more complex calculations, algorithms and logical schemes and more recently, after the second half of the 20th century, more and more sophisticated software were the managers' "basic tools" in decision making. Papy and Kauffmann, then Norbert Wiener and the Romanian Ștefan Odobleja, and more recently, after the sixth decade of the past century, great mathematicians and economists or econometrists, starting with Ragnar Frisch (first Nobel Prize laureate in economy), Malinvaud, Samuelson, Leontieff, Tinbergen, Kantorivici, N. Georgescu – Roegen, von Neumann, Allen, Arrow, Dantzig, Bellman, Oscar Lange, Janos Kornay, or in Romania, Tiberiu Schatteles and Aurel Iancu, have "mathematized" the management field in all its components.

But, long before management mathematization and informatization, the scientists and practitioners in the field, as emphasized by the general coordinator of the treatise, professor Ion Petrescu, have studied, have penetrated into the intimate substance of the management act, which means the deep knowledge of the inter-human relationships, the psychology of the individual and group behaviour in the organizational structures, the competitiveness as fundamental feature of the individual, collectivities and markets, the essence of the management and marketing strategies and tactics, the ergonomy as component science of the meta-science of management, lying at the basis of the individual effort optimization, of the rationalization and facilitating the movements of any nature in the production processes or in various human activities, etc.

The fruit of the sustained collaboration and of the remarkable efforts for more than three years, the treatise "*Contributions to the outline of a Romanian management pattern*" has two volumes, four parts and 48 chapters summing up about 2,400 pages; it is the output of 156 authors in the management field as science and practical activity, members of several national and international academies, professors, senior researchers and practitioners with remarkable expertise.

Through its rich content in ideas, the treatise is presented as an ample collaboration and scientific research team work. Each author intended to present his personal experience in the deepening and development of the Romanian management theory and practice.

The treatise is a complex scientific work, presenting the Romanian experience in management from the perspective of the European and international management system, and putting into value the contribution of the Romanian research and practice in the wide management field.

In the context of the Romanian academic concerns, the treatise has the main goal to present the scientific contributions to shaping the Romanian management pattern, being an ample illustration of theoretical and applied management, in which the academic and business environment came across many general and functional management patterns and concepts. Many chapters in the treatise introduce scientific *premieres* not only in the field of the Romanian management, but also in European management and comparative management.

The treatise is a valuable work in the Romanian specialty literature, succeeding in placing the Romanian management on its well-deserved important position in the European and international comparative management.

The treatise is not only a theoretical description of management, but also a precise practical orientation, feature that we can find consistently expressed in each chapter, the authors presenting many examples from the Romanian managerial practice.

The main objectives from which the general coordinator of the treatise, prof. I. Petrescu started, can be found in the open letter which he addressed to the Romanian Academic Management Society:

- (1) placing the Romanian management pattern on its deserved position within the European and international comparative management;
- (2) putting into evidence the past and the present of the Romanian management;
- (3) the presentation of the Romanian Academic Management Society, component of the civil society, which is stimulating the development of autochthonous management, of the Romanian management school and of the doctoral school in management;
- (4) the orientation and efforts made by the Romanian theoreticians and practitioners to elude the vain hope of the “reflected light” and the affirmation of the Romanian management reputation by defending our national values, with the revivification of a scientific-managerial solidarity spirit that any civilized country is claiming;
- (5) highlighting the most recent evolutions and trends at national level and the possibility to integrate them at global level;
- (6) the introduction of new perspectives in the successful approach to the general management and to the Romanian functional management, mainly oriented to the marketing management and the management of relations with the customers and suppliers;
- (7) highlighting the increasing importance of informatics, telecommunications and other new technologies in the improvement of the managerial processes and phenomena;
- (8) the interdisciplinary approach to the Romanian management issues and the development of managerial harmonization into complex and integrated teams.

Coordinator Ion Petrescu's foreword-letter, addressed to the Romanian management scientific community, puts into evidence his own effort and his collaborators' efforts to present the managerial concepts into a unitary, clear and easily understandable language. A general concern can be noticed to carefully link the theoretical aspects with the practical examples from the national experience. The concern to reach the goal established by the coordinator of the treatise can be also noticed, in the presentation of the materials from the chapters under a mostly attractive and interesting way in theoretical and practical terms; these will be subsequently useful to managers, yet without simplifying the approached issues.

In my opinion, the treatise "*Contributions to the outline of a Romanian management pattern*" is characterized by several elements:

- (1) the orientation and concentration of managers' efforts to harmonize the objectives, the skills and resources of the organization as well as the requirements and possibilities provided on the competition market;
- (2) the approach to the issues of each chapter and of the treatise in its entirety, so that the managers should get available analysis methods and techniques for the present and perspective issues referring to the management principles, strategies and practices;

(3) the introduction of the basic concepts from the fields related to management, such as the concepts and tools for obtaining optimum results, the managerial behaviour psychology, the identification of weaknesses and threats of the systems that the Romanian managers are facing, accompanied by guidelines for surmounting these difficulties, the utilization of mathematical models to express the relations between the various managerial variables;

(4) the balanced treatment of the political, strategic and tactical issues that the Romanian managers are facing in the practice of managing the economic organizations of any kind.

The first sequence of the treatise comprises chapters referring to management emergence and evolution in Romania; the Romanian organizations from the management perspective and the particularities of the organizational culture; the principles of the Romanian management lying at the basis of competitiveness increase; management patterns, methods and techniques, strategies, policies and tactics in the Romanian organizations; consultancy in business management in Romania; contributions to the organizational communication in the Romanian management; the scientific research management at system level; the Romanian innovational management; copyright management in Romania; management of production and services in the Romanian organizations; management of investments in Romania; distribution management, etc.

In the second part of the treatise, in which management focuses on the human potential and the diversity of the related patterns, the study attracts our attention by its content, orientation and utility, through the chapters referring to: the Romanian manager as a professional – a complex personality; the human resource management in the Romanian organizations; ergonomics: past, present and future in Romania; the educational management in Romania – excellence models; the management of social responsibility of the Romanian organization, of health and employment security; the Romanian contributions to the development of the total quality management; the decisional information system in the Romanian management; the Romanian health management and others.

The third part of the treatise presents the development of the public and sectoral management, from its origin up to the present moment, in the chapters: the public administration management in Romania; management and particularities of the political administration; the management of internal affairs in Romania; Romania's foreign policy management; the military management and its role in the management theory and practice; the new business pattern of the commercial banks, the financial management dynamics of the Romanian organizations; the managerial organization under emergency situations; contributions to the development strategy of the higher public administration education, etc.

The fourth part of the treatise is dedicated to the sustainable development implications on the diversification of the Romanian management patterns, with special regard on the environment protection issue. The chapters from this section

are more than probatory with regard to the challenges of sustainable development for the Romanian management; the environmental management in the Romanian organizations; the management of the agricultural, agri-food and rural space system; the forestry management in Romania; the management of the mountain area; the energy management and strategy in Romania; the management of small and medium-sized enterprises in Romania; the management of the Romanian social sector and the management of the Romanian non-governmental organizations.

In its entirety, the treatise takes the form of an encyclopaedic reference study for the Romanian scientific literature, succeeding in bringing attention to the most representative management studies published in the last 25 years. It is also the first management treatise that brings to the attention of theoreticians and practitioners a wide range of specific management in the complex context of the Romanian society, in its entire evolution.

We must appreciate the tremendous effort of the general coordinator of the treatise, prof. Ion Petrescu, who made a unique effort in the process of identification and involvement of the intellectual resources of the Romanian experts in the activity of conceptualization and balancing of the scientific contents, in their becoming useful instruments for the present management practitioners and in opening of new research fields for the future theoreticians in Romania.

The coordinator succeeded in identifying the best scientific papers published in the last two decades and a half by the Romanian authors and in establishing a prestigious team of coordinators of chapters and authors.

In coordinating the treatise, professor Ion Petrescu proved his expertise, patience, carefulness, devotion for science, experience and diplomacy in the harmonization of many controversial scientific opinions, in bringing them to consensus opinions, in full concordance with the point of view of the modern management creator, Peter Drucker, who, in his monumental paper “*Management Encyclopaedia*” stated: “*the management concept can be practically used in each kind of human activity, to which organizational groups of people are taking part who have different knowledge levels, with different training levels and skills. Management can be successfully used by all the institutions from the so-called «third sector» – hospitals, universities, churches, creative organizations and social security bodies – which, after the War, were developed in the United States of America*”.

In this conceptual-structural context, professor Ion Petrescu expanded the usual approach from the university management treatises, which limit its theme to the economic management issue. For this purpose, he appealed to high-reputed scientific personalities, from most diverse Romanian management subfields, such as: competition and competitiveness; political administration; internal affairs; diplomacy; the Romanian health sector; the specificities of the military sector and its role in the management practice and theory; culture; business and commercial banks; the management of the emergency situations, the development of higher

public administration education; the sustainable development for the Romanian management; mountain economy; energy resources; non-governmental organizations and others.

I am fully convinced and in full knowledge to state that anybody who had had the honour to write the Foreword to this treatise, which I did, could not have found sufficient words to appreciate the tremendous effort made for considering and putting together of such many activity fields, texts and concepts by many and various authors.

It is professor Ion Petrescu's incontestable merit, illustrious personality of the Romanian management, for this unequalled scientific work. We must appreciate the scientific contributions of the authors, scientific personalities of great value, among which we mention the remarkable professors and researchers: Gheorghe Duca, Ioan Abrudan, Marius Petrescu, Corneliu Russu, Ion Stegăroiu, Cezar Mereuță, Stelian Pânzaru, Ioan Petrișor, Ion Verboncu, George Pleșoianu, Adrian Curaj, Mihail Tățu, Valeriu Ioan-Franc, Panaite Nica, Nicolae Dănilă, Radu Rey, Aureliu Leca, Constantin Oprean, Ioan Cismaru; these are the colleagues with whom I have personally collaborated throughout time, whose great scientific competence I know very well.

We equally appreciate the effort and competence of the prestigious Expert Publishing House, which edited this study that is unique in the Romanian economic literature, and not without, of course, a managerial and financial effort.

In the end, we congratulate once again the general coordinator, Ph.D. professor Ion Petrescu, *doctor honoris causa*, as well as his collaborators – coordinators of chapters and authors; I fully believe that this treatise will be especially useful both to those interested in learning the science of management, and to all the practitioner managers interested in increased efficiency through the application of the models and techniques that are presented in the treatise. It is the main reason out of which I warmly recommend it to those concerned with the complex management issues. At the same time, I am fully convinced that both the coordinator and the authors are waiting with great interest for the appreciations and also for the critical echoes of the readers interested in the Romanian management evolutions, for the improvement of the future edition of this book.