Communication and Argumentation in the Public Sphere **ISSN 1843 - 7893**
(2007) Year I, Issue 1
Galati University Press
Editors: Anca Gâță & Adela Drăgan
Proceedings of the Conference *Public Space* vs *Private Space*, FIRST VOLUME
April 12th-14th, 2007 – "Dunărea de Jos" University, Galați Romania
pp. 160-173

Gheorghe SĂVOIU, Georgiana MÎNDRECI

Multiple Management Significances in the Market Economy

University of Piteşti, ROMANIA
"Constantin Brâncoveanu" University, Piteşti, ROMANIA
gsavoiu@yahoo.com

„Whole is greater than the sum of its parts."
(Gestalt phenomenon)

Introduction

The fast progress of information technology brings along equally prompt changes in the business environment at the beginning of the millennium. The turbulence of this environment practically compels the emergence of a new management of the organizations, essentially based on knowledge. Globalization has completely changed the business environment, rendering the hegemony of the transnational capitalism easier to be noticed, as well as the processes of internationalization of finances and of production, and a much freer migration of the capital and of the labour force, next to a surplus of volatility of the markets.

Internationalization as extended involvement on international level, stays an objective process, in which any company aims, through development, at gradually exceeding the geographical or spatial limits that first consecrated it, first the local ones, then the national ones, and, in the end, even the regional ones, and thus it aims at placing its activity in the global economic area, continuously re-formed and re-structured through the company's direction towards the exterior, through its leaving behind the references, historically defined as regional and national economy.

The business environment of the market economy intrinsically holds the vocation of globalization, the geographical distance becomes a less important factor in establishing and supporting the politic, economic, and socio-cultural relations.

But the internationalization of relations constantly causes democratic, ecological, social, security shortcomings, as well as rebound effects, such as changing the mentality and the managerial structure. The diverse forms of globalization started with the technological alternative, through the explosive evolution of satellites, of computers, and of the internet, then deepening the interdependence, globalization has become political, all the states in the world accepting an economy whose base is democracy, at least on theoretical level, and, finally, through the development of transnational companies, economic globalization succeeded to cover almost entirely the market of products and services, the financial market, etc.

The internationalization of progress in the economic world contributed to the improvement of the production quality, the growth of incomes, the improvement of the observance of the human rights, and even of the right of efficient use of resources, but, at the same time, it also seriously contributed to the degradation of the environment, to the excessive polarization of incomes and even to the growth of poverty in certain regions of the world.

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

A few dramatic changes, such as the ascendant evolution of competitiveness on global level, of the impact of the new information technologies, the *reengineering* of the economic and administrative processes, the structural change that took place on the global market in favor of services and to the detriment of products, the convergence of industries, next to the debunking of the working place defined as a collection of relatively fixed or established tasks have more and more profoundly affected most of the organizations, institutions, and companies. Philip Kotler, graphically synthesized the turbulence of the environment through the pressure exercised by the three "C," respectively the change of technology, conflict and competition [1].

1. Traditional Management Significances

Under these circumstances it seems natural for the management significances to multiply, to those that have now become classical, respectively of activity or whole of human activities, science and art, system, state of mind, way of thinking, process, person or team, adding new general significations, such as those of time management, corporate governance, TQM or Total Quality Management, etc. or particular ones resulting from the introspection of some economic, social, and cultural areas highly dynamic or of more recent interest, such is the case of Emergency or Disaster Management, whose purpose is that of anticipating the emergencies or disasters and of preparing, supporting, and healing the human society, during the after-disaster periods, Nonprofit Management or Social Entrepreneurship, defined as managerial system through which a company is lead and controlled, Stress Management, reuniting the techniques that contribute to the individual's endowment with prompt and adequate mechanisms related to the adequate treatment of stress, Projects Management, made up of a set of knowledge, competences, habits, techniques, and specific instruments for achieving the project's objectives, the purpose being that of obtaining a certain result, obeying the financial, time, and quality constraints and the technical ones imposed after the evaluation and selection of the project, etc. In this sense appendix no 1 enumerates over 60 distinct conceptualizations of present management, in the specialized literature that established it, respectively the English economic literature.

The main significances of management, which have already become classical, are concisely presented below:

human activity carried out to achieve the objectives firmly time-planned, clearly space-delineated, and precisely structural-formulated, through special and characteristic actions;

whole of human activities of organizing and leading with the purpose of adopting the best decisions in designing and adjusting the economic processes (Dănăiață 2004);

science that holds both a well-individualized *theory*, as an organized and coherent whole of knowledge, concepts, principles, and a simplified model of the economic, political, and social reality, synthesized by methods, techniques, instruments with which it systematically tests the validity of their own laws formulated as a consequence of the analysis of the phenomena and processes that take place in the company's managing process [2];

art of leading an organization, a mixture of creativity, ability to innovate, and capacity to identify adequate solutions for the so diverse problems of an organization;

science and art that capitalize the methodical, technical and instrumental skillfulness, next to the inborn abilities to stimulate the others' activity and thus to obtain the pre-established objectives [3];

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

system specialized in leading organizations, synthetically characterized by effectiveness and quality, subject to the systems theory as well as to the Gestalt phenomenon, respectively bound to constantly admit the validity of the following statements, in comparison with the components or parts from the whole called organization:

I. the parts of the system communicate among themselves;

II. the system is in an external environment with which at least one of its components communicates;

III. the system is in constant change;

IV. the behavior of the system is nor predictable based on the behavior of the parts;

V. all the systems have similar characteristics;

the state of mind specific to a category of people endowed and/or trained in this sense, that is reflected by a certain way of receiving, wanting, searching for and accepting the progress;

process, system component [4] through which all the types of resources (material, human, financial, and informational) are obtained and combined in order to achieve the organization's goal (Drucker 1985) or process of attaining the organization's goals, working with and through people (Certo 1993), the longest chain of procedural activities being made up of:

1. identification of the organization's general objectives,
2. establishing the objectives on short term,
3. elaboration of action plans,
4. organization of resources,
5. communication,
6. motivation,
7. control,
8. adequate corrective actions.

person or group (team) that leads an organization (usual manager / leader);

Way of thinking and action over an organization, a complete step taken with the purpose of obtaining goals, imposing the presence of analysis, diagnosis, planning and decision, organizing and control of the results' successive transformation process.

As a synthesis, a careful evolutional enumeration of management significances covers both their multitude and diversity and the continuous extension of the defined areas or of the approaches from those of a scholastic type (elevated and structuralized) to the procedural ones (functional and interconnected) or to the systemic ones (disjoined into technological and human parts, but reunited afterwards predominantly attributively), going from those of a chaotic [5] or random type (volatile and energy consuming through stability objectives) and ending with those of a situational or contingent type (opportune and factually adequate), and more recently to those specific to the total quality (Total Quality Management, whose only gift and generalized objective remains the quality) or the cultural ones (Cross-Cultural Management). Performance, development, continuous training, and knowledge have generated new practical methods of management, included in a perennial circuit, through theorizing and rendering essential on the level managerial models, subsequently validated or invalidated by resuming, a circuit specific to all sciences in general, although these exceed two thousand models and distinct theorizing (according to the surveys conducted by UNESCO).

Another approach distinguishes three main categories of management theories, respectively the *technicist and nationalist economic* at the same time, behavioral theories and cognitive ones. Chronologically or evolutionally, one can further distinguish three other categories of managerial theories: classical ones or those emerged up to the year 1930, modern or those included in the time period roughly

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

estimated between 1930 and 1960, and the postmodern or fundamental ones after the year 1960. The classical theories, also called theories of the "universalists," as a consequence of their authors' expressly uttered desire of exhaustivity, reunite the scientific management with the theory of organizations' general administration, and they present a mostly technical and economic rational character, being focused both on the studies about time, movements and micro-movements concerning the measurement of work and on the economic purposefulness, analytically detailing the main concepts and instruments of the enterprise (profit, rate of return, expenditure, investments, etc.), pyramidal and functionally bringing into focus the organizational structure of the production process, excessively enumerating the managerial principles. The favorite paradigm of these managerial theories is that of Homo Oeconomicus permanently and imperatively translating to Homo Rationalis, their common structure is predominantly pyramidal, at the base of the pyramid there are the *responsibilities* or *tasks* whose importance as units of managerial reference is relatively and methodically exaggerated, on a higher level the responsibilities are aggregated in superior categories called *job descriptions* or *jobs*, and in the end, through functional re-integration and interconnection, they become *production systems*. The technical perspective, and especially the mechanical one, completely covers the horizon, camouflaging and almost canceling the importance of human behavior.

Planning, organizing, coordinating, decision-making, and control confer the classical theories an essential scientific character in spite of the fact that formalism and bureaucracy are considered the main ways of communication and organization [6]. An aggravating static or non-evolutional emphasis emerges on the level of these managerial theories, as soon as almost everything in the organization formalizes, the necessary vitality in competitive dynamism of the market economies, being replaced by a state graphically described using the terms "amorphous and slow," from the selection of the staff to the internal organization rules and regulations, from authority and its hierarchies to legitimacy, etc. With all these foremost managerial significances allotted to the technical and economic-rational aspects, the real factor of managerial and competitive differentiation remains the human talent, both the individual one and the exponentially inference in the team's partnership talent, the talent being the element that ensures the company's advantage and its management. To stimulate the human talent presupposes first of all to reconsider the importance of man, of human behavior in connection with the technology and technical and economic formalism of the organization.

The behavioral theories are based on a continuous adaptation of the internal environment to the dynamic competition of the markets, and the simple observation that the human talent is the key of success. The human behavior represents the core of these modern theories, which profoundly integrate the individual and social psychology, sociology, the human individual and organizational behavior into the theory of the managerial act. Generally speaking, technology or the technical aspects, naturally undergo a necessary under-evaluation, an inferior hierarchical placement both on the conceptual and practical level, comparatively with the human resources or with the human behavior, a correct and as profound as possible introspection into the human behavior of the organization, into the individual and group motivation, into the social position and individual psychology allows realistic anticipations and correct predictions in the managerial decision. The relative exaggeration or the characteristic emphases from the content of these theories strictly aim at the extreme importance, and, sometimes, even unlimited importance given to the individual and group behavior within the organization.

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

A natural synthesis of the two previous large managerial theories was found in the theory of social systems, and thus, implicitly in that of managerial systems. The nuances are multiple, the emphasis being shifted alternatively on the organization as open system, on the excessive use of the quantitative methods of quantification of the relations within the system, on the breakdown of the system into processes (structural) or situations (factual or contextual).

The cognitive theories situate the center of gravity of management on understanding the new situations, on change, on learning, on knowledge and efficient application of know-how, being mostly postmodern and reuniting conceptions and principles of computer scientists, economists, sociologists, psychologists, but also of many other professions from where new theoreticians of management emerge. The relative exaggerations and the emphases of these new theories are mainly placed in the sphere of the discriminated cultural or of the collective and organizational mental (the explanatory factor or the independent variable being alternatively the culture of the national, the organizational culture, the culture of the total quality etc., or trying integrations of variables in an international organizational flux, just as in the case of cross-cultural management), but also in the area of the bases of organizations' knowledge management (inputs and outputs), planned, organized, and controlled in order to ensure the accomplishment of objectives, their administration becoming optimum through more and more exclusivist means, such as internet management or contemporary e-management [7], which represent a complex reunion of e-theories, materialized in e-systems and also in e-methods.

2. New significances of knowledge, learning and competences in management

The excessive combination of systems, methods, techniques, procedures and instruments, achieved through the agency of confirmed practices, theorized and scientifically grounded by contemporary management, gives rise to a complex, yet natural, background of actuality and topicality in the specific significances of management to the new millennium.

Topical actuality, as a state of precarious equilibrium, occurs in management as well, very much as it does in all the sciences having political, economic and social implications, precariousness being the result of the overlapping action of the variables belonging to the political, economic and social systems, out of which the most important remain the globalization of economic activities, the internationalized spreading of technology, the demographic explosion of the underdeveloped (and developing) countries, at the same time as the demographic implosion specific to the European space, the demassification of society, and the tendencies to hyper concentration.

The fundamental variables influence the managerial milieu both favorably, or in a stimulating manner – as it happens when the rhythm of conceiving and implementing scientific and technological progress is intensified, the level of training in the field of human resources develops ascendant, the processes of organizational learning are omnipresent, simultaneously with the presence of computers and Internet or Intranet communications, and the fact the regionalization and internationalization of economic activities become ever more dynamic - and unfavorably or restrictively, by limiting resources, degradation of the environment, through marked instability as a natural, principle-based and ethically competitive monetary state, through the much too fast obsolescence of useful information and its informational energy, by comparison with the

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

past decade, through the newly appeared, growing gaps between the educational, training, cultural systems and the imperatives of the new organizational cultures, as well their requirements and demands of a "life-long learning" type.

Modern, or strictly topical, management sense is the one centered on a new type of organization, grounded by knowledge and learning, paralleled by the importance of the skills, abilities and competences acquired. The new organization and its new management are thus placed within an altered context of the economies of turning into expertise the management of knowledge, learning and competences.

In an organization that is learning, everything becomes alive and develops; the culture of that organization encourages the people / employees to make suggestions, and thus call into question and challenge actuality, in all its forms, from the organizational type, to that concerning motivation, and thus a continual flow of new ideas emerges from the employees involved in conducting the processes. An organization which ignores the ideas of its employees is doomed, if not to immediate disappearance, most certainly to a gradual degradation of its average-term performance.

Transforming current economy into an economy increasingly based on knowledge brings about the quite natural conclusion that the assets taking support on knowledge are replacing the corporeal assets as bases in creating competition-based advantages. The sources of performance differentiation seem to be represented to a greater extent by the intellectual resources of the organization, rather than those material or physical. The theorists and practitioners admit the ground constantly lost by the traditional rules of competition, to the benefit of new ones, which allow, through continuous learning, survival and prosperity. Irrespective of the way organizational learning is considered, be it integrally or systemically, through the angle of the theory of open systems, as a process of attracting information from without the organization, followed by transforming and joining together the organization's learning demands and the individual learning capacitates, or in a segmented manner, incrementally and reactively, as conscious exploiting the knowledge, which ensures for the organization the ability to respond to extremely unstable current / actual circumstances, this stress laid on the importance of the phenomenon of learning brings about the almost unlimited increase in the role of the staff / employees in the organization's management.

Economic actuality and topicality has simultaneously become a scale, scope and expertise one. To the scale economic organizations, prevalent in the stage of adaptation to the international milieu in the in last century, were rapidly added the (wide) scope economic organizations, called by that name in keeping with the indivisible character of certain tangible or intangible assets, but also due to its maximal use of competences. The importance acquired by the new innovation organizations in the process of value creation transforms the human factor, from a type of resource, into a strategic asset [8]. For those organizations which assimilate new competences as a result of learning, both the short-term ascending market rate, and a long-term favorable dynamics become projective certainties, as the sole durable competition-based advantage, unanimously recognized up to the present in all managerial systems, remains the capacity to transit through the external medium faster than their competitors, the ability to pass from a state (position) of the political, economic and social medium with maximal efficiency, which can only be achieved through organizational or institutional learning.

The economic expertise organizations, to start with, proceed to recalibrating the (financial) administration of a significant part of the scale economic organizations, and then to qualitatively completing the scope economic organizations, the cause of their current multiplication and their special success resulting from the enrichment and the

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

control of the knowledge flows within the networks of relationships and knowledge as carefully and rigorously as for the resources and costs. In the same way as the theory of systems presents the whole as being more than the mere summing up of its parts, likewise, organizational learning represents much more than the mere summing up of the individuals' learning, as the organizations, too, possess a memory, cultural norms and systems, which lend an organizational dimension to learning.

The current competition-driven advantage does not emerge exclusively from the treatment of the market's imperfections, but from the rapidity of learning being transferred in the interest of the organization.

The model of the heterogeneous organizational learning, of a prospective and exploratory type, comprises the free search for alternatives, the variability of the solutions, taking risks, and even a high degree of uncertainty, experimenting the optimized variants, playing in terms of business decision making, discovery and innovation, stability restricted as a matter of principle, and flexibility extended in application and in generalization, etc. Modern organizational learning derives benefit less and less from retrospective echoes, acquired from the founders and from previous experience of the new, much too young contemporary organizations, instead it evolves towards systemic learning, and towards training and educating a permanent capacity to re-shape organizations. The past managerial actuality of the accidental advantage of the organizations, an advantage "imposed" by the interests, so often concealed, of the plan-ruled, centralized market of the central and east-European economies, has gradually been transformed into the current, so promising managerial solution of learning on behalf and to the benefit of the organization, thus becoming an efficient solution for long-term survival, which is, unfortunately, but tardily, understood by a limited number of organizations, and actually (and effectively) followed by still fewer.

The contemporary managerial system of the organization is also grounded on the belonging to a management model of a regional nature (national, at best, as far as the most developed economies of the world are concerned). Paradoxically, one can notice that, while most everything tends to get global, management is becoming excessively individualized in point of theoretical and practical management models, as compared management isolates the European system from the American or Japanese ones. The organization management is engrafted on the cultural, social and political traditions of each region and even country / nation, on the historical conditions of their development.

Another mutation that has occurred in the actuality and topicality of the contemporary meaning of management is linked to the obvious shift from the standard multi-factor prognosis towards the short-term prediction, and towards the strategic planning (in fact, a kind of managerial prevision, too – and, obviously, a long-term one). The necessity to anticipate, as well, the action of other factors, than those present in the classic models, doubled by the need to foresee the correlations in the internal evolutions of the organization, and to finally compare and corroborate the actual data and the expected managerial results, made the importance of short-term prediction increase. Prediction involved, in its models, other factors, apparently internally compensated in the very near past of the organization. Strategic planning, the part of which is ever greater in the managerial actuality and topicality, points to the sharp increase in the role held by strategy and strategic management, and also to the role held by prevision, which in fact, when a long-term one, hides behind the term *planning*, in an attempt to elude the recognized imperfections of previsions. Using to excess the term *strategic planning* shows the desire to inspire certainty and assuredness, as well as the idea of stability within an extended time horizon, while also certifying the fact that contemporary managerial theory is convinced of the significant impact of the

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

deficiencies of the series of data, in the long run, on the quality of time-estimations, virtually recognizing that it cannot possess data of a very high degree of veracity, of complete hypotheses, of the quantified action of all the factors, and especially of those internally compensated in an uncertain future of the average and long type. Consequently, current management prefers the term strategic planning, used instead of prevision.

Power of discernment in present-day management is ever more appreciated, due to the instability of the factors, principles, techniques, methods, processes, systems, etc.

The difficulty has drastically increased in discerning the prevalence of an influence as far a category of variables whose action is simultaneously stimulating and restrictive is concerned, the specific weight of the two effects being at times rather comparable. The most interesting illustration is maybe that of the proliferation of those projects which tend to gradually substitute the institutional in modern market economy, not for the disappearance of bureaucracy, but on the contrary, for its multiplication. It is equally difficult to discern into the evolutional paradoxes of contemporary management, where, though precision or accuracy, and the verisimilitude of the managerial methods and techniques have grown almost exponentially, the risk level and the degree of uncertainty have continually outstripped the economic expectations, in the so turbulent context of an internationalized market environment.

Economic globalization seems to rather abruptly impose a tendency of globalizing management, or, euphemistically put, an integrating view of it.

The relatively abrupt disappearance of the organizational case study of the common type does not have to lead as abruptly to the disappearance of the classic organization, though the transnational organization becomes a rather active globalizing substitute on both the national and international market. Still, the dynamism of the management systems is continually growing, while its flexibility is ever more actively present in the decision-making management systems, which seems to concretely counterbalance the tendencies of unification through globalization.

The importance of motivation has become increasingly more pronounced and it lends interdisciplinary dimensions to contemporary new significance of management. The modern process of management professionalizing, begun through redefining the activity of selection of the candidates at the examinations for occupying the positions of the organization, is currently continued through the multiplication of the methods of methods of stimulation and motivation, continually involved new disciplines in knowing, deploying and assessing the impact of the most important managerial component of the function of stimulation, and, respectively, the activity of motivating the employees.

Organizational learning, the management of change, of communication, and the innovative one define the contemporary managerial rectangle, and have completely changed the content of the *relationship holding between motivation, organizational learning, innovation and strategy.* Motivation has always represented an extremely important variable of any model of learning, continuing, explicitly or implicitly, a theory of motivation, as the processes of learning and innovation continue to be the most difficult elements to evaluate and measure, but it holds the main elements conferring the organization an identity, and ensure its long-term success.

The present and the future of managerial strategy are inconceivable outside a motivation capable of promoting organizational learning and innovation. The modern organizations based on learning adapt to the external environment / framework, continuously develop their capacity of motivating and innovating, develop both collective and individual learning, as well as learning how to survive, or adaptive learning, and generative, or creative learning, thus becoming an

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

organization that not only survives, but also continuously extends, through the learning strategy, its capacity of creating its own future.

Successful contemporary management creates *a special organizational culture*, continually redefined through the visible and additive values of the organization, represented by both the physical products (buildings, cars, furniture), and the verbal products (the language of communication, the myths, the metaphors), by the manners of thinking and behaving, giving the employees the feeling of belonging to a certain group, but mainly through the invisible values, which incorporate the learning, planning, organizing, decision-making, stimulating and control capacities, the employees' knowledge, motivation, competences, and degree of satisfaction. The modern organizational culture is structured in a balanced and pyramidal manner, as a type of communication, and as distribution of the manager's time, drawing close to the concept of upturned funnel. Contemporary studies demonstrate that today's managers spend 45% of their time with the members of the organization, 45% with people outside of, or in the immediate vicinity of it, and 10% with their superiors.

The processes taking place in the information economy nowadays mark a furthered amplification of the modern informational character of management, the information-based drive generating a genuine *e-management*, based on e-systems and e-methods.

Management is currently present in every domain of human activity (economical, social, political etc) it is a process under way of expanding, in an increasingly marked way, and its sphere is ever broader, with implications in all the fields and segments of human existence and human activities. Management has been, and still remains the main factor of enhancing the efficiency and profitability of the economic, social and politic activities taking place currently. Consequently, the principal concern of the contemporary activities has been, and continues to be, increasing the effectiveness of management and the multitude of methods and techniques continue to enlarge its modern significances.

3. Interdependencies of methods in modern significance of management

The methods of management are efficient levers meant to turn to account social work, to channel efforts towards achieving the fundamental targets of social progress. The gist of every managing and leading method is a different manner of harnessing certain energies and forces in order to achieve a definite aim.

An appropriate method simplifies things, shortens the needed course / trajectory and time, thus reducing the number of trials and errors, even in the general meaning of management. The possibilities, no less than the limits of the methods, are determined, on the one hand, by the level reached (at a given moment) by mathematics, cybernetics, informatics / computer science and calculation technologies, and, on the other hand, by the degree of development of social and humanistic sciences. The specific methods and techniques of the modern management can be grouped around the informative functions of management into *specific to social domain* (socio metrical techniques used in studying groups, the techniques of selecting, training and promoting staff, the psychological techniques, the social balance etc.) and *utilized to stimulate creativity* (they fall into associative, analogical and combinatorial method among other methods).

Modern management methods and other specific techniques (graph and models representations, the models of expectancy, the technique of games etc.) needed in the leading activity, but studied as part of various other disciplines, such as

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

mathematics, statistics and informatics/computer science. All these methods and techniques are used by the managers in various combinations and this is an important factor of multiplying significances of management, too. Both studies and practice lead to the conclusion that it is necessary to combine, synthesize or develop the already constituted methods with a view to attaining increased efficiency. Three important premises are at the origin of this conclusion for the new meaning of management: *first one* underlines the fact that each method presents, when it is the only applied in an organization, certain disadvantages which cannot be disregarded, *the second one* is that holding that the methods based on planning targets or results are fundamental and, hence must represent the support of every possible synthesis or development and *the third one* points out the fact that all the management or leading methods are likely to be improved. In parallel with the most customary and recommendable combinations of the leading methods, new syntheses and developments have appeared, generating integrated sense of management, which are just establishing themselves as distinctive methods, or integrating as improvements on those already existing. The following are part of that category: the CSROEPM synthesis (Bayliss H.W., 1990) combines *Communication – Systems - Results – Objectives – Exceptions – Participation - Motivation*, the Harzburg School synthesis (also known by the name of *the Harzburg model* or *collegial management*, a synthesis of the leading methods through objectives, results, exceptions, in Max Weber's, old bureaucracy) leading on psycho-sociological and motivational bases (any leading method must essentially meet a number of *demands regarding the people in action*, and must provide solutions to make them *know how to*, *be able to* and *want to* act as efficiently as possible within the framework of the organization and for the organization), by means of communication (organization's foundations proves that *the starting point of management is always communication*) etc.

New management significances are the developing mixtures of methods or interdependencies of methods and not a result of choosing a certain method.

4. The new E-management Significances in the Market Economy

One can include in the category of the new conceptualizations the most recent computer science managerial solutions that exist on the international market, be it either an extended of internet type, or a prohibitive selective one of internet type, but without being able to fully define them as substitutes of the manager, but which gradually insinuate themselves in such functions, in more and more companies present on the market.

e-systems

I. CMS-Content Management System (integrated administration system of the contents of a Web site, for static documents of graphical type and dynamic of images type, from the companies' databases, containing two mechanisms, the first having a role of organization, classification, and association into metadata of the information, and the second one having an applicative role, of a work-flow type or chains of successive validations, according to the stages of data processing of the collaborators);

II. BPMS-Business Process Management System (logical ensemble meant to formalize the procedures that define the activities of a company with the purpose of entirely automate them);

III. CRMS-Customer Relationship Management (multi-channel administration system, respectively web, messenger, mail, telephone, fax, for the relationships

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

with the company's clients, being in the position to ensure the planning and control of the activities before and after the sale);

IV. PLMS-Product Lifecycle Management System (logical ensemble meant to administer all the information about the product and its cycle of life, divided between all the actors that can contribute to the development and control of its quality);

V. EIMS-Employee Internet Management System (logical ensemble of interventions meant to regularize the use of the Internet by the employees within the company);

VI. ERMS- Employee Relationship Management System (system of administration of the relationships with the collaborators, through interface of Web search, in the data of the human resources);

VII. KMS-Knowledge Management System (system of administration with computer science means of the significant information purchased and meant for the internal circulation, which encompasses the know-how, but also interactive formation sub-systems);

VIII. SCMS-Supply Chain Management System (ensemble of logical procedures that allow the optimum administration of the totality of fluxes, informational and physical, including the interfaces between different producers and suppliers, involved in executing a product/service);

IX. ERMS-Employee Relationship Management System (system of administration of the relationships with the customers, reuniting applications concerning the accessible human resources with those effectively used in the company, thanks to an interface of a Web navigator type);

X. SRMS-Supplier Relationship Management System (system of administration of the relationships with the suppliers that carry out the functions keeping records of the offers, of piloting through contracts, remembering the suppliers, of administration of contents of the supplies and catalogues);

XI. e-transformation (defined as continuous aggregation of some of the previously presented systems, usually reuniting in minimum conditions: CRMS, SRMS, SCMS, and KMS).

e-methods

MDM-Master Data Management (treatment method, with the purpose of unification of the way of describing the information, reuniting the ensemble of the base data or Master Data within a system of X-axes, respectively a referential);

e-Banking (method of insuring the banking services through electronic means);

e-Bidding (method of maintaining in direct relationship the buyer and the seller);

e-Branding (method of ensuring on the Internet a commercial strategy, mainly focusing on the brand with the purpose of capitalizing it progressively and systematically in the eyes of the consumers);

e-Krach (method of identification of the possibilities concerning the emergence of a burst-up or of a recession, on successive levels with the help of the new technologies and of the Internet, used since 1998);

e-Couponing (method of promoting the products directly or by site or by mail);

e-Benchmarking or bench-marking (method or process of collecting the information about the companies that represent competitors, in order to confront and compare the performances).

Final Remarks

The new *digital* economy that radically changes the nature of work and of the work relationships has more and more practical, but also conceptual implications in

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

management, nearly eliminating the spatial or territorial constraints on the human activities through a digital contiguity process or one of assuring a virtual communication bridge, generating at the same time a rapid process of obsolescence of the systematic spatial models associated with the territorial phenomenon of work, which have been for decades the object of research for many economists specialized in the general theory of the location (Johann Heinrich von Thünen, Alfred Weber, Ernest Ross, Achille Loria, Walter Isard, Wilhelm Launhardt).

The new economy is characterized by numerous e-activities (from e-learning, to e-medicine, as an expression of the maximum synthesis through learning and diagnosing, or from e-business to e-commerce, as a result of generalizing the Internet in the economic world, or from *e-marketing* to *cyber marketing*, as a demonstration of the virtues of an *online information policy* reuniting the internet with other networks and classical activities), managed micro-economically through *e-management* and macro-economically through *e-government.* The concept of e-activities as synthesis defines, through generalization, activities carried out by individuals who are in completely different spaces, as compared to those who directly survey and pay the equivalent value for their services, through transfers in accounts opened in the network. The e-management concept or that of virtual management (in and through the network) becomes essential for e-activities in the case of numerous offices in the network (virtual offices). The occasional character, the random program and the total mobility of the offices in the network create major difficulties for the classical management, but they have found efficient solutions in the contemporary management, being more and more often met in the activities of research, designing, accountancy, performing information consumer services, publicity, and telemarketing for clients, etc. The field in which the e-activities have developed the fastest and where they are widely spread is obviously the one of the quaternary, respectively of the information technology, IBM, Hewlett-Packard or Compaq, as simple examples, being recognized as top producers or users of e-management for such various practical solutions offered by the virtual offices.

Can the new significances of contemporary management, already in use, be drawn out in order to fully substitute its general acceptation, way of thinking and action, that of science or that of person or group (team) that effectively put it into practice?

It seems that such a conceptual substitutive and unilateral essence is inadequate and it runs the risk, in accordance with John Muir's statement, of the entire managerial theoretical universe quaking: "When we try to pick up anything by itself we find it is attached to everything in the universe."

Notes

[1] Philip Kotler delineated the three significant threats: "the three «C» are change (especially technological), conflict and competition". (Kotler 2003)

[2] The definitions of classical management are most often enumerations of its essential functions.

[3] Webster's New World College Dictionary defines science as "any skill or technique which reflects a precise application of some facts or principles", and art represents "the (inborn) skill of behaving or organizing any type of human activity," the difference being given, in the analyzed acceptances, by the fact that management as science is practically defined through precision or accuracy, as well as through methods, techniques, and principles, in comparison with management as art, which is outlined by the inborn ability of leading human behaviors.

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

The reunited significance, both that of science and that of art of management, reveal much conceptual pragmatism (Webster's New World College Dictionary, 4 th Edition, 2004)
[4] The theory of systems appeared in the 1940s and it belongs to the biologist Ludwig von Bertalanffy (1901-1972) including among its fundamental concepts: the delineation between systems and external environment, systems, inputs, outputs, processes, states, hierarchies, direct objectives and information (Kauffman 1980)
[5] Carter McNamara, in one of his article insists on the existent similarities between the content of the chaos theory or the chaotic approach and the economic, turbulent, and explosive contemporary life (McNamara 2007).
[6] According to the bureaucracy concept it is analyzed and de-structured in 1947 by Max Weber .
[7] *Le Journal du Management* through *L'Encyclopédie e-Business* presents the modern systems and methods of e-management (http://www.journaldunet.com/encyclopedie/).
[8] What the organizations do lack in their current phase of growth is not financial capital, but human capital, as nearly 2/3 of the American organizations meet problems in a recruiting and keeping the individuals of a certain profile and competence level, essential for developing and maintaining an efficient management. New conflicts appear in contemporary management, such as the new war over talents and for leadership, the more recent range of issues and problems of detecting and guiding the key people in the modern organization is amplified, and competition based on competences is becoming clear evidence of the stronger and stronger impact that administration and control of human capital, learning and competence have in the strategy of the organizations.

References and Bibliography

BENTLEY, T. 1997. *Sharpen Your Team's Skills in Creativity*. Brighton: McGraw-Hill.
BLAUG, M. 1990. *Economic Theory in Retrospect*. Cambridge: Cambridge University Press.
CERTO, S. 1993. *Strategic management - a focus on process*. New York: McGraw Hill, Inc,
DĂNĂIAȚĂ, I. 2004. *Management. Theoretical Bases*. Timişoara: Mirton.
DRUCKER, P.1985. *Innovation and Entrepreneurship: Practice and Principles*. New York: Harper & Row.
DUVAL, G. & H. JACOT. 2000. *Le travail dans la société de l'information*. Paris: Éditions Liaisons.
HENRY, J.1993. *Creative Management*. London: SAGE Publications Ltd.
KAUFFMAN, D. 1980. *Systems I: An Introduction to Systems Thinking - The Innovative Learning* Minneapolis: Futures Systems, Inc., Stephen. A. Carlton, Publisher
KING, N. & N. ANDERSON. 1995. *Innovation and Change in Organizations*. London: Routledge Publications Ltd.
KOTLER, P. 2003. *Marketing Management*. New Jersey: Prentice Hall, Pearson Education.
McNAMARA, C. 2007. *Brief Overview of Contemporary Theories in Management,* Non profit Good Practice, Guide. Grand Valley: Grand Valley University.
MICHAEL, E. A. 2004. *Webster's New World College Dictionary*, 4 th ed. New York: The Free Press.
MORGAN, G.1989. *Creative Organization Theory*. London: SAGE Publications Ltd.
PETTY, G. 1997. *How to be Better at Creativity*. London: Kogan Page Limited.
RICKARDS,T.1999.*Creativity and the Management of Change*. Oxford: Blackwell Publishers Inc.
SKLAIR, L. 2002. *Globalization. Capitalism and its Alternatives*. Oxford: Oxford University Press.
WALLACE, D. & H. GRUBER1989. *Creative People at Work*. Oxford: Oxford University Press.
WEBER, M. 1947.*The Theory of Social and Economic Organization,* New York: The Free Press.

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)

Appendix

Areas and / or management typologies, in the economic literature that has consecrated the term (English language and literature)

Administrative Management
Accounting Management
Agile Management
Arts Management
Association Management
Business Process Management
Change Management
Communication Management
Constraint Management
Cost Management
Crisis Management
Critical Management Studies
Cultural Management
Customer Relationship Management
Disaster Management
Earned Value Management
Educational Management
Effective Sales Management
Employee Internet Management
Enterprise Management
Environmental Management
Facility Management
Financial Management
Human Interaction Management
Human Resources Management
Information Technology Management
Integration Management
Interim Management
Inventory Management
Knowledge Management
Land Management
Leadership Management
Logistics Management
Marketing Management
Master Data Management
Materials Management
Normative Management
Operations Management
Organization Development
Perception Management
Procurement Management
Program Management
Project Management
Process Management
Personal Management
Performance Management
Product Management
Public Administration
Public Management
Professional Sales Territory Management
Quality Management
Records Management
Resource Management
Risk Management
Service Level Management
Skills Management
Social Entrepreneurship
Spend Management
Strategic Management
Stress Management
Supply Chain Management
Systems Management
Talent Management
Time Management
Telecommunication Management

BDD-A25300 © 2007 Galați University Press
Provided by Diacronia.ro for IP 216.73.217.25 (2026-09-15 09:22:11 UTC)