
STEPS TO EXCELLENCE IN THE INDUSTRIAL ENTERPRISES MANAGEMENT

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Abstract

The paperwork aims to identify the most important strengths and weaknesses of the management and, on this basis, to point out some modalities to amplify the viability potential of the car making enterprises. From the perspective of their performances amelioration, the managerial reengineering, promotion of the strategic management, promotion of managerial complex and sophisticated tools, improvement of the organizational and managerial culture parameters, transformation of the managers in decisive factors of the process of achieving excellence in management and business are decisive. There are pointed out the ways of manifestation of the enterprise's performances and the impact of the managerial modernization modalities toward them.

Keywords: Managerial reengineering, Strategic management, Profit centers based management, Managerial and economic performances, Management methodologization, Organizational and managerial culture

1. THE CURRENT SITUATION OF THE MANAGEMENT OF INDUSTRIAL ENTERPRISES

The diagnosis of managerial viability for industrial enterprises has brought to light a few generally valid common aspects of the managerial approach, regarding (Nicolescu et al., 2012):

- The managerial functions;
- The components of the management system (methodological, decision-making, informational, organizational).

We notice a sinuous evolution of the industry in general and of the manufacturing sectors in particular, from the economic and commercial points of view. Among the main causes for this evolution, we find the uncompetitive management – not to call it defective – created and operationalized at the level of the economic operators from this field of activity.

In what follows, we limit ourselves to presenting the most important strengths and weaknesses which could be seen as genuine „launch pads” for the managerial changes we have unfortunately been expecting for several years. We mention that the aspects presented below are mainly related to manufacturing enterprises.

Strengths

- A significant part of the managers' acknowledgment of the decisive role of management in obtaining performances;
- Turning – more and more obviously - from a „passive” to a „reactive” behaviour, as regards the national and international environment;
- The visible managerial progress, in the line of amplifying the scientific character of management, especially at the level of private companies;
- Intense decision-making activities, leading to the adoption of a great number of decisions, of a large variety, as a result of the contradictory influences of the background against which they are taken, of the political, fiscal and juridical instability;
- The emphasis laid on restructuring and reorganizing, especially by firms wholly- or majority-owned by the state;
- The existence of an extremely diversified range of organizational structures, from the hierarchical ones to the hybrid ones, at the level of both state-owned firms and privately-owned firms.

Weaknesses

- Slow and minor changes in the management of the manufacturing industry and of the economic enterprises within it;
- Obvious discrepancies in the application of managerial processes, from the point of view of how the latter's functions are perceived, functions such as forecasting, organizing, co-ordinating, motivating, controlling, assessing;
- Lack of continuity and coherence in the development programmes designed for the manufacturing industry and the economic enterprises within it;
- Lack or shortage of realistic strategic planning, especially at the microeconomic level;
- Uncompetitive management, as regards the majority of the wholly- or majority- state owned economic enterprises;
- The insignificant economic performances of the enterprises in this sector;
- Reduced application of the forecasting function;

- The decisions to privatize, restructure or reorganize have not always had the necessary consolidation, coherence and continuity;
- The macroeconomic management is still inconclusively and insufficiently supporting the private sector, especially the small and medium enterprises (SMEs);
- The insufficient and inefficient capitalization of the influences from the environment;
- The alarming concentration of bureaucracy at the top and medium levels of the manufacturing industry;
- Frequent “short-circuit decision-making” on the path between ministry and enterprises;
- The existence of certain political decisions (adopted as a result of a political recommendation), especially as concerns the privatization of some state-owned enterprises;
- Defective communication between the two poles of the manufacturing industry – the ministry and the enterprises;
- Obvious discrepancies between salaries in the state-owned enterprises and in the privately-owned ones;
- Motivation according especially to position and seniority;
- Insufficient managerial tools, both quantitatively and typologically speaking (developed managerial systems, methods and techniques are used on a reduced scale and incoherently from the methodological point of view);
- Reduced level of methodological management;
- Insufficient use of the services offered by managerial consultancy firms;
- Inconsistent international transfer of managerial know-how;
- Reduced level of contextualization of the decision-making process;
- Questionable managerial and professional competence of certain managers of wholly- or majority- state owned companies, designated according to political criteria;
- Reduced level of informatization of the management processes;
- Reduced economic and managerial decentralization at the level of industrial firms;
- Obvious lack of correlation between objectives, process and structural components;

- An extremely reduced number of firms to have appealed to management reengineering.

2. MANAGERIAL PERFORMANCES AND MANAGERIAL EXCELLENCE

2.1. *What is managerial excellence?*

Managerial excellence is a superior stage in conceiving and applying management, which differentiates between organizations based on the criteria of the quality of the decisions adopted, and of the efficiency and effectiveness reached as a result of their implementation. The enterprises with the best practice in the organization and management of the production factors thus become know-how suppliers for the others.

Such a stage is attained when managerial performances are achieved, the latter in turn generating economic performances. There is an obvious connection between managerial excellence and business excellence.

In order to be „the best” in management, one needs to capitalize on both endogenous variables and contextual factors related to the national and international environment in which the economic enterprises from this field operate. The results materialize in managerial general and specific performances, which are outlined below (Verboncu and Zalman, 2005). By carefully examining them, we notice that such indicators can be quantified, their maximum level being 100%. It is very difficult to have the results of all managerial objectives reach such a level. In our opinion, a standard of 75% can be considered reasonable, with any attainment or surpassing of this standard qualifying for managerial performance. The latter refers to:

a. General performances:

- Methodological-managerial performances:
 - The degree of management scientization;
 - The degree of implementation of the managerial tools in the application of managerial functions.
- Decision-making performances:
 - The degree of solutions solved by decision-making;
 - The degree of decision application.
- Informational performances:

Verboncu I.

STEPS TO EXCELLENCE IN THE INDUSTRIAL ENTERPRISES MANAGEMENT

- The extent to which the managers' informational needs are satisfied;
- The extent to which the accomplisners' informational needs are satisfied;
- The level of informatization.
- Organizational performances:
 - The level of processes needed to attain certain objectives;
 - The extent to which the organizational structure meets the needs regarding labour processes.
- b. Specific performances:
 - Methodological-managerial performances:
 - The quality of the managerial tools;
 - The quality of the managerial methodologies.
 - Decision-making performances:
 - The quality of the decisions;
 - The quality of the decision-making mechanisms.
 - Informational performances:
 - The quality of the information;
 - The quality of the informational situations;
 - The quality of the informational paths;
 - The quality of the informational procedures.
 - Organizational performances:
 - The accuracy of the delimitation and dimensioning of the process and structural components;
 - The quality of the organizational documents;
 - The level of supply with human resources;
 - Managerial competence.

3. STEPS TOWARDS EXCELLENCE IN THE MANAGEMENT OF INDUSTRIAL ENTERPRISES

3.1. Promoting strategic management

Against the background of major disfunctionalities in the application of the forecasting function – by far the most important managerial function – promoting strategic management becomes the priority on the path to managerial excellence. The consolidation, elaboration and implementation of global and partial strategies, in other words the realistic projection of the future of an enterprise, based on diagnostic and marketing research, represents the support for the other directions indicated by us as steps to take on the path towards becoming “the best”, towards joining the elite of the organizations which supply “good practices” in the field of management.

This first step implies to accurately establish (define) the firm’s mission and vision, to set strategic objectives and options, to appropriately dimension the resources and to realistically set intermediary and final deadlines – all of these with a view to obtaining competitive advantages on the specific market. Enhancing the strategic process implies ensuring favourable conditions – be they material, financial, human, and especially cultural and managerial - required by the efficient and effective application of the strategy. Methodological management, reengineering a.o. are meant to facilitate the attainment of this goal.

3.2. Implementing a quality management system

Attaining managerial excellence and, therefore, business excellence, is conditioned by the endorsement of quality management. To align the Romanian products with the international standards in the field would represent a genuine “passport” for these products, which are facing the competition of other European and international producers. For this reason, such a measure must be accompanied by management reengineering, since both are designed to facilitate a much more rigorous and beneficial process organization, with a view to reaching the objectives set.

3.3. Global managerial redesigning of companies, based upon rigorous methodological scenarios

The most complex way of managerial change – namely the redesigning of the management system – starts from the premise that a radical, fundamental, spectacular change of the labor processes, as based upon the “all or nothing” principle, is a condition for success. Management focusing on processes, in “compliance” with the specific mechanisms of the quality management systems stands for

a central idea of reengineering, as promoted almost two decades ago by the Americans M. Hammer and J. Champy (Hammer and Champy, 1997).

Although in our country the number of companies that are subject to managerial redesigning is pretty low, and the restructuring and reorganization practice has outrun this new and modern attitude and approach towards what is new, it is our belief that, particularly during the period of crisis and the post – crisis period, one such organizational change shall be accomplished in most of the companies, as concerned. In order to succeed in this strategic and complex action, one requires for the accomplishment of certain **conditions**:

- The remodelling of the organizational culture, within the meaning of its transformation into a mechanism in favour of such a managerial change;
- The existence of some truly professional managers and specialists;
- The calling upon some consulting services, which provide methodology, provides for the accomplishment of the managerial redesigning study and supplies the special assistance along the way of implementing the new management system.

We hereby recommend to Romanian companies – finding themselves in an economic and managerial decline, or which “function well”, but which are threatened by imminent dangers “coming” from the inside or from the outside (the national and international environment) or which “function very well”, but that wish to enhance their position on a certain market or to “enter” other such markets – the use of a **methodological scenario, as structured in five sequences: objectives – processes – structures – people** (managers and performers) – **outcomes** (performances). We believe it necessary for one to give a brief presentation of this methodological action (Verboncu, 2013).

a) Objectives. The first pillar – namely the objectives – refers to the targets of the new management system and takes the form of a system of objectives, as resulting out of the elaboration of global and partial strategies and policies. The substantiation and elaboration of fundamental, derived, specific and individual objectives, as a consequence of promoting realistic strategies and policies involves a certain radical change of attitude of the organization and of the management towards the latter’s present and future, as approached in terms of the performances. The objectives, as quantitative and/or qualitative expressions of the purpose for which the organization has been incorporated and actually operates, come to responsabilize the individuals and the groups of such individuals, by imposing a highly strategic and tactical dimension, as necessary for an adequate positioning on the specific market – and in the

end – the objectives stand for some very good benchmarks for the evaluation of both functionality and performances.

b) Processes. In order to accomplish those objectives, one shall require some adequate **labor processes**, with a distinct aggregation degree. Their delimitation and dimensioning as per functions, activities, attributions and duties are determined by the complexity of those objectives whose accomplishment they are directly involved in. Since the building of such a system of objectives takes place in an “upside-down” manner, the procedural building, as required for their being accomplished, also shapes up from complex to simple. As such, the procedural remodelling, as materialized in the appearance of some new labor processes, the development of the existing ones, the diminution or elimination of other such processes, aims at providing for a full concordance among objectives and processes on the background of elaborating a “processes map”, where one shall insert those main value added generating activities.

c) Structures. Labor processes, irrespective of their aggregation degree, shall have an adequate structural – organizational support, namely an **organizational structure** in favour of such objectives accomplishment. This is why the third step in terms of such a managerial redesigning is represented by the **structural redesigning**, as materialized in the re - dimensioning of the demand for positions and functions of both management and execution, of those functional and operational compartments, at the same time with their being “Arranged” within a configuration, as preset by means of hierarchical levels and organizational relations. At the same time, one also needs to design a convenient organizational formula, subject to those dimensional and functional characteristics and to those contextual influences – from a simple, hierarchical structure to the classic hierarchical – functional structure, matrix structure, divisional structure, etc.

d) People. The next step is decisive in providing for a high viability of the organization since it aims at “endowing” the management and execution positions, with people having the necessary competence. The compatibilization of people with their jobs is accomplished by means of competence and it is the key element; the personal authority as given by the knowledge, managerial and professional qualities and skills shall satisfy the official authority, namely those rights to decide, that managerial positions are vested with. Consequently, the next managerial component that is subject to such redesigning is the **human resources management**, an extremely dynamic managerial “area”, but also vulnerable at the same time, where recruitment, selection, employment, evaluation, motivation, development, promotion and protection of employees stand for some key – activities. By qualitative human resources, one shall provide for **management professionalization**, since:

- **Managers** are directly involved in the substantiation and adoption of the decisions; to this end they call upon the managerial instruments and the pertinent information, as sent by rationalized upward informational channels.
- **Performers** are those who initiate the actions, as necessary for decisions operationalization, by turning to good account that information which is mainly sent on downward routes.

This is why the quality of both decisions and actions depends not only on the manner and ways of decisional redesigning, but also on the solutions of methodological – managerial and informational redesigning.

In terms of the management **decisional component** one requires some substance mutations, as materialized in:

- The rigorous delimitation and dimensioning of formal authority or competence as per hierarchical levels;
- Improving the quality of those decisions, by means of a well – balanced scientific substantiation of the latter, by their “empowerment”, by providing for the efficacy of adopting and applying and an appropriate formulation;
- The typological improvement of those decisions, as adopted, within the meaning of an increase of the weight of strategic and tactical decisions, of the risk and uncertainty decisions at those higher hierarchical levels.

In its turn, the **informational redesign** means:

- The improvement of information quality and quantity;
- The rationalization of those informational situations and of the routes the latter information travels;
- The increase of the degree of informatization of the management and execution processes;
- The sophistication of those informational procedures.

Since without such a well balanced shaped up methodological – managerial component one cannot achieve the scientization of the managers’ work, one shall pay a special attention to the redesigning of the methodological sub - system (see the following point). This fourth step of the redesign methodology provides for the shaping of the **configuration of the new management system**, whose operation shall bring a plus of efficiency and efficacy.

e) Performances. The management, as redesigned according to this methodological scenario, generates such managerial performances which, in their turn, cause some economic performances. If within the process of getting managerial performances the responsibility falls exclusive under managers' duty, the accomplishment of economic performances is the responsibility of managers alongside performers. For the purpose of expressing the two categories one uses the specific indicators, as follows:

- **Managerial performances** – general managerial performances and specific managerial performances;
- **Economic performances** – quantitative indicators (turnover, profit, costs, assets, number of employees, etc.) and by qualitative indicators, those efficiency – related indicators (profitability rates, labor productivity, liquidity and patrimonial solvency, and others alike).

3.4. Scientific managerial methodologization

The contents of this mutations refers to the promotion and use of some modern management systems, ways and techniques and of some adequate methodologies for the design / redesign and maintenance of the operation of both the management and of the latter's components – the decisional, informational, organizational components, etc. (Nicolescu and Verboncu, 2008).

The balanced exercising of the functions of those management processes – far from showing in terms of the practice of the Romanian companies – the focusing on performances, the impression of a high scientific character to the managers' work, the management focus on priorities and so on and so forth, are just as many reasons in favour of such a managerial methodologization. The operationalization of one such recommendation requires the acting in **two complementary directions**:

- The promotion and use of modern managerial instruments – the profit centers – based management, the management through objectives, the management through projects, the management through exceptions, the board picture, the delegation, the decisional ways and those with a mathematical foundation – being the most representative;
- The promotion and use of some rigorous methodologies for the design / redesign and maintenance of both the management and the latter's sub – systems – general and specific methodologies.

These play a decisive part in management scientization, by establishing themselves as a precious "aid" in terms of decisions substantiation and adoption.

A small dimensioned company cannot operate in an efficient and effective manner without a management through objectives and the management through projects, while a middle sized or big enterprise requires the profit center – based management, the management through projects, the board picture and the delegation, if we are to quote the most representative such managerial instruments.

All management systems, ways and techniques claim the existence of a system of objectives – both fundamental, derived, specific and individual – adequate procedural and structural – organizational conditions and competent managers, capable of turning the latter's potential to good use.

Many of the weaknesses generating causes, as pointed out in the previous chapters, have great chances of being eliminated by applying the **profit centers – based management**, which is the most complex and sophisticated management system, as acknowledged in the world as well as in our country. By the order, discipline and rigorousness the latter system promotes, by the division of objectives up to the level of the job position and the latter's holder, by the managerial and economic de – centralization at the level of management centers and the use of budgets as economic instruments in management, by an outcome – based motivation that it facilitates and so on, the profit centers – based management is the most relevant generator of managerial and economic performances. Within its environment, in order to enhance its managerial valences, we hereby recommend the use of the **management through projects** (as designed for the settlement under some superior quality-, cost and time conditions of several complex problems, of a strategic nature, and with a deep innovation character), the **board picture** or the **management through exceptions** (in order to provide for an operative, pertinent, information of the manager, in agreement with the his informational needs), the **delegation** (from the perspective of a more well-balanced use of the time budget and of the training of those future managers) etc.

We also believe that it is very important for Romanian companies, just as it for those public institutions, to turn the organizational documents (ROF, the organizational chart, the job description) into some genuine managerial instruments. To this end, it is necessary for the amelioration of their contents and the creation of some habits in terms of their being actually used in the managerial practice, within the process of exercising the management functions. For instance, the **job description** has no kind of managerial signification whatsoever, unless it has some individual objectives and the necessary support elements, as required for the latter objectives accomplishment, as approached in a balanced manner: duties, competences, responsibilities.

The job description is the basis of the drawing up of another document having the value of a managerial instrument – namely the decisional-informational record – whose aim is that of stating the main

decisions whose substantiation and adoption the manager the latter's informational needs are involved in. This way, the promotion and use of the board picture become possible in any type of company whatsoever.

In addition to those management systems, ways and techniques, as proposed to be implemented and used, one shall not neglect either the promotion of a number of **quality management systems** and of some high performance **IT systems**. Under the title of an example, Total Performance Scorecard, Six Sigma, ERP, CRM are more and more "present" in those Romanian companies wishing indeed for both performances and competitiveness, by making constant investments to this end.

From the point of view of those managerial methodologies, we already notice a tendency of agglomeration, as generated by the promotion, sometimes even excessive, of such procedures, norms, normatives, rules, standards, etc., with an adverse impact on the decisional and actional scope of both managers and performers, but also on the degree of a company's management bureaucratization. We hereby notice, from this point of view also, that managerial training and consultancy are capable of bringing some clarifications in terms of the need and opportunity of wayologization and to facilitate the operationalization and effective turning to good account of those managerial instruments as well as of the general or specific methodologies.

3.5. Organizational culture remodelling

One recommends the re – thinking and re – building of such an organizational culture at the level of those enterprises, from the perspective of enhancing its position as a strategy determinant, as well as a determinant of the general change and from the perspective of getting managerial and economic performances.

The organizational culture shall not be approached *per se*, but in a close connection with the other managerial components that the latter conditions or that it is conditioned by. At the same time, the insertion of this recommendation within the category of those managerial efficientization ways shall be correlated with the others, since the relations among them are very tight.

The organizational culture is first of all a relevant endogenous variable of a company's strategy and, by its two parts – the visible and the invisible one – it influences in particular the objectives and the ways for the latter's accomplishment. The managerial redesigning, the managerial methodologization as well as other such strategic options are influenced by some of the cultural components, such as the set of values, the behaviours, the myths, the symbols, etc. just like the use of such ways may have a decisive contribution in terms of new values and behaviours "Performance – based work", "teamwork",

etc.. In order to provide, by means of strategy, for the guiding of the organizational culture on certain coordinates, one recommends: the keeping of people and of the innovative ideas within the company, the development of a trust –based culture, the opening of the company towards the accomplishment of communications and the performance of actions, the identification of the alternative major success factors, in view of exercising leadership and learning the way how to run such change at a company's level.

Secondly, **the organizational culture is a relevant determinant of the getting of performances**, alongside managers' and performers' competence and the contextual influences. The influence of the organizational culture and, within the latter, of the managerial culture on those managerial and economic performances is provided by both components and by the specific function it fulfils:

- The guiding of the efforts towards one objective or one set of such objectives;
- The development of a strong motivation for employees in terms of getting those outcomes, as expected;
- The supply of a structure and of some mechanisms which coordinate employees' efforts without the need for any formal procedures or systems.

The passing to some strong organizational cultures have a decisive positive influence on the company's functionality, efficiency and efficacy as well as on the latter's management.

In the end we hereby mention that the creation and development of one strong economic culture in terms of managers and performers within the environment of that organizational culture facilitate the operationalization of such a recommendation and provides for an easier "passing" of a company through a period marked by such an economic crisis.

3.6. Professionalization of managers and enterprise management

Exercising a truly scientific management is not possible without some professional managers, namely those managers who "actually know what management is about" and who are capable of turning these knowledge to good account in terms of companies' practice. **Professional managers** are those managers who:

- Know the configuration of the management processes and who have knowledge of the contents of each and every single function as specific to the latter – namely prediction, organization, coordination, training, control evaluation;

- Know how to substantiate and adopt management decisions, by complying with those quality related requirements as imposed to the latter – scientific substantiation, opportunity, comprehensibility, etc.;
- Efficiently call upon management systems, ways or techniques, subject to any and all situations;
- Know how to set objectives for others as well as to undertake the accomplishment of their own objectives, alongside those objectives relating to the field they are running;
- Determine the participation of the subordinated staff to the setting and accomplishment of objectives;
- Motivate the personnel, based upon those performances as registered at the individual, group and organization level.

Managers' professionalization generates multiple **positive managerial consequences**:

- The enhancement of managerial competence by means of developing and diversifying knowledge in the management field; to this end we hereby recommend the attendance of trainings, as organized by those managerial training services providers;
- Ensuring managers' ergonomics, as focused on the optimization of those factors of mental and physical stress;
- Judicious scheduling and organization of managers' work;
- Managerial instruments enrichment and modernization;
- Efficient use of those manager's modern collaborators;
- Improving the relations with the subordinates, in particular by a better motivation of the latter.

At the level of the organization, as run, managers and management professionalization causes an increase of the latter's functionality, efficacy and efficiency.

3.7. Developing a deep economic dimension of the company management

The insufficient economic substantiation of those decisions, as adopted within a given company, the low attention as paid to some economic aspects, as related to cost, price, taxes, interests, etc, claim the impression of a higher and higher economic dimension on the Romanian company's management. It is for this reason that we believe it to be necessary for one to conduct an overall approach, as well as per

those components of the management from the perspective of its efficientization, namely the getting of some high levels of economic efficiency, on the background of setting some of the objectives as priorities as well as the economic results as expressed by means of those **volume (quantitative) and efficiency (qualitative) indicators**:

- Profit;
- Profitability rates;
- Turnover;
- Labor productivity;
- Solvency;
- Patrimonial liquidity.

As such, the finality of those activities of any economic agent whatsoever is represented by the getting of some economic assets under such conditions of high profitability. This is why, the exercising of each and every single management function, shall be quartered within the “Economic area”, in terms of the substantiation, adoption and application of such managerial decisions, which shall aim at the efficient turning to good account of those resources, the running of certain ways for objectives accomplishment under such efficiency and efficacy conditions, as well.

Given the fact that the company activates within a national and international environment that is more and more complex, more turbulent and more dynamic, the taking into consideration of several economic parameters as related to the market, the economical – financial leverages, the budgetary restrictions and so on and so forth is obligatory.

3.8. Shaping and promoting a modern system of indicators and indexes related to the company's managerial performances

It is unanimously acknowledged the fact that economic performances are, first of all, the consequence of a high performance management, which is characterized by the getting of such managerial performances, namely by the outstanding results, in the methodological, decisional, informational, organizational areas and in that of the human resources management.

The delicate problem which needs to be solved in order to be able to have a full and detailed understanding and to be able to operationalize the following chain: **high performance management** → **managerial performances** → **economic performances** → **excellence in business**, consists in the

identification and promotion of a system of specific indicators and indexes, capable to point out and measure such managerial performances. It is from this point of view that we suggest one shall operate with **two categories of performances – the general and the specific ones** -, each of the latter having resources in the overall management of the company and in the five sub – systems as already aforementioned – methodological – managerial, decisional, organizational and human resources management.

Within this environment, it is of a very high relevance and actuality for the Romanian companies to promote such **systems of performance indicators (KPI)*** which, as per the opinion of Horvath & Partner (www.horvath-partners.com) consulting company specialists, provides at the same time for:

- The removal of the domination of those financial indicators;
- The focus on those relevant aspects;
- The combination of strategic control with the operative control;
- Standardization and systematization;
- The reference subject to addressees.

The calling upon such KPI requires the simultaneous use of several managerial instruments with informational valences that are unanimously acknowledged, such as the **board picture** and the **management through exceptions**, which are capable of identifying, selective transmission and turning to good account of that information, as related to those outcomes, as obtained in the fields as being run or to the significant deviations as compared to certain standards, norms, normatives or objectives, both being causally approached.

Within a recent study, the company Insight Management Consulting SRL (Economistul, no. 7/2011) shows the interest of Romanian companies in such KPI as well as the benefits deriving out of its use, as follows:

- **Definition and approach:**
 - 81% - the degree of KPI use, increasing tendency in the future;
 - 74% - degree of individual indicators use;
 - 66% - top-down approach, starting from those strategic objectives;

* KPI – Key Performance Indicators

- 31% - degree of use in all departments;
- 21% - correlation among the indicators of various departments;
- 40% - companies where consultants have been used.
- **Implementation:**
 - 94% - periodical use of KPI (of the companies actually using such KPI);
 - 53% - use of synthetic reports;
 - 9% - use of a balanced scorecard;
 - 50% - heads of the departments responsabilization.

Critical success factors being the assistance of the management and the availability and quality of that primary information

- **Benefits:**
 - 76% - KPI measures what it has to be measured, in an accurate way;
 - 55% - indicators play a significant part in decisions taking;
 - 56% - KPI allow for a rapid identification of those areas of action in a period of crisis;
 - 90% - the values, as measured generate a certain reaction on the part of the management.
- **Support:**
 - 70% - companies finding it as opportune to collaborate with any external consultants;
 - reasons, know-how, experience, objective perspective, implementation speed;
 - reserves, KPI implementation is not a priority for some of the companies, since they show a preference for working with those internal resources.

If we refer to managerial redesigning or methodologization – particularly to the promotion and use of a profit center – based management – the use of such KPI has favourable implications in the providing for a differentiated motivation of the employees, by taking into consideration the degree of accomplishment of those individual objectives, the organizational sub – division that the individual is part of and the company's objectives, as managerial criteria.

The condition for the KPI success from this point of view is represented by the division of the company's objectives into several categories – fundamental, derived, specific and individual. Therefore, the building of a system of objectives as related to which one shall point out the performances, shall be accomplished using a top town way.

3.9. Enhancing the national and international visibility of a Romanian company's management

The quality and efficacy of the management in any country depend to a considerable extent on the its visibility and prestige, both at a national level and at an international level. Within the environment of intensifying the international managerial know – how transfer, the small, middle – sized and big Romanian company cannot operate outside some connections with the national and international environment that it is influenced by and which it should influence in its turn. The constant informational exchange with similar companies from abroad facilitate the managerial know – how transfer and, implicitly the latter's economic and scientific competitiveness. The turning to good account of the valuable know-how, of the specific good practices of the European companies claim for the taking into consideration of certain **methodological aspects**, as follows:

- The conception of strategies and policies based upon the international evolutions from the company's activity field;
- The turning to good account of those theoretical and pragmatic achievements from other countries, from the European enterprises management, with a focus on those managerial instruments;
- The development of IT systems, as conceived within an international vision, under the form of the data banks, as specialized per fields and types of companies, as well as of the Internet type communications;
- The proliferation of the international exchanges of managers and specialists with high performance companies from the European Union and the building of partnerships with the latter companies, the incorporation of some mixed, transnational companies.

Consequently, there is an extension of the compared management approaches, as focused on the taking into consideration of those variables at which processes are influencing, from the components of the management system from various countries. The latter stand for some relevant benchmarks for the managerial know – how transfer among the European Union and the Romanian companies, with some favourable consequences on the latter companies' functionality and international visibility.

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