

## The Macro Environment and the Companies' Economic, Social and Research – Development – Innovation Potential – Nowadays Key Elements, Perspectives and Challenges

~ Ph. D. Professor **Gheorghe N. Popescu** (*The Bucharest University of Economic Studies, Bucharest, Romania; PhD. Supervisor at the Accounting Doctoral School at The Bucharest University of Economic Studies, Bucharest, Romania*)

E-mail: [popescu\\_gh\\_cafr@yahoo.com](mailto:popescu_gh_cafr@yahoo.com)

~ Ph. D. Associate Professor Habil. **Cristina Raluca Gh. Popescu** (*University of Bucharest, Bucharest, Romania; The Bucharest University of Economic Studies, Bucharest, Romania; PhD. Supervisor at the Economic I Doctoral School at The Bucharest University of Economic Studies, Bucharest, Romania*)

E-mail: [popescu\\_cr@yahoo.com](mailto:popescu_cr@yahoo.com)

~ Ph. D. Associate Professor **Veronica Adriana Popescu** (*The Bucharest University of Economic Studies, Bucharest, Romania; Commercial Academy of Satu-Mare, Satu-Mare, Romania*)

E-mail: [popescu\\_va@yahoo.com](mailto:popescu_va@yahoo.com)

**Abstract:** *The research paper titled “The macro environment and the companies’ economic, social and research – development – innovation potential – Nowadays key elements, perspectives and challenges” focuses on the companies’ economic, social and research – development – innovation potential in terms of the macro environment. Moreover, the study takes into considerations the nowadays key elements, perspectives and challenges concerning this subject. Furthermore, this approach is a theoretical one, chosen due to the necessity of presenting the essential macro environment’s elements influencing and affecting the companies’ economic, social, cultural, technical, political and legal evolution in the marketplace, while taking*

into consideration elements such as competitiveness, open market, consumers' behaviour, needs, wishes and desires, infrastructure and research – development – innovation potential.

In the introduction of this work the importance and the relevance of the study was addressed, as well as the reasoning for choosing the topic. In addition, a general framework was created, in order to justify the need of understanding in what manner the general macro environment factors influence the companies and their well-being and successful functioning in a region, or in a country, or continent and even world-wide.

The literature review section presents the most relevant studies and ideas addressed on this topic as well as on connected and interrelated topics, in the attempt of finding new approaches and perspectives both for this work as well as for future works.

The first part of the paper focuses upon the main characteristics of the key components of the macro environment, such as, the economic, socio-cultural, technologic, demographic, natural, political and legal elements. The second part of the scientific study tackles the aspects related to the companies' potential, in terms of their economic, social and research – development – innovation perspectives.

The conclusions, limitations as well as future implications section presents the basic ideas that result from this study, as well as the elements that could be improved or even further addressed into the near future.

**Key-words:** macro environment; companies; economic, socio-cultural, technical, natural, demographic, political and legal elements; research – development – innovation potential; Gross Domestic Product (G.D.P.); infrastructure; financial and monetary factors; economic perspectives and challenges.

## 1. Introduction:

The research paper titled “The macro environment and the companies' economic, social and research – development – innovation potential – Nowadays key elements, perspectives and challenges” takes into consideration the key factors which define today's macro environment, in the attempt of presenting and strengthening the companies' economic, social and research – development – innovation potential, in the context of nowadays defining elements, perspectives and challenges concerning the marketplace.

In this context, the macro environment refers to that side of the external environment that has the capacity to influence the

companies' activity, while acting indirectly through their microenvironment (Băcanu B., 1997).

Additionally, the macro environment's influence can be remarked especially on a long-term perspective, being sometimes weak and somewhat uncontrollable (Bărbulescu C., 1999). In this regard, some examples can be offered, such as: the unexpected activity of the volcanoes (especially after being “asleep” for a longer period of time or even after declared “inactive”); the unexpected devastating and destructive natural phenomena, such as, typhoons, hurricanes, tornados, or even floods (<http://www.businessinsider.com/worst-storms-in-history-2015-10>; <http://www.motherjones.com/>

environment/2016/08/louisiana-flooding-numbers; <http://www.ranker.com/list/10-biggest-deadliest-most-destructive-hurricane>; <http://www.livescience.com/22522-hurricane-katrina-facts.html>); the unpredicted droughts; and economic phenomenon having the capacity of spreading world-wide a high and unexpected pace, such as the global financial crises.

All these macro environment elements need to be detected by specialists and to be addressed by them in a proper manner, which takes into consideration certain issues, such as: the level of the competition (Arms Brigitte, 2008); the customers' preferences; the research – development – innovation level of the companies; the necessary information in the field; the technological criteria; the demographic inconsistencies; the social and cultural perspectives and challenges.

In general, in the external environment, the companies operate within the microenvironment (represented by the companies' suppliers, customers, service providers, government bodies, banks, financial intermediaries and competitors, and other market intermediaries), establishing direct and indirect relations with the macro environment (in terms of the cultural, political, demographic, natural, economic and socio-cultural elements) (Brownlie D. T., 1987). Additionally, the types of relationships established by the companies in the context of the macro environment analysis are the following ones: competition and marketing relationships; partnerships and cooperation relationships; as well as individual and preferential relationships, depending on the companies' current and future interests.

The companies' market relations company are influenced by a consistent number

of factors, namely: general/specific ones; internal/external; objective/subjective. However, the companies' market relations have a cyclical representation and are influenced in particular by elements such as the following ones: certain characteristics of the companies (for example, the companies' technological equipment, profile, or size); the economic and social framework, which may foster different types of relationships (for example, here could be mentioned the differences between developed and developing companies) or hinder different types of relations with the market; and the specific elements of the market itself (for example, the internal/external market; the goods/services the market stands for; the type of market, in terms of a wholesale market/a retail market).

As a general line, the market's relations are influenced by the companies' relations with the market's agents, the typology of the market, the frequency in terms of relationships and the concentration of these relations (Danciu V., 2001).

## 2. Literature review:

The work titled "The macro environment and the companies' economic, social and research – development – innovation potential – Nowadays key elements, perspectives and challenges" emphasises in this section – the literature review section or the state of art section, the necessity and the relevance of this topic for the companies today, due to the fact that its timeless perspective proves to be useful nowadays, as well as in the future.

In this matter, this section starts with the companies' role on the marketplace, as well as from their typology and object of activity, and continues with the types of competitors

existing on the market as well as with the role and importance of the competition phenomenon itself. Additionally, the study addresses the role and importance of the business partnerships on the marketplace (Rujoiu Marian, 2011).

In general terms, according to their object of activity on the market, the companies might be in the position in which they are offering to potential consumers certain goods or services; or they buy different types of products, such as raw materials, machinery, buildings, land, or they purchase shares; or they act as intermediaries, by aiming to create certain links or connections, depending on the type of activity (Brownlie D. T., 1991; Balaure V. et al, 2002; Borza A., Bordean O., Mitra C., Mureşan A., Supuran R., 2009; Bărbulescu Georgeta, Burghilea Cristina, 2010).

Moreover, as another specific of the marketplace, here can also be found companies that establish messages and information reception relations, which refer to marketing research activities, collections of data about consumers activities, collections of data about competitors, intermediaries, suppliers activities; or relations that implicate the process of transmitting the information encountered in direct connection with the sale's process (such as, advertising activities) (Churchman C. West, 1968; Hill E and O' Sullivan T., 1997; Chelcea Septimiu, 2012).

Furthermore, depending on the relations' profile of the market agents, here can be found companies acting as suppliers of goods; labour providers; service providers; banking and other financial institutions; beneficiaries or sellers; state institutions and bodies. In addition, in this context the frequency of the relations could be addressed, which

is, in fact, an aspect that depends on the profile of the agents relations on the market, the nature of the object relations, the supply-demand ratio on the market (Dent M. Stephen, 2004; Ilieş S., 2011; Ilieş L., 2013; Marinescu Paul, Toma I. Sorin George (coordonatori), 2015).

It is also believed, in addition, that a very important criterion for all the companies worldwide is related to their degree of their market activity concentration which can be found in the value of their transactions or in their concentration by geographical area (Smedescu I., 2004).

When on the market exist more companies with the same assortment of products, the companies take an offensive behaviour by seeking to increase their market share at the expense of commercial rivals (Stone Merlin, Bond Alison, Blake Elizabeth, 2006). In this manner, the companies use the attack strategies against the competition, depending both on the environmental as well as on the typology of the competitors.

While analysing the aspects concerning the marketplace, competition, competitiveness and competitors, it is extremely useful to know and to be aware at all times at the typology of the competitors. In this regard, there are direct competitors, indirect competitors, newcomers and substitutes, all of these typologies being presented in the lines below (Dicţionar de Economie, 1999; Chang Ha – Joon, 2014):

- First of all, the direct competitors are represented by those companies who are selling the same types of products or services; meeting the same needs; sometimes use the same shops; establish similar prices; spend large amounts of money to promote products. In most cases, the companies that will

survive are the most powerful company in economic terms, focusing on a market segment that can draw profitably without entering into competition with other companies.

- Second of all, the indirect competitors are represented by those companies who are selling goods or services for similar needs, or for different needs but with different products.

- Third of all, the newcomers competitors are, at their turn, in two categories, namely:

- The companies that already sell to a certain segment of consumers and want to expand the range of products to other segments, as well.

- The new companies wishing to enter the distribution network.

- Fourth of all, the substitute competitors are represented by the companies who are meeting the same needs, but have different characteristics.

However, because the competition is becoming more and more vigorous every day, and it increases constantly, both on the internal and the external market, there are situations in which different strategic alliances are formed (Nicolescu O., Verboncu I., 2008). In this case, the strategic partnership is an arrangement whereby two or more partners agree to work together in order to obtain mutual benefits by supporting or strengthening the competitive advantages of each, obtaining financial funds for research and development; access to distribution networks; increased profitability; entering new markets; exchange of experience between partners; obtaining competitive advantages; sharing risk and high investment costs (Lencioni Patrick, 2014).

The macro environment as well as the companies' economic, social and research

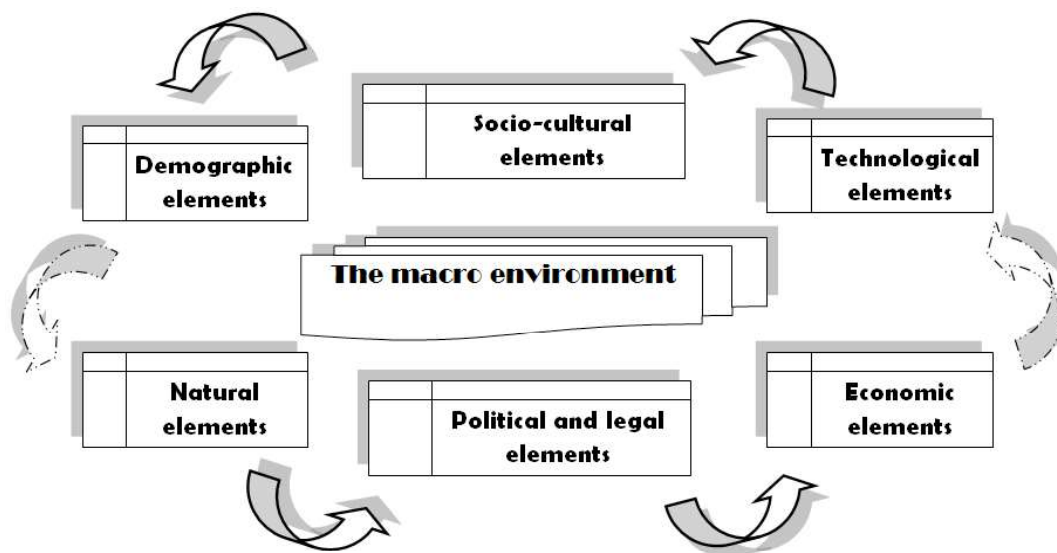
– development – innovation potential should take into consideration the synergy that exists or that should exist, in one way or another, and at some extent, in the departments of all the companies, starting from the idea that, in order to be successful on the marketplace, all the departments of the companies should focus on the same purpose and should act in the same rhythm and in the same direction, especially while taking into consideration today's perspectives and challenges.

### 3. The key elements of the macro environment – the general context

The section titled "The key elements of the macro environment – the general context" of the scientific paper "The macro environment and the companies' economic, social and research – development – innovation potential – Nowadays key elements, perspectives and challenges" emphasis the main elements that need to be taken into consideration while analysing the macro environment and the companies' relationship with the macro environment.

In this regard, the first element that needs to be taken into account is represented by the socio-cultural elements; the second element that needs to be taken into is represented by the demographic elements; the third element that needs to be addressed is represented by the natural elements; the fourth element that needs to be taken into consideration is represented by the political and legal elements; the fifth element that needs to be considered is represented by the economic elements; and the sixth element that needs to be stressed is represented by the technological elements (see, in this matter, Figure no. 1: The key elements of the macro environment).

Figure no. 1: The key elements of the macro environment



Source: The Authors based on the references of this research paper

### A. The cultural elements

The cultural elements are defined by the factors that influence the consumers, in particular, and the macro environment, in general (see, in this matter, Figure no. 2: The socio-cultural challenges and the influence on the macro environment).

The main aspects that should be taken into consideration while analysing the cultural environment are the ones stated bellow, namely:

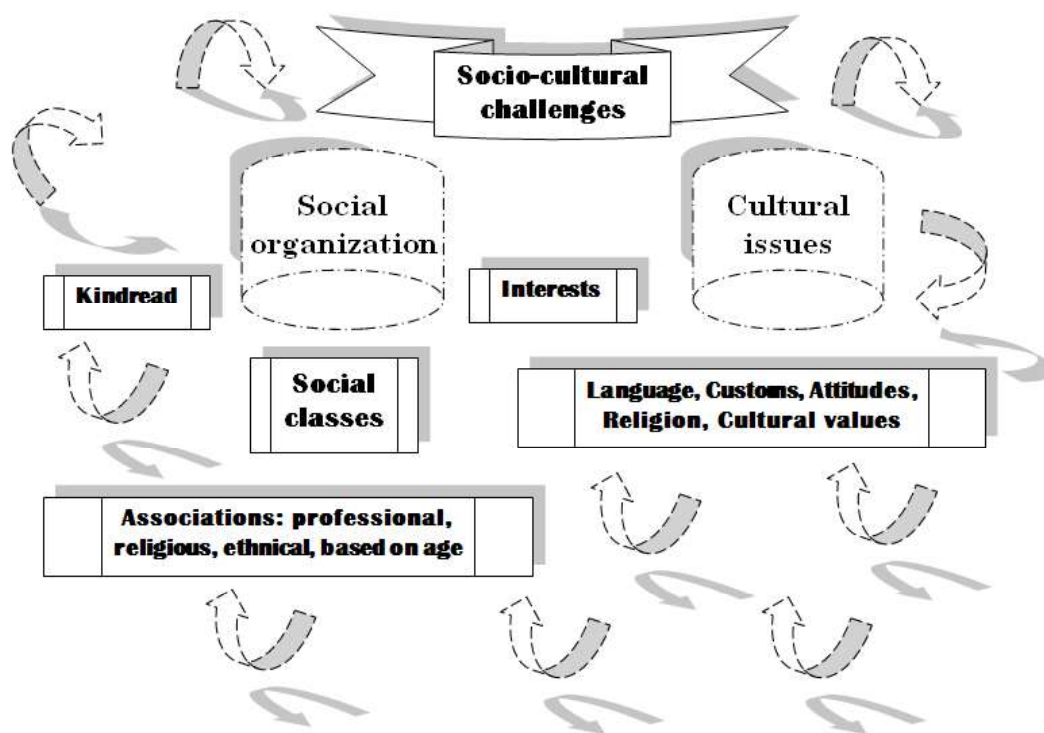
- The cultural environment is composed of the institutions and of the other forces that affect the fundamental concepts, preferences and behaviours of a society, in general.

- The culture, in general, is referring to the learned behaviours, which are transmitted and accepted by the members of a society to the next generation.

- Moreover, the culture includes everything a certain group says, thinks, produce, its customs, religion, language, attitudes and senses.

All in all, when analysing the cultural environment, the market operators need to focus the products and services they offer on the basic values of the society to which their actions refer to and should also address the needs of the various subcultures within a society, as well.

Figure no. 2: The socio-cultural challenges and the influence on the macro environment



Source: The Authors based on the references of this research paper

## B. The demographic elements

The demographic factors are very important in all the economic, business administration, social, management, and marketing activities, because they refer to the population forming the labour market and the position held in this regard by the companies (see, in this matter, Figure no. 3: The demographic challenges and the influence on the macro environment).

In addition, in general, for the enterprises, a special significance is held by the following elements:

- The age and the structure of population;

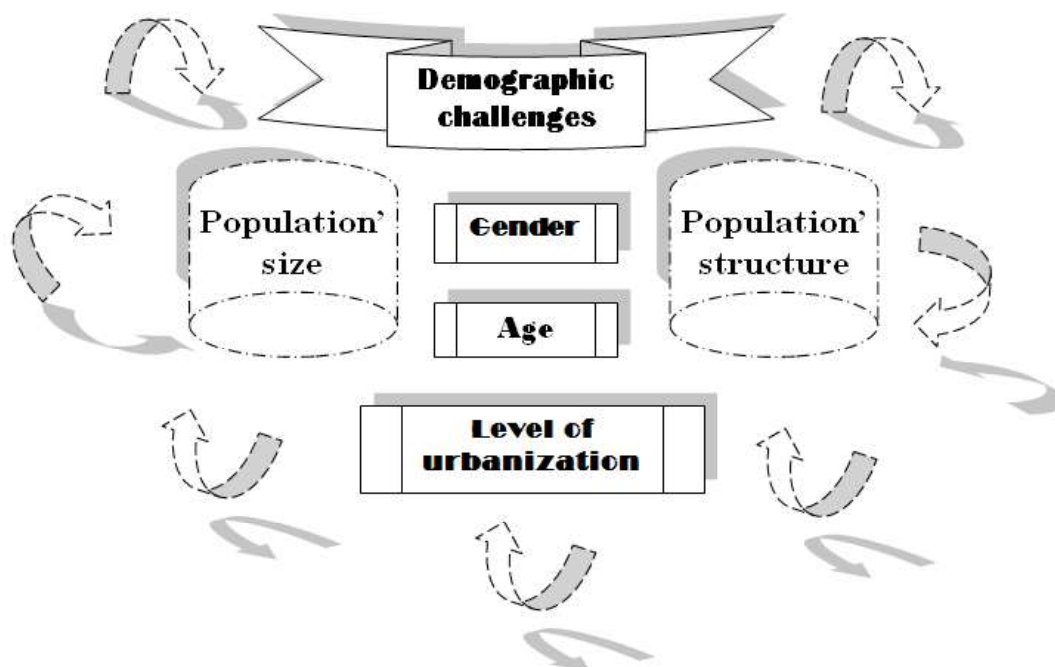
- The level of urbanization – seen as extremely important and having a relevant place in the structure of the demographic factors;

- The level of migration:

- a) In the developed countries there is a tendency for migration of the wealthy families in order to obtain better living conditions, in terms of: an unpolluted environment, and more and better living facilities.

- b) In poor countries, the population consists mostly of unemployed individuals who migrate to the rural areas where higher incomes are encountered.

Figure no. 3: The demographic challenges and the influence on the macro environment



Source: The Authors based on the references of this research paper

### C. The technological factors

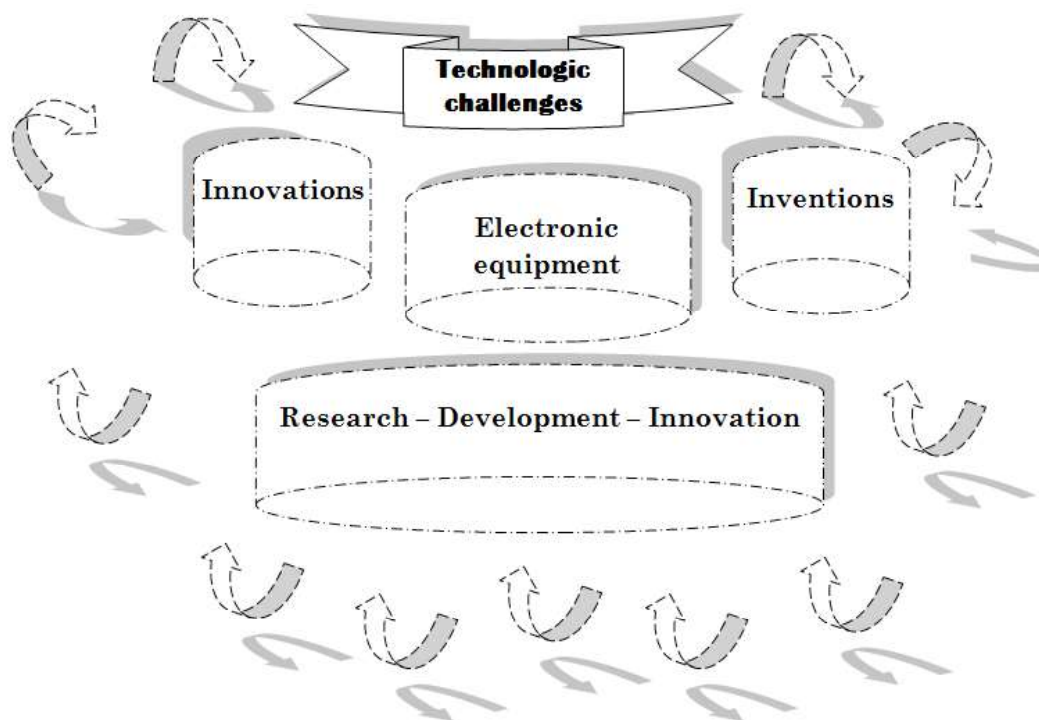
The technological environment takes into consideration the technical knowledge accumulated by the companies over time (see, in this matter, Figure no. 4: The technological challenges and the influence on the macro environment).

Moreover, technology can be regarded as an important and positive factor for the

individuals' human lives, but in the same manner, it can bring disaster (Rodriguez A. Jose Jr., Harlow Bill, 2014).

Furthermore, the attitude towards the technological elements influencing the macro environment depends by the proportion held by the good and positive elements in comparison with the bad elements.

Figure no. 4: The technological challenges and the influence on the macro environment



Source: The Authors based on the references of this research paper

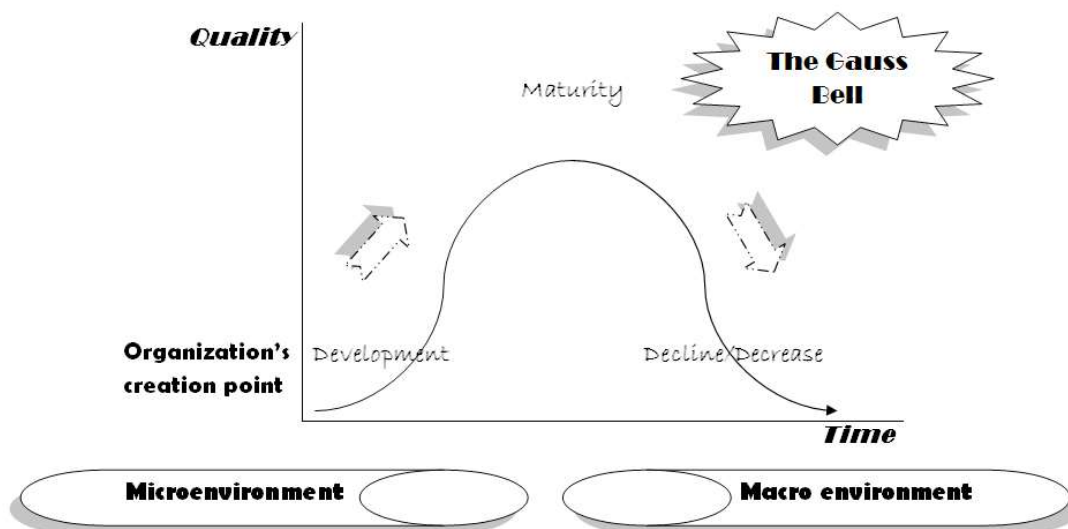
While analysing the technological elements which are representative for the macro environment the following statements can be made:

- First of all, it should be acknowledged that the emergence of a new technology generates the replacement of an older one.
- Second of all, each new technology can be represented synthetically under the form of the Gauss Bell, with the following main stages: the appearance (the creation, the starting point), the development stage and the maturity stage, after which the decline will come in a natural way (see, in this matter, Figure no. 5: The Gauss Bell and the connections with the macro environment).

- Third of all, in order to keep pace with the new technological trends and to use those effectively within the target segment of customers, implicates the need to monitor the next trends in the field in order to use the technologies effectively.

- Fourth of all, the innovation possibilities are virtually limitless, being correlated with economic and trade limits, namely, transforming innovations into products to be sold on the marketplace. In this case, it is essential to permanently monitor the market trends and the technological developments, in order to create new products ahead of the competition.

Figure no. 5: The Gauss Bell and the connections with the macro environment



Source: The Authors based on the references of this research paper

#### D. The political and legal factors

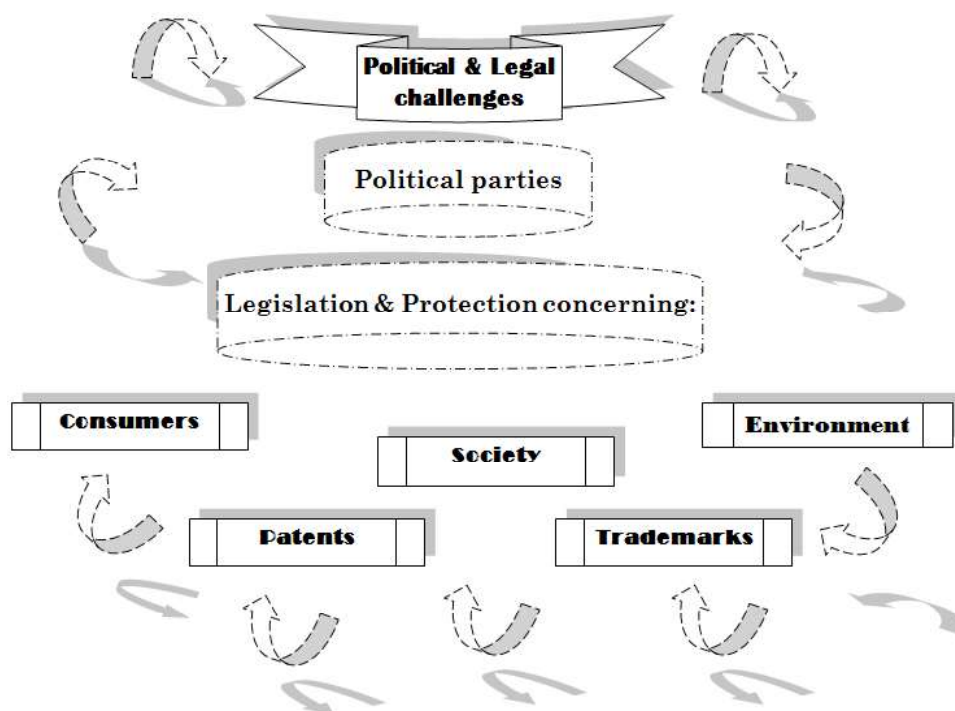
The political and legal factors affecting the macro environment are generated by the legislative assembly, the pressure groups and the government agencies that influence the actions of various individuals and

organizations in companies and are limiting their actions (see, in this matter, Figure no. 6: The political and legal challenges and the influence on the macro environment).

For example, a trend that emerged in this context refers to the forgery of industrial products.

#### E. The economic factors

Figure no. 6: The political and legal challenges and the influence on the macro environment



Source: The Authors based on the references of this research paper

The economic factors affecting the macro environment refer to the income distribution costs, the monetary and financial factors, the economic infrastructure, the human development index, and the consumer spending structure (Kotler Ph., Eduardo R., 2002; Kotler Ph., Armstrong G., 2004; Kotler Ph., 2005).

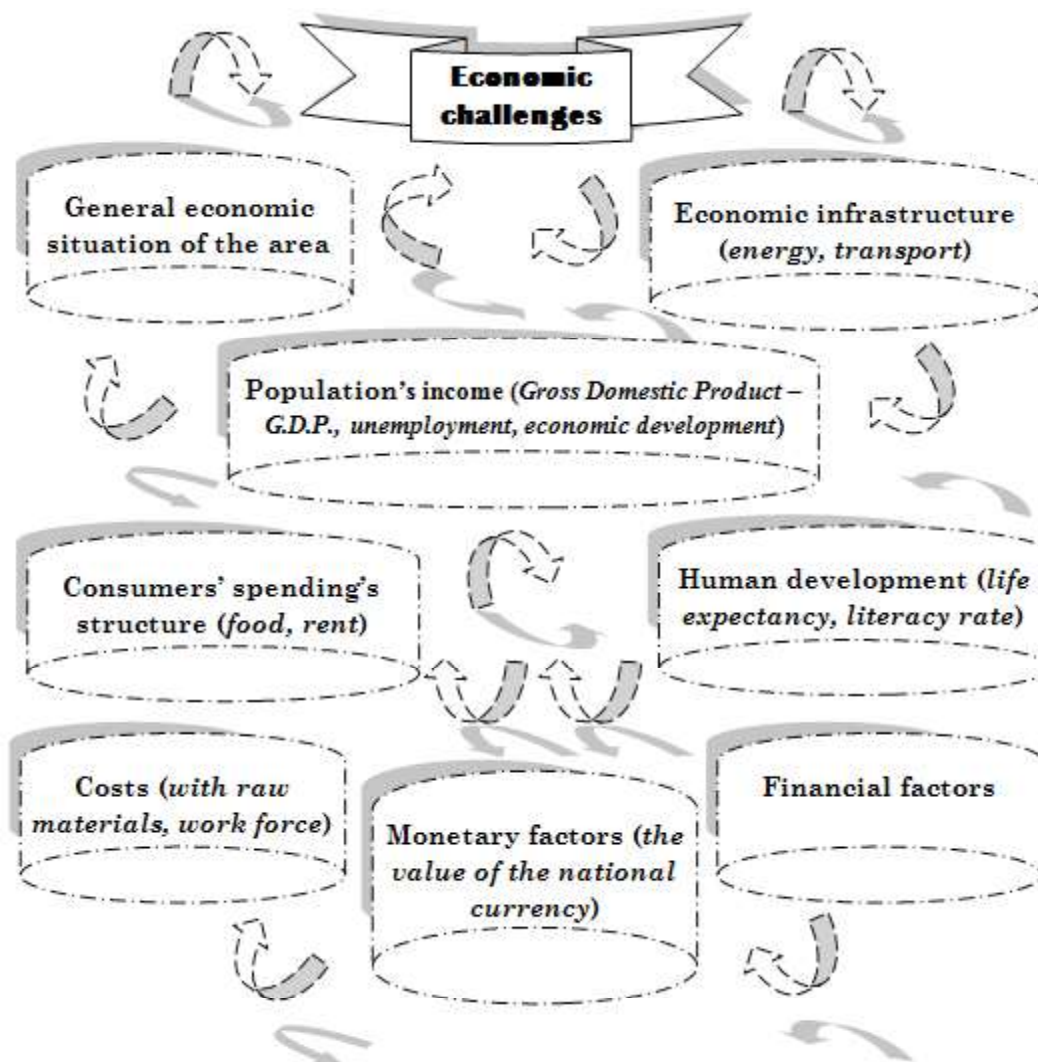
In order to determining the costs of production process for obtaining goods the total expenses take into consideration the following elements: the instruments of labour, the natural resources (such as, minerals and water), the capital assets (among which can be mentioned the vehicles, the tools, certain types of machinery, the buildings), the capital (such as spare parts, raw materials, fuel, and other auxiliary materials) and the human resources (Marinescu Paul (coordonator),

Bărbulescu A., Bujor I., Hodorogea V., 2002; Diop Momar Sokhna, 2012; Maxwell C. John, 2015) (see, in this matter, Figure no. 7: The economic challenges and the influence on the macro environment).

The economic infrastructure consists of the following elements (Nelson Bob, 2013; Partridge Dale, 2015):

- The commercial infrastructure (for example, stores, warehouses, and markets);
- The transport infrastructure (for example, railways, waterways, airways, road);
- The promoting products and communication infrastructure (for example, press, radio, television, internet, printing);
- The research agencies, or the advertising agencies;
- The financial infrastructure (for example, credit companies and banks)

Figure no. 7: The economic challenges and the influence on the macro environment



Source: The Authors based on the references of this research paper

#### F. The natural factors

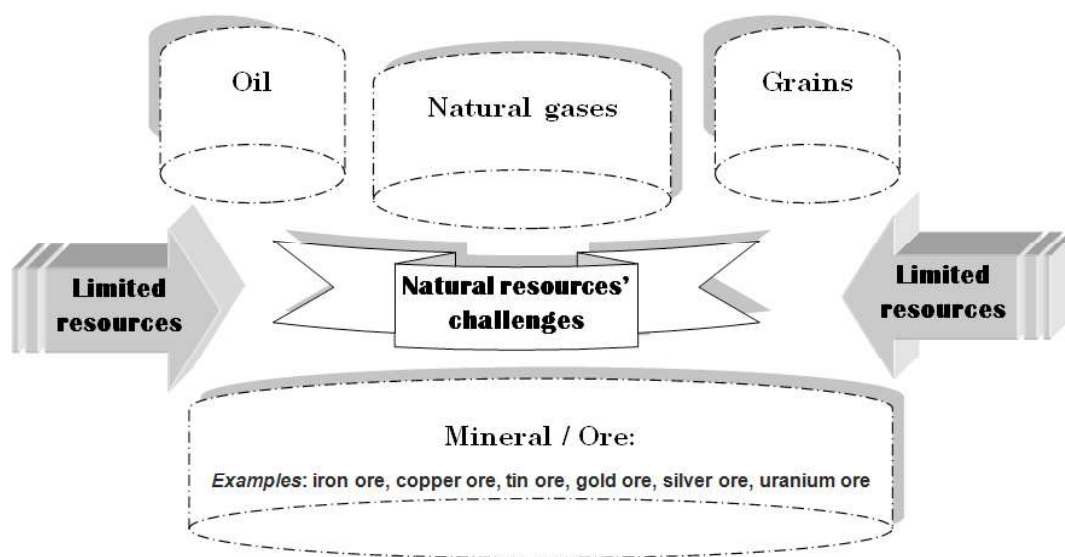
The natural factors which are a key component of the macro environment are represented by the resources the companies need in their line of business (see, in this matter, Figure no. 8: The natural resources challenges and the influence on the macro environment).

Moreover, nowadays in the global economy a special emphasis is put on the use of material goods as well as the manufacturing technologies that do not pollute the environment in the manufacturing process (for example, the ones that do not pollute the soil, air, and water) (Dill W., 1958; Cohen Elaine, 2011; Deák, Gy., Daescu, V., Holban, E., Marinescu, P., Tanase, G., Csergő, R., Daescu, A. I., Gaman, S., 2015).

Furthermore, in this matter, the role of the governments in protecting the environment, the continued growth of energy prices, reserves of raw materials are elements on which the natural environment depends on. So, in addition the companies want to replace

natural fuels with other energy sources (such as solar, water electrolysis, wind). Also, the companies, in general should be opened to the development of new technologies and to their evolutionary improvement, in order to adapt to continuous changing processes.

Figure no. 8: The natural resources challenges and the influence on the macro environment



Source: The Authors based on the references of this research paper

#### 4. The companies' potential

The indicators which can assess the potential of the companies are its management capacity, its financial capacity, its productive capacity and its trade capacity, as presented in the lines bellow:

a) The management's capacity of the companies is the primary factor in the development of the companies. The aspects related to the role of the companies' management on the marketplace, reflect, in essence, the companies increase or decrease in terms of the reputation level (Pell R. Arthur, 2008; Pfeffer Jeffrey, 2009; Peeling Nic, 2012). In this matter,

the following element needs to be taken into consideration: for the company to become a brand in the market, its leadership (Dotlich L. David, Cairo C. Peter, 2011; Lencioni Patrick, 2015; Godin Seth, 2015; Ribbens Geoff, Thompson Richard, 2016) should promote a flexible organization with capacities of orientation in time and space, with employees engaged and motivated (Dicționar Explicativ de Marketing, 2005; Hallowell M. Edward, 2013; Duncan Todd, 2014; Lencioni Patrick, 2014; Howe Jeff, 2015; [http://www.aippimm.ro/articol/comert\\_interior/ghid2\\_comerciant/ghid\\_1comerciant](http://www.aippimm.ro/articol/comert_interior/ghid2_comerciant/ghid_1comerciant); <http://www.insse.ro/cms/ro/content/servicii-pentru-intreprinderi>).

b) The financial capacity takes into consideration the need of the companies to achieve their mission, goals, and objectives in terms of the market penetration and the market position (Acemoglu Daron, Robinson A. James, 2015; Burrows Mathew, 2016). In this matter, the most important parameters are (Keough R. Donald, 2009; Jugănar M., 2000):

- The cost of industrial capital;
- The industrial capital availability;
- The cash flow;
- The financial stability.

c) The productive and its trade capacity refer to the companies' ability to achieve the products or services in terms of the quantity and the quality demanded (Văduva S., Mihuț V., 2004). In this matter, the following elements need to be taken into consideration:

- The material resources (such as, buildings, land, raw materials, machinery, warehouses) (Yves de Preville, 2010);
- The human resources (such as employees qualified in the field, motivated, skilled) (Marinescu Paul, Toma I. Sorin George (coordonatori), 2015).
- The companies' capacity to produce the goods required by the customer (Schermer Michael, 2013).

## 5. Conclusions and implications:

The research paper titled "The macro environment and the companies' economic, social and research – development – innovation potential – Nowadays key elements, perspectives and challenges" addresses the key elements of the macro environment.

All in all, it can be noted that the elements which prove to be representative for

the enterprises' business environment are constantly changing, due to the need to adapt on the marketplace.

Moreover, this paper addresses to all the specialists in the economic, management, marketing, and business administration, as well to other parties interested in this topic, such as students.

The paper is limited to the theoretical frame and structure, which gives also the possibility for future improvement in terms of a case study on one of the key elements of the companies' macro environment, for example.

## Acknowledgment:

Gheorghe N. Popescu is Professor PhD. at the Faculty of Accounting and Management Information, The Bucharest University of Economic Studies. He attended training and documentation session in Romania and abroad (France – University of Toulouse, Scotland, Italy). His fields of interest are economics, accounting, audit, management information systems, analysis and risk control, risk management, controlling and assisting decision. He is a member of The Body of Expert and Licensed Accountants of Romania (CECCAR) (since 1994); Chamber of Financial Auditors of Romania (CAFR) (since 2000) and The Body of Fiscal Consultants of Romanian (CCF) (since 2007).

Cristina Raluca Gh. Popescu is Associate Professor PhD. PhD. at the Faculty of Business and Administration, University of Bucharest, Associate Professor PhD. PhD. at the Faculty of Management and

at the Faculty of Theoretical and Applied Economics at The Bucharest University of Economic Studies, Member of the Economic I Doctoral School and PhD. Supervisor at the Economic I Doctoral School at The Bucharest University of Economic Studies. The field of expertise includes microeconomics, macroeconomics, European business environment, contemporary business environment, corporate governance, audit and accounting, business counselling, financial analysis and evaluation, business process management, commercial management, sales force

management, public sector's management, and human resources management.

Veronica Adriana A. V. Popescu is Associate Professor PhD. at the Faculty of Accounting and Management Information, The Bucharest University of Economic Studies. Her fields of interest are economics, accounting, audit, expert systems, management information systems, human resources and assisting decision. She is a member of The Body of Expert and Licensed Accountants of Romania (CECCAR) (since 2005).

## REFERENCES:

1. **Acemoglu Daron, Robinson A. James** (2015), *De ce eşuează naţiunile: originile puterii, ale prosperităţii şi ale sărăciei*, Editura Litera, Bucureşti, România.
2. **Arms Brigitte** (2008), *Marketingul local*, Editura ALL, Bucureşti, România.
3. **Balaure V. et al** (2002), *Marketing*, Editura Uranus, Bucureşti, România.
4. **Băcanu B.** (1997), *Management strategic*, Editura Teora Bucureşti, România.
5. **Bărbulescu C.** (1999), *Economia şi gestiunea întreprinderii*, Editura Ediţia a II-a, Editura Economică, Bucureşti, România.
6. **Bărbulescu Georgeta, Burghilea Cristina** (2010), *Marketingul activităţilor din comerţ, turism şi servicii, Ediţia a II-a*, Editura Didactică şi Pedagogică, Bucureşti, România.
7. **Borza A., Bordean O., Mitra C., Mureşan A., Supuran R.** (2009), *Antreprenoriat. Managementul firmelor mici şi mijlocii*, Editura Risoprint, Cluj-Napoca, România.
8. **Brownlie D. T.** (1991), *Putting the Management in Marketing Management, Perspectives on Marketing Management*, Vol. 1.
9. **Brownlie D. T.** (1987), *The Strategic Management of Technology: a new wave of market led pragmatism or are-turn to product orientation?*, Glasgow Business School, European Journal of Marketing, Vol. 21.
10. **Burrows Mathew** (2016), *Viitorul declasificat: megatendenţele care ne-ar putea distruge lumea*, Editura Litera, Bucureşti, România.
11. **Chang Ha – Joon** (2014), *Economia: ghidul utilizatorilor*, Editura Polirom, Bucureşti, România.
12. **Chelcea Septimiu** (2012), *Psihologia publicităţii: despre reclamele vizuale*, Editura Polirom, Bucureşti, România.
13. **Churchman C. West** (1968), *The Systems Approach*, New York: Dell Publishing.
14. **Cohen Elaine** (2011), *Responsabilitatea socială corporatistă în sprijinul resurselor umane*, Editura Curtea Veche Publishing, Bucureşti, România.
15. **Danciu V.** (2001), *Marketing*, Editura Economică, Bucureşti, România.

16. **Deák, Gy., Daescu, V., Holban, E., Marinescu, P., Tanase, G., Csergő, R., Daescu, A. I., Gaman, S.** (2015), *Health - environment relation: a key issue of romanian environmental protection*, Journal of Environmental Protection and Ecology (JEPE), vol. 16, no.1, 2015, <http://www.jepe-journal.info/home/vol-16-no-1-2015>, pag. 304-315 ISSN 1311-5065.
17. **Dent M. Stephen** (2004), *Parteneriatul în afaceri*, Editura Curtea Veche Publishing, București, România.
18. **Dill W.** (1958), *Environment as an influence on managerial autonomy*, Administrative Science Quarterly, 2.
19. **Diop Momar Sokhna** (2012), *Managementul resurselor umane: noi abordări*, Editura C. H. Beck, București, România.
20. **Dotlich L. David, Cairo C. Peter** (2011), *De ce eșuează un CEO: cele 11 comportamente care vă pot devia ascensiunea către vârf – și cum să le controlați*, Editura Curtea Veche Publishing, București, România.
21. **Duncan Todd** (2014), *Excelența în vânzări: mai mulți bani, cu mai puțin stres, într-un timp mai scurt*, Editura Almatea, București, România.
22. **Godin Seth** (2015), *Toți marketerii sunt mincinoși: talentul de a spune povești autentice într-o lume sceptică*, Editura Curtea Veche Publishing, București, România.
23. **Hallowell M. Edward** (2013), *Shine: cum te ajută neuropsihiatria să-i faci pe oameni să dea tot ce au mai bun*, Editura Almatea, București, România.
24. **Hill E and O' Sullivan T.** (1997), *Marketing*, Editura Antet, Oradea, România.
25. **Howe Jeff** (2015), *Crowdsourcing: de ce viitorul în afaceri e determinat de puterea maselor*, Editura Curtea Veche Publishing, București, România.
26. **Lencioni Patrick** (2014), *Avantajul: de ce sănătatea organizațională este cel mai important atu în afaceri*, Editura Litera, București, România.
27. **Lencioni Patrick** (2015), *Cinci tentații ale unui CEO: o carte clasică de business*, Editura Litera, București, România.
28. **Ilieș L.** (2013), *Managementul firmei*, Editura Universității Babeș-Bolyai, Cluj-Napoca, România.
29. **Ilieș S.** (2011), *Diagnosticul întreprinderii*, Editura Universității Vasile Goldiș, Arad, România.
30. **Jugănar M.** (2000), *Marketing*, Editura Expert, București, România.
31. **Keough R. Donald** (2009), *Eșecul în afaceri: 10 reguli de urmat*, Editura Litera Internațional, București, România.
32. **Kotler Ph., Eduardo R.** (2002), *Social Marketing. Strategies for Changing Public Attitudes*, New York: The FreePress.
33. **Kotler Ph., Armstrong G.** (2004), *Principiile Marketingului*, Editura Teora, București, România.
34. **Kotler Ph.** (2005), *Managementul Marketingului*, Editura Teora, București, România.
35. **Yves de Preville** (2010), *Gestionarea forțelor de vânzare: ghid practic*, Editura C. H. Beck, București, România.
36. **Marinescu Paul, Toma I. Sorin George** (coordonatori) (2015), *Management*, ISBN 978-606-16-0607-8, Editura Universității din București, București, România.
37. **Marinescu Paul** (coordonator), **Bărbulescu A., Bujor I., Hodorogea V.** (2002), *Managementul resurselor umane*, ISBN 973-558-060-8, Editura Ars Docendi, București, România.
38. **Maxwell C. John** (2015), *Liderii buni pun întrebări extraordinare: bazele unui leadership de succes*, Editura Almatea, București, România.

39. **Nelson Bob** (2013), *1001 de moduri de a-ți recompensa angajații*, Editura Litera, București, România.
40. **Nicolescu O., Verboncu I.** (2008), *Fundamentele managementului organizației*, Editura Universitară, București, România.
41. **Partridge Dale** (2015), *Oamenii înaintea profitului: strategii testate pentru a fi diferit, a avea succes și o viață plină de sens*, Editura Almatea, București, România.
42. **Peeling Nic** (2012), *Cum să obții maximum în orice negociere: ce știu, fac și spun cei mai abili negociatori*, Editura Polirom, Iași, România.
43. **Pell R. Arthur** (2008), *Managementul resurselor umane*, Editura Curtea Veche Publishing, București, România.
44. **Pfeffer Jeffrey** (2009), *Resursele umane în ecuația profitului*, Editura ALL, București, România.
45. **Ribbens Geoff, Thompson Richard** (2016), *Limbaul trupului: învață într-o săptămână tot ceea ce învață experții într-o viață*, Editura Litera, București, România.
46. **Rodriguez A. Jose Jr., Harlow Bill** (2014), *Măsuri extreme: cum au salvat măsurile dure adoptate de C.I.A. după 11 septembrie viețile cetățenilor americani*, Editura RAO, București, România.
47. **Rujoiu Marian** (2011), *Biblia negociatorului*, Editura Vidia, București, România.
48. **Schermer Michael** (2013), *Inteligența piețelor: maimuțe empaticе, oameni competitivi și alte povești dintr-o economie evolutivă*, Editura Curtea Veche Publishing, București, România.
49. **Smedescu I.** (2004), *Marketing*, Editura Universitară, București, România.
50. **Stone Merlin, Bond Alison, Blake Elizabeth** (2006), *Ghidul complet al marketingului direct și interactiv: cum să selectați, să dobândiți și să păstrați clienții potriviți*, Editura BIC ALL, București, România.
51. **Văduva S., Mihut V.** (2004), *Managementul întreprinderilor mici și mijlocii*, Editura Universității Emanuel, Oradea, România.
52. \*\*\* *Dicționar de Economie* (1999), Editura Economică, București, România.
53. \*\*\* *Dicționar Explicativ de Marketing* (2005), Editura Economică, București, România.
54. \*\*\* [http://www.aippimm.ro/articol/comert\\_interior/ghid2\\_comerciant/ghid\\_1comerciant](http://www.aippimm.ro/articol/comert_interior/ghid2_comerciant/ghid_1comerciant)
55. \*\*\* <http://www.insse.ro/cms/ro/content/servicii-pentru-intreprinderi>
56. \*\*\* <http://www.businessinsider.com/worst-storms-in-history-2015-10>, accessed online on 23.08.2016.
57. \*\*\* <http://www.livescience.com/22522-hurricane-katrina-facts.html>, accessed online on 23.08.2016.
58. \*\*\* <http://www.motherjones.com/environment/2016/08/louisiana-flooding-numbers>, accessed online on 23.08.2016.
59. \*\*\* [http://www.ranker.com/list/10-biggest-deadliest-most-destructive-hurricane\\_s-ever-/jeff419?utm\\_exp=16418821-253.1pST8hHXRIge0nguOTQEHQ.0&utm\\_referrer=https%3A%2F%2Fwww.google.ro%2F](http://www.ranker.com/list/10-biggest-deadliest-most-destructive-hurricane_s-ever-/jeff419?utm_exp=16418821-253.1pST8hHXRIge0nguOTQEHQ.0&utm_referrer=https%3A%2F%2Fwww.google.ro%2F), accessed online on 23.08.2016.