

University of Bucharest

The word "Manager" is written in a bold, cursive script. A thick, black horizontal line, resembling a pen stroke, is drawn across the top of the letters, starting from the 'M' and ending at the 'r'.

No. 27 ~ 2018

Faculty of Business and Administration

- new series -

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Faculty of Business and Administration

MANAGER JOURNAL

May 2018

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in visionary and sustainable organizations*

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Future management: from creativity to rigour

The future of management is influenced not only by the quality of people, but also by the consistency of the contexts in which they operate. The implementation of some fundamental changes required by the emergence of top-of-the-art information technologies will transform the educational systems, and they will be customized because tomorrow's people will be able to access, process and be able to use information from any place and at any time. The traditional management model disappears because reality calls for another type of inter-human relationship, another type of education and other ways of manifesting individuals at the level of organisations.

The instruments needed to implement some radical changes will require the creation of some continuous innovation systems needed in the permanent consolidation of companies. The distance between the moment of creating innovation and their application in real contexts will decrease dramatically, and the ability of individuals to accommodate will have to increase. Innovation within management will change the working ways of managers by increasing the company's performance, and planning, organizing, assigning tasks, co-ordination and control will be reconsidered in relation to the needs of the company. The global market and the extraordinary technical challenges will size a global network in which the global community will constantly seek solutions to the problems that arise. Decision maker will be here, there and anywhere in relation to the problems that arise, but also with the skills needed to solve such problems. We will be able to discuss virtual management at the level of the virtual communities.

Prof. Ph.D. Paul Marinescu

Information Technology And Project Management

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Abstract: Today, businesses are using IT technology and IT systems to improve the efficiency and effectiveness of project management and business processes, as well as for supporting decisions and group collaboration. Nowadays, the development of a business can not be imagined without application of computing, tools and its methods.

Projects are a special way of development and an important form for achieving the goals defined in the development plans of the company, locality or country. Projects provide rational utilization of rare funds and resources, contributes to revenue growth, economic sustainability, and better quality of life in general. Fulfilling these key objectives depends on what extent the planned project meets the parameters. A project, technically, is a temporary attempt to create a unique product or service to achieve a specific goal. Good projects need good plans. Planning is an important repeating process that communicates with the purpose of the project by defining which processes will be used, how they will be executed and controlled, and finally how to successfully complete the project within the time and budget planning.

The purpose of this paper is to promote the importance of project management with the help of IT technology and adequate software, indicating that this process is very complicated, which requires detailed planning, strict organization and effective control process. Therefore, with the help of IT, in a best way we can manage and control project risk, increase profitability, increase the speed of information flow between managerial levels and reduce costs.

Keywords: Project, IT, management, planning, processes, business etc

1. INTRODUCTION

Projects can be large or small and involve one person or thousands of people. They can be done in one day or take years to complete.

Managing projects often can seem like unmanageable work because it requires a lot of experience, knowledge and practical work. This task may seem difficult for us to be followed successfully and successfully completed. But in everyday life, in one way or another, everybody is, at all times, a project manager. Management summarizes the achievement of objectives, tracking the progress of the work during its various phases, and organizing it together with the division of tasks (S. Panariti, 2002)

Various forms of planning, organization and project management facilitate successful and efficient execution of important development orders and tasks within the enterprise. Project management means planning, tracking, monitoring, and running a complex task plan from start to finish. Through various forms of project organization and management can be achieved to efficiently realize important development tasks within the enterprise and beyond. Project management is a way of working with a goal-oriented approach. Through a teamwork and well-coordinated project management promises the fulfillment of project tasks and solving certain problems.

Successful management means ensuring the resources that will be used rationally, transparently and clarity starting from defining the tasks and to other final stages through the description and completion of all project documentation.

Project Management implies the coordinated and projected direction of the multiple project elements and activities that affect each other, not leaving the co-stars or genius of the project designers but by directing them in a planned, straightforward way desired result (S. Panariti, 2002).

2. LITERATURE REVIEW

While there are several definitions of projects in the literature, one of the best has been offered by (Tuman, 1983), who states: A project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, with some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks (Guru Prakash Prabhakar , 2008)

The project management summarizes the achievement of the objectives, the follow-up of the work performance during its various phases, and the organization along with the division of tasks (S. Panariti, 2002).

Various forms of project organization and planning facilitate the successful and efficient execution of important orders and important development tasks within the enterprise. Project management implies planning, running / overseeing and running a complex plan together with the institution that implements this task. Through various forms of project organization and management can be achieved to efficiently realize important development tasks within the enterprise and beyond.

When talking about projects, it should be understood that they help achieve the objectives defined by the program, the projects are part of the program and each one is independent, and together they aim to carry out joint tasks, put in a wider development program. Often the projects constitute a certain and significant part of a development program. Development programs consist of more concrete or sectorial projects. Thus, a multi-year development program of the economy may consist of a number of economic projects that follow one after the other, while the project is an activity, consisting of smaller operations, as a separate part of a national plan or development program economic. The goals of the program find the overall goal of the project. The goals of the program link project goals to those of other larger-scale projects reaching national levels.

Planned project approach means project planning through methods known everywhere in the theory and practice of project planning (P. Morris, 1994).

Before starting the planning process, it is necessary to consider the way in which the objectives should be presented to the project and according to which plans should be distributed. What we need to do first is to

identify the issue, search for the issue, writing a first draft of the material, editing and re-writing again, preparing the presentation, completing the final draft, completing the presentation and submitting the presentation of the assignment.

Knowledge projects are more likely to succeed when they use the broader Infrastructure of both technology and organization. Of the two technological infrastructure is more accessible (Thomas H. Davenport, David W. De Long, Michael D. Bers, 1998).

The British Standard for project management (BS60794 1996) defined project management as: The planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance. While the author (Wright 1997) suggests that only two parameters are importance for success project, the time and budget.

Many other author (Turner 1993) , (Wateridge 1998) , (Pinto and Slevin, 1988) all agree cost, time and quality should be used as success criteria, but not exclusively.

Project management tools and techniques assist project managers and their teams in carrying out work in all ten knowledge areas. For example, some popular time-management tools and techniques include Gantt charts, project network diagrams, and critical path analysis.

Monitoring and evaluation of the project is a process of permanent comparisons of the planned and realized effects. Monitoring and Evaluation are an integral part of management in the role of control function (Jack R. Meredith and Samuel J. Mantel, JR, 1995).

3. INFORMATION TECHNOLOGY AND PROJECT MANAGEMENT

Project management is “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements.” Project managers must not only strive to meet specific scope, time, cost, and quality requirements of projects, they must also facilitate the entire process to meet the needs and expectations of the people involved in or affected by project activities.

Often implementing a project, we feel that time is not enough, we have very little human resources, people are not sure what to do, when a lot to do are. What causes this feeling and sometimes even pressure to weary? In its general sense, this causes a lack of planning.

Many people still use basic productivity software such as Microsoft Word and Excel to perform many project management functions, including determining project scope, time, and cost, assigning resources, and preparing project documentation. People often use productivity software instead of specialized project management software because they already have it and know how to use it. However, there are hundreds of project management software tools that provide specific functionality for managing projects.

What helps a project become predictable planned:

- a) Clear intention;
- b) Clear objectives;
- c) A clear plan;
- d) Clear control mechanism;
- e) Strong reporting structure;
- f) Clear budget planning or, in other words, good project management.

From these above-mentioned features if we were to address people who have great experience in project management and ask what makes a successful project they would simply answer “planning, planning, and more planning.” IT technology is a very good tool to support managers in the project management phases. Information Communication Technology represents a general term that includes all technical means for processing information and communication. ICT defines a wide range of technologies, including communication methods (communication protocols, broadcasting techniques, communication devices, media), as well as techniques for memorizing and processing information. The term technology derived from Greek is related to the production or processing that originally meant the knowledge or the science of a technique (Spinner, P.M., 1997).

The purpose of the IT systems is through these knowledge through these techniques to provide the right information, the right people, in the right time, in the right amount and in the right format. Creating knowledge means combining data for a particular purpose. However, knowledge can again be combined with other information to “generate” further knowledge, perhaps in a completely different context (Meredith, J. R. 1995). With the help of knowledge using the technology of time we manage to manage and plan susceptible. Project Approach means project planning through methods known throughout the theory and practice of project planning (P.Morris, 1994). Projects as a whole of activities have a special importance for the enterprise, are complex and specific, use resources to accomplish

certain objectives and have a starting point and ending of activities (S. Panariti, 2002). Projects represent a development opportunity, but at the same time unprofitable projects cause unnecessary costs and endanger the scrapping of both enterprise and national resources. While monitoring and evaluation of the project represents a process of permanent comparison of the planned and implemented effects. Monitoring and evaluation are an integral part of management in the role of control function (Jack R. Meredith and Samuel J. Mantel, JR, 1995). Thus, the projects are complex and produce risks, involve many collaborators and partners from both the enterprise and abroad, the geographical reach and its beneficiaries. So according to (Joseph Phillips, 2010) Project Management Information Technology influences from start to finish by doing:

- Reduction of expenses;
- Revenue growth;
- Providing technological assets to the organization;
- Improving customer satisfaction;
- Improving employee satisfaction;
- Increase of competing skills in the market;
- Increasing labor productivity;
- Increasing efficiency and efficiency.

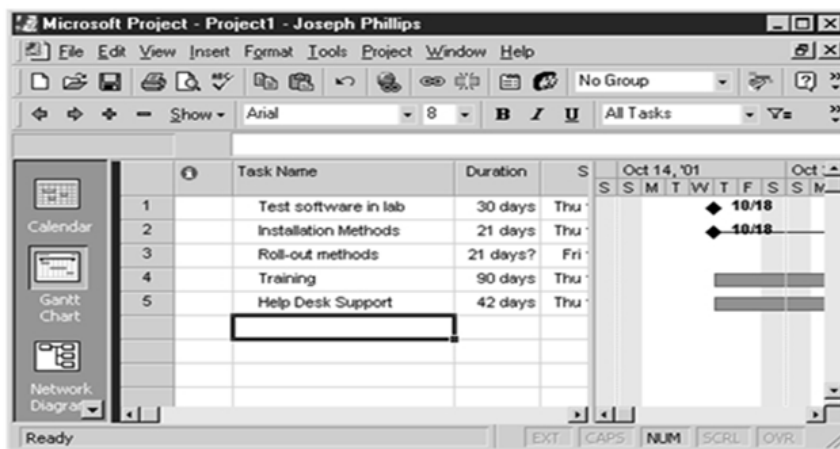
The purpose of technology is therefore to understand that the project has created the rule on how to achieve the desired situation in the future, stakeholders will understand the time needed and the costs required for the project for later planning because in daily practice costs projects can grow fast and get out of control. Therefore, these key competencies of IT systems (Kerzner, H. 1998) are as they are: Fast and fast data execution,

fast and accurate numerical calculations, fast communication and collaboration across organizations and organizations, storage or storage of large amounts of information in a small space with easy access, fast and free access to large amounts of information around the world, easy interpretation of very large amounts of data, increasing the effectiveness and efficiency of people working in groups in a country or in some different countries, the automation of the automated business processes and also the manual tasks.

These skills that IT offers should be used by each organization to be competitive in the market, to reduce costs and to score results by increasing revenue.

And what companies need to do during project management is therefore the use of information technology, respectively a software such as Microsoft Project and others. MS Project allows you to record tasks or jobs and show them in more detail if project development see fig. 1. If you are using Microsoft Project software, or any other project management software, you may consider the full launch of a software project plan. Of course there is nothing wrong with creating a sketch of a software-managed project.

Fig. 1. MS Project as a tool to manage projects.



We need to have the IT system, MS Project is a tool that helps in project management, not a guaranteed choice of errors and guaranteed success. Of course, panicking starts very widely, we may have some initial planning and introduce the results by predicting the time, resources and expenditures before they occur in reality so in these cases management remains to define project deadlines by setting a priority to be implemented. So first of all we are determined for the project that we think is probably accomplished by predicting the time, resources and exact costs through IT because we always know when we start a project but it is much more important to know when the project is to be completed and how much will cost you. With the division of activities and the definition of the duration of the activities we will clearly define both the resources and the expenditures. With the help of the MS Project we will oversee the process of procuring everywhere in our project, seeing whether or not we are in budget line.

In the theory of project management tasks according to S.Panariti, 2002, we could first mention:

- Prepare the budget and the timetable;
- The selection of people who will serve in the project group;
- To choose and recognize clients for work;
- Provide all the necessary opportunities and everything that is required from the very beginning of the project;
- Determine the necessary details needed to advance the project.

In all of these cases, IT technology and application software provide support in solving many problems of different nature, especially problems with planning and project management. In this case, the goal is to name the problem to cover the project activities so that it can be managed as smoothly and effectively by putting action on Software such as MS Project, where we will set the starting date, the duration of the project activity, resources or human resources the cost of

conducting the activity, critical activities and flow of activities.

3.1. Project Management Information Systems (PMIS)

Project management information system is an automated system to quickly create, manage, and streamline the project management processes. In the develop portion of the project, the PMIS can be used to help the project management team create the schedule, estimates, and risk assessments, and to gather feedback from stakeholders.

The PMIS is a tool that can help the project team to plan, schedule, monitor and report on a project. A PMIS is typically a computer-driven system (though it can be paper-based) to aid a project manager in the development of the project. A PMIS is a tool for, not a replacement of, the project manager.

A PMIS can calculate schedules, costs, expectations, and likely results.

The PMIS cannot, however, replace the expert judgment of the project manager and the project team. The goal of a PMIS is to automate, organize, and provide control of the project management processes.

A typical PMIS software system has:

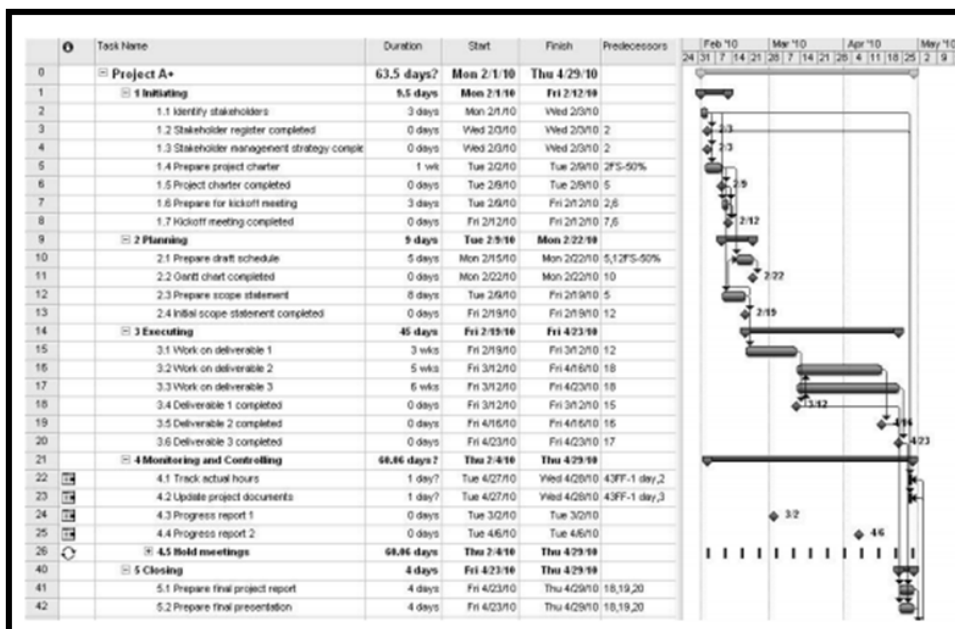
- WBS creation tools
- Calendaring features
- Scheduling abilities
- Work authorization tools
- Earned Value Management (EVM)

controls

- Quality control charts, PERT charts, Gantt charts, and other charting features
- Calculations for the critical path, Earned Value Management (EVM), target dates based on the project schedule, and more

- Resource tracking and leveling
- Reporting functionality

Fig. 2 Managing Activities with MS Project



Having a sketch or diagram of Gant, we will most easily follow all the activities that begin with the resulting, the resources that are needed, the responsible people, the activities that are over, the activities that have no time reserved therefore the critical activities the financial resources and the duration of each activity. In this way we will avoid mistakes and we will be able to complete the project within the anticipated time frame and within the planned budget.

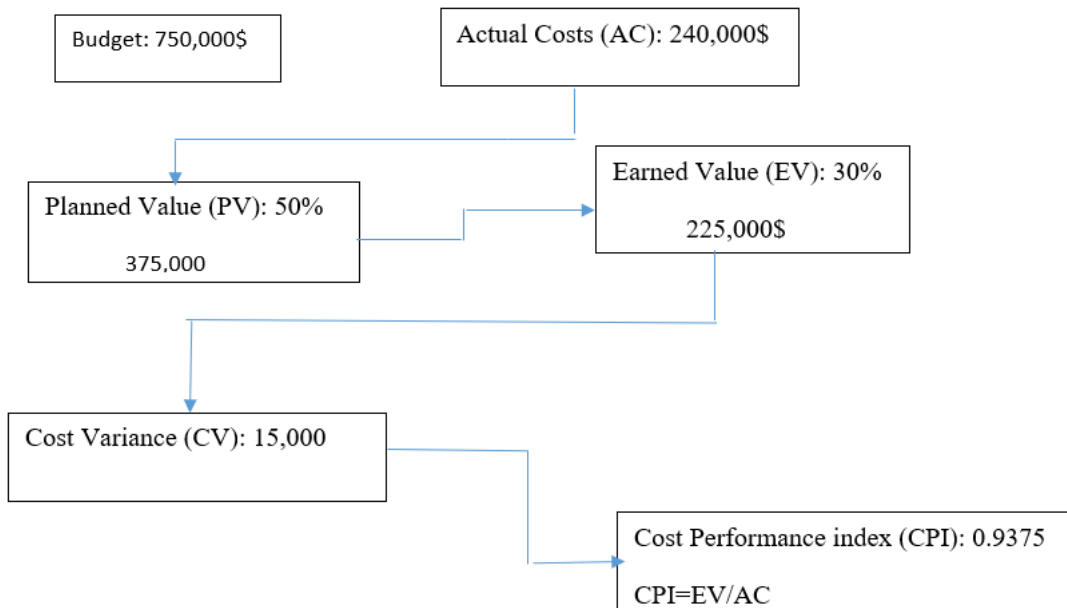
4.THE COMPLETE PERFORMANCE AND SCHEDULE PERFORMANCE INDEX

If you want to see if your project is within the planned budget, then we can check it

through calculating the complete performance index (TCPI) using the formula according to (Joseph Phillips, 2010) $TCPI = BAC - EV / EAC - AC$.

TCPI is the formula to predict the possibility of a project to stay within the budget, below we give an example of the calculation:

1. Budget (BAC)= 750,000\$
2. Earned Value (EV) = 30%
(30*750,000/100)=225,000\$
3. Planned Value (PV): 50%
(50*750,000/100)= 375,000\$
4. Actual Costs (AC): =240,000



The complete performance index (TCPI) calculated:

$$TCPI = BAC - EV / EAC - AC$$

$$EAC = BAC / CPI$$

$$CPI = EV / AC$$

$$CPI = (225,000 / 240,000) = 0.9375$$

$$(Estimate \quad \quad \quad at \quad \quad \quad Completion)$$

$$EAC = (750,000 / 0.9375) = 800,000\$$$

$$TCPI = (750,000 - 225,000) / (800,000 - 240,000)$$

$$(525,000 / 560,000) = 0.9375$$

$$(Variance at Completion) VC = BAC - EAC = (750,000 - 800,000) = -50,000\$$$

In these circumstances we are not in the budget line to complete this project we will need even \$ 50,000 which means we spent more than we have to -50,000 out of budget planning.

To complete these projects according to this dynamic of work, we will need \$ 800,000, not as planned \$ 750,000, seeing that we are not in the budget line, we will have to take into account these circumstances to review the activities and work by engaging resources and free materials where there is room to save the lost money so that at the end of the project we are in budget line. If we do not undertake these controlling activities perhaps the costs will increase continuously.

4.1. SCHEDULE PERFORMANCE INDEX

The Planning Performance Index (SPI) is the formula to calculate the difference of actual work performed versus planned work. The planning performance index is an assessment of the efficiency of completed work over a certain amount of time. There is not much money, but rather a percentage of how close is the complete work with the foreseen work.

Schedule performance Index = Earned Value/Planned Value

$$SPI = EV / PV$$

If the formula result is 1, you are planning (in time).

If the score is less than 1, you are behind planning.

And of course if the result is greater than 1, you are ahead with planning.

For example, if the value gained is \$ 18,887 and the planned value is \$ 20,875, the planning performance index is 0.90, which is less than 1, so this project is not in planning so we're back in planning.

5. CONCLUSION

Project Management implies the coordinated and projected direction of the multiple project elements and activities that affect each other, not leaving the co-stars or genius of the project designers but by directing them in a planned, straightforward way the desired result.


MS Project is an entertaining program with which almost all the companies involved in project implementation have to be competitive in the market, companies should have well-trained staff with knowledge in the field of information technology.

The purpose of using the MS Project software is to manage all project elements efficiently in order to be in the process of identifying as quickly as possible the problems that arise in project development, time, budget, and material and human resources, and take measures to improve them or prevent them. Also the application of different calculations like CPI (Cost Performance index), SPI (Schedule performance Index), TCPI (To complete performance index) and VC (Variance at Completion) enables us to complete the project within the planned budget

The use of information technology in business development today means to be competitive in the market and effective at work.

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Spa Tourism Economy Băile Felix Balneoclimateric Resort - short presentation-

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Abstract: *Treatment tourism is a specific form of leisure treatment, that has increased due to certain illnesses, stress and professional illnesses. Because of this, treatment tourism is tied to many resorts known for their therapeutically properties, their mineral and thermal waters, muds, mofettes, that are situated in an exemption climate.*

It is also the reason why it is one of the most constant forms of tourism, with a relatively stable clientele, which contributes to the increase of the coefficients of the use of the accommodation capacity and to the achievement of increased average daily /tourist revenue. In years to come, this form of tourism will become even bigger, constituting one of the biggest sources of income, especially for our country, one of the wealthiest countries in balneoclimatic resources in Europe. The main natural cure factors contributing to the development of spa tourism are: climate, mineral waters, mud and therapeutic gases (mofettes), therapeutic lakes, bottling waters etc.

Since antiquity, balneal treatments have occupied a place in the therapeutic arsenal of both "academic" and traditional medicine. Passing of time and technological progress in the field of medical sciences have failed to diminish the significance of balneotherapy.

Keywords: tourism, spa potential, therapy, resorts.

1.Introduction

Mineral waters and therapeutic muds are known from ancient times. The first practical, therapeutic, and more randomly applied applications expanded rapidly, so that the ancient Greeks and the Romans were well acquainted with mineral waters, and especially the thermal ones. Herodot, the father of history and balneology, 2500 years ago set the duration of a treatment to 21 days, an opinion that lasted in the minds of the public and doctors.

The Greeks and especially the Romans knew how to value mineral waters because, for over 600 years, as Plinius shows, they did not use another medicine to treat rheumatic diseases than baths. Besides, the ruins of the works for the capture of mineral springs, show stone inscriptions everywhere in the Roman Empire, in which the healers thanked the gods for the benefits of the waters.

The research and capture works carried out by the Romans to acquire curative water are known in France, Germany, Austria and especially in Italy. The beginnings of most of the spa resorts in Europe date back to the time of the Romans.

After the fall of the Roman Empire, mineral water sources were still used for the same curative purposes by locals, but the old abstractions deteriorated, leading ultimately to reduced use possibilities and even loss of water sources by landslide. This "disinterest" manifested in the Middle Ages was due to two important causes: the resorts became the place of spreading the epidemics that destroyed populations at the time, under the pretext of immorality, the church generally banned the spa treatment.

With all the superstitions that dominated the Middle Ages, people made observations

on the effectiveness of mineral waters, which they since then noted and transmitted from generation to generation. The accumulated data led to a new blooming period of the resorts during the 16th-17th centuries.

From the time of the Renaissance and the Baroque, spa treatments have gained a dignified connotation, and since the nineteenth century these cures have been integrated into everyday life, not only in a medical, but also in the social sense. Now chemical analysis is made for mineral waters, analytical observations are made on the indications and contraindications of the spa treatment, hydrotherapy ultimately having a scientific basis.

Today balneotherapy or more comprehensive balneoclimatology has become a medical specialty involved in the process of public health improvement, with prophylactic and rehabilitation possibilities, but also a branch of tourism with an important role in the national economy.

Most cure factors, especially mineral waters, have been used for balneal treatments almost two millennia ago. Thus, the Romans, after conquering Dacia, discovered and used for therapeutic purposes the mineral and thermal waters from Baile Herculane, constituting here spa baths, public baths, which were also called Ad Aquas Herculi sacras or Thermae Herculis. Such settlements of the Romans are also found at Geoagiu, Baltic Calan, Ocna Sibiului, God, Buzias, Calimanesti, Caciulata Baths, many of which are already confirmed by the archaeological evidence found in these places.

Also based on the evidence found, it is assumed that these baths as well as other mineral springs were used by the local population for therapeutic purposes even after the

withdrawal of the Romans throughout the Middle Ages.

An organized exploitation of the natural treatment factors in our country can only be mentioned starting from the 17th century when a series of mineral springs have been rediscovered, and also new ones are discovered, research is done and mineral waters are being tested, their healing effect is recognized and rudimentary settlements are built, that will form the basis of the construction of future spa resorts of the nineteenth century.

During this time spa resorts such as Bazna, Borsec, Olanesti, Sanraieni, Saru Dornei, Valcele, Zizin appear and in the old resorts such as Herculane, Baile Felix, Geoagiu Bai continue to be exploited. Starting with the 19th century there is a development of the spa activity in our country.

During this time, most of the mineral water sources are captured, the scientific bases of water exploitation are being made (spa research, chemical-chemical analyzes, hydrological research, etc.). Planning and building of spa resorts such as: Cozia, Calimanesti, Govora, Baltatesti, Strunga, Oglinzi, Borsec, Buzias, Moneasa, Malnas, Sangiorz Bai, Lipova, Tusnad, Tinca etc, starts. Other older resorts are being developed and modernized.

Also during this period therapeutic mud and salt lakes begin exploitation in the plain and on the seashore (Lake Sarat, Balta Alba, Techirghiol). The mud will be introduced into spa treatment at Bazna, Slanic and Sacelu-God.

During World War I, most of the resorts were degraded or destroyed, especially those from the Eastern Carpathians, Moldova and Muntenia, but also from the Apuseni, Slanic Moldova, Tusnad, Zizin, Vatra Dornei, Sovata, Borsec, Olanesti, Sarata Monteoru, Moneasa, etc.

The reconstruction of these resorts was carried out under the patronage of the Society of Hydrology and Medical Climatology, which was reinstated in 1932, which included resorts with tradition in spa tourism: Baile Herculane, Baile Govora, Techirghiol, Sovata, Vatra Dornei, Amara, Baile Olanesti, Baile Tusnad, Pucioasa, Lake Sarat.

As part of this reorganization and development of spa resorts, in the period 1926-1928 there were about 80 spa resorts, many of them having an average of 80,000 to 180,000 baths each year. The bottling activity took place during the interwar years in 26 units of various capacities.

Romania currently has 160 state and local spa with natural treatment factors, of which 60 important resorts, 18 of them were promoted in the international tourist circuit.

In many of them the accommodation base has been modernized, modern cure hotels and modern sanatoriums were built, where accommodation, meals, diagnosis and treatment are offered in the same building, as is the case in the world interest spa resorts such as Baile Herculane, Baile Felix, Sovata, Baile Tusnad, Covasna, Calimanesti-Caciulata, Mangalia, Slanic Moldova, Vatra Dornei, Eforie, Govora, Olanesti, Buzias.

In the established treatment bases optimum conditions for the extensive use of natural cure factors have been created on scientific basis. Alongside natural procedures or physiotherapy, a wide range of therapeutic procedures are used. The bases of treatment have specialized compartments equipped with modern appliances and installation.

The therapeutic and natural factors in the spa resorts in Romania

The spa tourism is in connection with the balneotherapeutic resorts and through

them with the therapeutic factors, generously spread in all the geographical regions of our country. The main natural factors contributing to the development of spa tourism are: mineral waters, mud and therapeutic gases (mofettes), lakes with therapeutic properties, water for bottling etc.

Mineral waters represent an inexhaustible wealth for our country. Due to their therapeutic qualities and climatic conditions, the spa resorts in Romania contribute greatly to the improvement of the health state, thus rivaling to well-known foreign spa resorts.

The mineral waters in Romania due to their therapeutic value and their physiological quality are similar to or even superior to the mineral waters of the most famous European spa resorts.

The mineral waters in our country have a complex value: internal cure, external cure, inhalations, aerosols, physiotherapy pools, hydro thermotherapy, swimming pools and solariums, extraction of salts or gases etc.

Pentru imbuteliere ca ape de masa sunt folosite zacamintele de la: Bai, Bodoc, Borsec, Tusnad, Caciulata etc.

Principalele tipuri de ape minerale terapeutice sunt:

- Alkaline mineral waters - contain more than 1g / kg water dissolved solids, most of them rich in sodium and potassium bicarbonate. Directions - internal cure. Main effects: reduces stomach secretion, acidity and motility; streamlines the gall, favors glycogen deposition, lowers cholesterol, alkalizes urine, relieves secretions of the mucous membrane of the airway. Resorts and spas: Bodoc, Malnas, Slanic Moldova.

- alkaline, calcium and magnesium mineral waters - have a mixed character with free CO₂, Fe²⁺, Cl⁻ or SO₄²⁻, important

cations are Ca²⁺ and Mg²⁺. Method of administration: internal and inhaled cure. Main effects: desensitizing, neuromuscular. Resorts and spa resorts: Borsec, Covasna, Sangeorz, Valcele.

- arsenic mineral waters: contain 0.7 mg% arsenic. Method of administration: internal cure. Main Effects: Reducing oxidative metabolic processes in favor of assimilation. Localities: Sarul Dornei ~ 3 springs, one of which is bottled.

- carbonated mineral waters: contain min. 1g / kg of CO₂; Effects: Hyper migrant and trophic action on respiratory system, anti-inflammatory effect on vaginal mucosa, decreases viscosity of airway secretions. In the external cure (baths) is stimulating the circulation of the skin through chemical mediators; influences neuro-vegetative reactivity. Resorts and spas are very numerous: - for internal cures: Sangeorz Bai, Slanic Moldova etc. For external cure: starting with Black Sea water and ending with water in some saline lakes or some borehole water that exceeds 250-300 mg%.

- ferruginous mineral waters: contain at least 10 mg / kg of ferrous water; Method of administration: internal cure. Main effects: Favorable metabolic-enzymatic processes; Resorts and spas: Baile Tusnad, Buzias, Lipova etc.

- Iodine Mineral Water: contains 1 mg / kg of iodine; Method of administration: inhalations, injections, external baths. Main effects: mucosal action and local trophic effect; influences the metabolism of fats in a favorable sense; tropism for the thyroid gland; Spa and swimming pools: Bazna, Baile Govora, Baile Olanesti, Baltatesti, Calimanesti-Caciulata, Sarata-Monteoru, Vulcana etc.

- oligo mineral waters: contain less than 1 g of mineral substances per kg of

water. Method of administration: internal cure, external cure (baths). Main Effects: cold baths increase diuresis favoring the elimination of salts and uric acid, preventing microbial flare from climbing to the kidneys; warm ones have antispasmodic, sedative anti-inflammatory, muscle relaxant; Spa resorts and localities: Olanesti, Calimanesti, Baile Felix, Baile 1 Mai, Sangeorz, Moneasa etc.

- radioactive mineral waters: contain variable amounts of radioactive elements. Method of administration: external cure. Key impact: affinity for fatty tissue, nerve sheaths, endocrine tissue. Spa resorts Baile Felix, Baile 1 Mai.

- Sulfur mineral waters: contain at least 1 g / kg water dissolved solids. Method of administration: internal cures under medical supervision. Main effects: choleric (stimulates gall secretion); colecistokinetic (favors the removal of bile from bladder and gall); increase the peristalsis of the intestinal wall favoring the evacuation of the intestine (purgative effect). Resorts and spa resorts: Amara, Baltatesti, Sarata-Monteoru.

- Moffetes - are the natural emanations of CO₂ encountered in volcanic areas. Primary effects: Vasodilatation on arterial circulation (predominantly cutaneous); hypotensive effect; effect on the plates. Indications: heart and peripheral vascular diseases, varicose ulcer, cardiovascular disease, digestive tract disease, hepatic-biliary disease, nutritional diseases, respiratory diseases. Spa resorts: Buzias, Borsec, Covasna, Tusnad etc.

Salt lakes.

Of the mineralized lakes in our country, the greatest therapeutic value is, undoubtedly, the salt water lakes, which are found in an appreciable number. In balneal-therapy

treatments, an important role is not only the spa and climate, but also the landscape, the locality, which affects the activity of the patients, and obviously their mood. Or, the distribution of therapeutic salt lakes in areas with altitude and in different climatic conditions, in characteristic areas of relief and vegetation, offers wide possibilities for individualization of balneal-therapy treatments.

In terms of organizing health care, today in our country, saline lakes are used increasingly for prophylactic and curative purposes. The side of prophylactic use of saline lakes in various climatic zones of the country is a particularly important achievement. Parallel to the expansion of the accessibility of the balneal-therapy, the possibilities of using hot springs have also increased, in the facilities set up near the salt lakes.

The prophylactic value of salty lakes is manifested in increasing the body's defense and resistance; their curative value is reflected in the modification of the patients' reactivity, which leads to the influence of chronic inflammatory processes, the normalization of the neuro-endocrine system, the amelioration of trophic and metabolic disorders, maintained by certain diseases with chronic evolution.

- Salt lakes along the Black Sea:

- > Techirghiol lake - the resorts around Lake Techirghiol have developed both for treatment

as well as for rest - Eforie Nord, Eforie Sud; Lacul Agigea, Lacul Costinesti, Lacul Agighiol,

Lacul Nuntasi.

- Salt lakes from Romanian Field:

- >> Amara lake, Sarat lake, Balta Alba, Caineni, Movila Miresii, Fundata.

- Salt lakes from Subcarpathians and Transylvania: ‘

- > lakes and mineral springs in the sub-Carpathian region: The Ocnele Mari anthropic lake, the lakes of Slanic Prahova, the lakes of Telega, Tintea etc.

- >> therapeutic mud - contributes to increasing the competitiveness of the Romanian spa tourism offer. According to their origin and their qualities, the therapeutic muds are divided into: sapropelic, black, sulphurous by chemical processes of rotting in the absence of oxygen. These types of mud are found in Amara, Lake Sarat, Techirghiol, Ocna Sibiului, Ocnele and the Black Sea (deep); mineral spring muds are found at Sangeorz Bai, Baile Felix, Someseni and clay sediments, chemically degraded peats and vegetal remains. Therapeutically, they are used in the same diseases as salty lake waters, administered in the form of mud packs, infusions with dry peat etc.

Salt works - the main factor in the cure of chronic respiratory diseases, and bases of treatment in Targu Ocna, Slanic and Praid, they are also required by tourists from abroad. Medicinal plants - spread in our country are increasingly used in balneal tourism, in external cure, as herbal baths, but also in making medicines.

Climate-therapy - as a result of the researches carried out on climatic factors, several categories were discovered (bio climates with therapeutic qualities):

- bio climate of the seaside and plains - exciting associated with chlorosodic or sulphurous mineral waters or with mud from the area;
- steppe bio climate - has therapeutic qualities from May to September;

- bio climate of the seaside with therapeutic effect also in the cold season due to the large amount of saline aerosols;

- Sedative bio climate exists in the West Plain and in hills and plateaus up to 600 - 700 meters. It includes the most spa resorts in the country and, along with the main balneal factor, has an important role in the therapeutic effect.

- the tonic-stimulus bio climate, characteristic of the high altitude zones (800 - 2,000 m)

coordinates the acclimatization of the organism to the external environment and requires neuro-vegetative and endocrine functions.

Mountain hiking is very often used by tourists who come to spa resorts for treatment because it has positive effects on the human body (stimulating effect, tonicity) as well as in alleviating disease states - anemia, convalescence, rickets etc.

Ionization

Research by specialists has demonstrated the beneficial influence of the aero electric climate on the human body. Thus, a rich, negative natural aero ionization has sedative effects in various diseases (hypertension, neurosis, bronchial asthma) which leads to an increase in the spa and medical value of a resort. Aero ionization values are much higher at high altitudes. In most spa resorts in Romania, aero ionization has moderate values that do not exceed 700 ~ 1,000 ions / cm³, but there are also situations above this average: Sangeorz Bai, Baile Felix, Moneasa, Borsa.

Spa resort Baile Felix

It is one of the largest spa resorts in Romania with permanent operation. Baile Felix resort is located in Bihor county, 8 km away from Oradea and 22 km away from Borş border crossing to Hungary.

Here are thermal waters, an optimal treatment base, relaxation conditions. the thermal water temperature is between 20-49 degrees Celsius. In Felix you can see the White Water Lily, here are the thermal artificial lakes where there are several acclimatized lotus species after they have been brought from other countries where they grow naturally. In the artificial lakes of the resort, there are many species of fish with different sizes and colors.

History and objectives

Resources treatment and equipment

► Bathtubs, mud and paraffin hot water installations, thermal water pools, underwater elongation installations, electrotherapy and hydrotherapy facilities, sauna, indoor and outdoor swimming pools, medical gymnasiums.

Climate

Felix has a moderate continental climate with mild winters and temperate summers with Mediterranean influence, ideal for treatment, rest, balneal tourism.

History

In various documents is written about the spa treatment in Baile Felix, that begins in the 18th century, and since 1857 a treatment fee is introduced for people who stay for baths more than four days. The resort grew spectacularly only after 1951.

Touristic sights

► Apollo thermal water pool (1 900).

► The Karst phenomenon on Simleu Hill, the Betfair Pit, or the Hudra Bradii Pit (improperly named by the locals "Betfia Crater"). It has a depth of 86 meters, its well having an almost vertical drop of 54 meters).

► The Water Lilies Reserve in Băile Felix

► The Chapel of Haieu, an impressive church of medieval origin (XIV century), where you can see Romanic, Cistercian and Gothic architectural elements (restored in the year 1977);

► Sanifarm, a former monastery belonging to the monastic order of St. Vincent, a baroque architectural building, built in the 18th century.

► Orthodox Church in Rontau (sec. XV)

► The united (Greek-Catholic) church of Haieu (1906);

► The wooden church of Brusturi and the Greco-Catholic Church of Băile Felix.

Factors affecting the dynamics of tourism in general and especially health tourism

The evolution of the tourism in our country in general and of the spa tourism in particular reflects both the extensive development and the technical material base. Especially after 1970, a permanent ascendant evolution, which was connected by dimensions and structure to the dynamics of the consumers' demands, as well as the decrease which followed the economic and social changes that took place in Romania after 1989¹.

Achieving macroeconomic stability, starting in 2000, materialized in 2005 through

¹ Cristureanu C., Zadig R., Baron P.- Tourism economy, Publishing House ASE, 1982, PAG. 95

a good average annual growth rate, is a favorable prerequisite for reviving the demand for tourism products and investments in this sector; and a good dynamics of arrivals and receipts will have the effect of increasing the contribution of tourism to the gross national product, creating new jobs and accentuating the multiplier effect by involving the economic branches whose activity depend on the touristic phenomenon.

Though effective results in maintaining and strengthening health and recovery of the energy potential, spa tourism has become one of the forms of tourism whose position on the domestic and international tourist market is constantly increasing. The dynamics of spa tourism is under the influence of a multitude of factors and in its analysis statistical indicators at macroeconomic level will be used, which synthesize the evolution of this form of tourism in time.

Tourism evolves into a number of factors, different in nature and role, with global or customized action on a form or component of tourism activity. Due to its peculiarities, balneal tourism is influenced not only by the many factors that act on tourism as a whole, but also by a number of factors specific to the development of spa tourism.

Generally, economic growth, coupled with the penetration of scientific progress in all areas of economic and social life, is the essential condition of prosperity, which generates the increase in money availability, free time and implicitly the manifestation of tourism demand.

The diversity of factors affecting tourism and the need for their quantification entail their structuring in relatively homogeneous categories, and from the many ways of classifying we refer to one of the most important

and comprehensive one, which has as their criterion their content and nature²:

- the economic factors - the incomes of the population and their modifications, the tourist offer and the prices of the tourist products;
- the technical factors - the performances of the means of transport, the technical equipment of the hotel and food units or the agencies;
- social-urbanization factors, leisure time, fashion;
- the demographic factors - the quantitative and numerical evolution of the population, the modification of the average duration of life, the structure by age, by socio-professional categories;
- Psychological, educational and civilization factors - training level, culture thirst, craving for knowledge, temperament, individual character;
- natural factors - geographic location, position on the main ways of communication, landscape, climate;
- organizational and political factors - formalities at borders, visa regime, facilities or priorities in organized tourism, typological diversity of arrangements, social, ethnic, religious conflicts.

The determinants of tourism can be structured in relation to the orientation of their influence on the two correlative chains of the market: factors of touristic demand - incomes, urbanization, leisure time, factors of supply - diversity and quality of services, cost of services, natural conditions, the material basis and factors of confrontation of demand-offer-distribution of travel agencies, infrastructure quality, monetary circulation,

² Minciu R.- Tourism economy, Uranus Publishing House, 2004, pag.38

legislative system³.

This enumeration of several groups of factors, from the many existing ones, illustrates the large number of the variables of the tourist phenomenon, the influence of a good part of them being difficult to separate. For the representative factors there is a well-established methodology, measuring the intensity and effect of their action on tourism and balneal tourism.

Thus, the incomes of the population are in the opinion of the majority of specialists, the main condition for the manifestation of tourist demand and thus the objective material support of the development of tourism. Revenue growth also drives absolute shifts from one group to another, or from one selection to another.

Population revenues synthetically express the level of economic development of a country and, indirectly, the possibility of allocating more or less money to tourism. One of the indicators that eloquently characterizes the level of economic development is the gross national product per capita.

Revenues represent a factor with complex action that quantitatively influences the tourist traffic, by modifying the number of tourists but also by qualitatively influencing the duration of the trip, the distance on which the journey is made, the intensity of the holidays, the organized or particular character of the performance, the trip inside or outside country, the option for a particular means of transport.

Prices and tariffs are an important factor in the consumer's decision to do spa tourism. Demand is in fact the relationship between the various possible prices of a product and the quantities that will be bought at each of

the prices offered to them. A good pricing policy that reflects the quality of the benefits, coupled with a facility system, can ensure the stability of tourist flows, a good use of the capacity and efficiency of the activity.

Quantification of price inflation is also done with the aid of the elasticity coefficient, which has negative values due to the usually opposite reaction of the two phenomena (the increase in prices generates the reduction of the demand).

Specialists believe that prices and incomes must enter as a formative element of strategies that would ensure the creation and determination of an effective demand level. The tourist offer is made up of attractions, equipment and workforce, also known as factorial endowments - acts directly on tourism consumption and the phenomenon as a whole.

Technical progress is a factor that continuously influences the development of tourism, either directly, by increasing the technical degree of hotel, food, treatment and leisure facilities, or indirectly through its action on urbanization, industrialization, improvement of roads and means of transport, environmental quality.

On the other hand, the technical progress, industrialization, urbanization, the current conditions of life bring, besides positive aspects, some negative aspects such as stress intensification, food imbalances, qualitative and quantitative imbalances, intensification of the pathogenic action of the environment on human body due to physical and chemical pollution that has a negative impact on the health of the population. To diminish the impact of these negative effects, more and more tourists choose as holiday destination spa resorts.

³ Minciu R.- Tourism economy, Uranus Publishing House, 2004, pag. 39

Another general factor influencing the dynamics of tourism and spa tourism is the demographic evolution, respectively the dynamics of the population and its mutations on age, professions, social environments. This factor has a special significance for spa tourism because the segment of third-age people is growing and is an important source for the growth of this form of tourism. Increasing the average life span and a system of facilities from the state, together with the need for care and rehabilitation of the state of health, transforms a large part of the persons included in this age category who also benefit from another factor that determines the leisure time tourism, in clients of spa resorts.

The process of urbanization through its negative effects on the environment and the increase of stress leads to an increase in the number of those who feel the need for restoration in a resort or spa treatment.

The actions of these general factors are complemented by the factors specific to the development of the spa tourism, of which we mention:

- the current global trend to replace, in some chronic illnesses, the treatment by medication with natural factors treatments, more appropriate to the overwhelmed body;
- combining tourism itself with balneal tourism, which provides the tourist with the opportunity to take care of their health during rest leave and to relax visiting a town or a foreign country;
- the development of social balneology, which makes the number of those who benefit from spas completely or partially paid by social insurance to be constantly increasing;
- the quality and efficiency of the facilities available to the resorts have an important role in their choice as a spa resort and can be

an attraction factor for the return of the tourists in the resorts;

- the development of medical techniques related to external cure procedures, (h y d r o - t h e r m o - t h e r a p y , balneal-therapy);

- the therapeutically value of the natural factors of treatment in the climatic spa resorts in Romania and the multitude of diseases that can be treated.

The influence of these specific factors makes the spa tourism the form of tourism with the most individualized preferences and demands, the multitude of diseases involving various balneal-medical treatments and the making of an appropriate offer.

2.Recovery and revival of spa tourism in Romania

Nowadays, tourism is characterized by a strong contender between destinations. Some of them manage to cope with international competition and others fail.

In these conditions, the destinations are increasingly in need of a new model of tourism policy that will improve their competitive position in the conditions of global competition. Measures that can be taken at central level can improve the competitive position of their own destination or cause damage.

Important measures in this regard:

- interest rate and interest rate policy;
- revenue policy;
- policy and investment encouragement structure;
- the fight against environmental pollution;
- competition law;
- structure and objectives of national / regional / local tourism bodies;

- relative labor market policy;
- policy in the field of training and research.

In today's competitive environment, tourism strategy needs to help creating a favorable environment for this sector; it is a "multidisciplinary enterprise" that needs a bold sector-specific strategy, set up with the help of operators at the operational level, to provide a vision, a model capable of guiding the production and marketing of tourism products.

The starting point in establishing the strategy for improving the competitive position of the destination is the decisive elements of competitiveness, which are given mainly by:

Factorial conditions, respectively:

- natural and cultural resources (landscape, watercourses, lakes, beaches, climate, population, monuments, historic cities, traditions, works of art, cultural heritage, art collections etc.);
- capital and infrastructure resources; tourism needs infrastructures and developed superstructures, means of transport, accommodation, regional and local arrangements;
- the capital of a country and the national and international investment potential significantly influence the competitiveness of the destination in question.
- human resources.

Another key element is the quality and structure of the bidders who represent the destination and the related experiences. The competitive position of a destination is determined to a large extent by its diversity, its degree of specialization and last but not least the quality of the bidders.

An important competitive factor is the quality of tourism products which, in turn, is given by:

- natural quality (environment conditions);
- quality of materials (hotel, transport, commerce, cultural, sport equipment).

3. Suggestions for the development of spa tourism

The objectives of spa tourism development in the west of the country can be:

► extra-economic objectives that pursue the values of the mineral, thermal, therapeutic gases and mud resources, bio climates and other factors, as well as the natural and anthropogenic potential of the country;

► economic objectives that aim to increase the domestic and international tourism circulation in the national and local health resorts, the increase of the revenues in tourism and in the adjacent branches, the increase of the employees' incomes, the employment, the economic development of economically poor regions, but with special balneal valences, etc.

It is necessary to design strategic plans for the development of spa tourism, starting from an interrogating vision and training all the factors involved in its development.

Achieving such a major objective requires the achievement of specific objectives such as: increasing the competitiveness of the spa tourism product, re-launching the Romanian spa tourism product on the local, regional, national and even international market, upgrading the infrastructure, improving the organized legal framework necessary for the development of the competitive balneal tourism.

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Improving the Efficiency of Economic Activity in the Context of Migration

You can always do more than you thought you can do.

Roger Martin du Gard

(French writer, winner of the 1937 Nobel Prize for Literature,

Born: March 23, 1881, Neuilly-sur-Seine, France

Died: August 22, 1958, Sérigny, Orne, France)

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Abstract: *This paper highlights the fact that in the context of the tumultuous events we are experiencing, individual have to face realities where they are confronted with various choices, among which we mention either a higher income, where tasks are extremely difficult and spare time becomes less, or a lower income with more leisure time. In any case, between the two maximal points, a company operating within an economy must acquire the production factors that will be used to obtain the necessary goods and services.*

As part of the population chooses to look for better earnings, may it be in their country or abroad, there is a phenomenon of massive departures to areas where earnings are higher, while there is an increased lack of labour factor in the home states.

In the period between the end of 2007 and the beginning of 2008, when the economic and financial crisis was triggered, until the present day, people have been trying to find solutions to keep up with the labour shortages that have occurred mainly in Eastern European countries, but not only.

Against the background of the crisis and economies with declining performances, birth rates did not increase enough to fill the deficits which are caused, among other causes, by the families' lack of prospect in their home countries and taking into account the opportunities to leave and settle in states with stronger economies. There have been many cases when parents have left their children in the care of others who have not left the country (grandparents, other family members or others); these children were deprived of the affection needed for a harmonious development, therefore patriotism was weakened, as the parents' example was more powerful than any patriotic exhortation. Considering these circumstances, we must face the fact that these departures from the economy will become significant elements to be taken into account in the future.

One should also consider that the newcomers, the migrants, could supply for the employment shortage at equal or lower costs, which may contribute to the efficiency of economic activity.

Keyword: cultural, demographic decline, economic growth, efficiency, fertility rate, financial crisis, migrant, mortality rate, religious, security research.

Introduction

The phenomenon of population aging has recently been an extremely sensitive and complex issue for the academic and research environments and finding a solution requires a joint and concerted effort of all the decision-makers in each country in order to ensure the autonomy and welfare of the elderly.

The increase of the elderly population, correlated with the fluctuations of the other population categories, raises an important question concerning the effectiveness of public policies in the social and economic field and the sustainability and viability of pension systems.

Demographic aging is an extremely important phenomenon and has a major influence on all generations and on most areas of economic activity.

Demographic aging of the population will be one of the major problems of mankind in the next period, with important implications for the socio-economic development of the different regions of the Earth. Both in

developed economies and in most developing countries the share of elderly in the population structure is rising rapidly and therefore the need to develop specific policies in this area becomes essential.

Population aging is an important outcome of social progress in various areas: medicine, quality of life, social welfare, it is due to the mortality decrease, especially in the elderly, the increase in the average life span.

At the same time, in order to cover the deficit, the active population's migration towards other economies requires a closer study of the migration phenomenon; at the same time newcomers may have other customs and culture and perhaps adequate study, understanding and monitoring may be necessary actions.

The process of population decline, including due to migration, but also due to aging, has at least three major economic effects:

- slowing economic growth,
- maintaining Romania's dependence

on foreign capital and

- increasing the pressure on the long-term state budget.

Nowadays, more than ever, the scientific and political communities are concerned with demographic aging.

The causes, consequences and policies best suited for one state or another, for one stage or another, are the important themes of numerous studies, conferences or congresses that have been organized frequently over the past two decades.

A 2012 report entitled "The 2012 Aging Report: Economic and budgetary projections for the EU27 Member States (2010-2060)", drafted by the European Commission and finance ministers, negatively emphasizes the prospects of people exiting the labour market the next decades.

For these reasons it is necessary to establish and support demographic research laboratories at different national levels concerned with various cultural, religious, security research issues that take into account the experiences of other states which have been confronted with these phenomena in order to prevent possible forms of violence from populations who choose to live in the territories of states accepting foreign populations.

The decline of Romania's population affects the process of economic growth

According to the data published by the National Institute of Statistics (INS) at the beginning of 2017, the population of Romania started 2017 with a major demographic decline, losing in January alone 13,704 inhabitants, the equivalent of four medium sized communes in the country, in particular as a

result of an increased number of deaths. This is all the more serious due to the fact that birth rates are also declining.

By comparison with January 2016, the negative natural growth was only 7,757 people, so negative natural growth grew by 77% in January 2017.

As mentioned above, the birth rate is not a positive one either; there were 15,096 children born in January 2017, 615 (4%) less than January 2016, and 28,800 people died, which is 5,332 (22.7%) more deaths compared to the first month of last year.

In terms of child mortality in Romania, it increased significantly (by 31%) in January 2017 (after a 40% increase in December), with 160 deaths of children under the age of one year, compared to 122 deaths in January 2016.

As for infant mortality, the data are also worrying, 1,381 children under one year died in Romania in 2016, compared to 1,503 in 2015. As it results from a series of international statistics, Romania has the highest rate of infant mortality in the European Union.

According to official data regarding family formation and dissolution, although statistics may seem positive, it is clear that they are not extremely favourable; there were 4,908 marriages and 903 divorces in January. Compared to the first month of 2016, the number of marriages increased by 3.7% and divorces decreased by 10%.

In 2016, the population of Romania decreased by 66,718 inhabitants due to the demographic decline.

In total, 189,783 children were born in Romania in 2016, 11,240 fewer than in 2015, while the number of deaths decreased by 5,196 (2%), to 256,501.

Subsequently, the National Institute of Statistics in Romania significantly revised the

demographic data for 2015 as compared to the preliminary data previously published.

According to the revisions made to the data published initially, the negative natural increase in 2015 was 60,674 people (compared to 73,625 in the previously published tables); therefore the negative natural increase was 10% higher in 2016.

201,023 children were born in Romania in 2015 and there were 261,697 deaths, according to the revised NIS data.

Experts and scientific researchers expect an increase in Romania's demographic decline in the coming decades. According to international reports, among which we mention the one published in July 2015, the population of Romania will reach 14.5 million inhabitants in 2050.

Aging population has a major contribution to the demographic decline in Romania; it is not specific to this state only, but also to other European countries.

As can be seen from the existing statistics and from some scientific researches, both in most European countries and in Romania as well, the demographic decline has a series of complex economic and social consequences due to the population undergoing a slow but continuous demographic aging process.

The effects of the aging process have been visible in Romania since January 1, 2000, when the elderly population outnumbered the young population and the phenomenon continued this trend, so that on January 1, 2012 the share of the elderly population exceeded the share of the young population (16.1% vs. 15.8%).

The decrease of the fertility rate and mortality rate are the main causes triggering and expanding the aging process.

According to some studies and scientific

research there are some economic and social factors with a role in the decrease of the fertility rate in developed countries:

- the decrease in the number of traditional agricultural households, characterized by a high fertility rate, required both for productive activity and for ensuring the security of the elderly;
- women's emancipation, access to education at all levels and their involvement in non-agricultural activities;
- increased parental exigencies regarding the raising and education of children that require significant amounts of time and money;
- the expansion of social security, especially of public pension systems and institutions for dependent elderly care, which reduced the role of children in supporting senior citizens;
- increased leisure time, access to varied entertainment and modern means of collective and individual transport, the adults and their families' desire to benefit from these facilities.

The fertility rate in modern society, as it is emphasized in the literature, and also in some studies, research and analysis, is influenced by other factors related to culture, demographic policy or religion, which, like those mentioned above, act differently from one country to another.

A major consequence of the decreased fertility rate is the gradually diminished number of future generations able to enter the labour market and contribute to the social and health insurance fund for those who will then be retired, altogether with a lower standard of living.

This situation can have a significant impact on the well-being of older people,

especially in poor countries with limited opportunities to support this population.

Changing the structure by large age groups, in the sense of increasing the share of the population aged 60 and over will generate social and political pressure caused by changing the allocation of resources in society, leading to generational conflicts.

A decrease in the potential support rate, implicitly an increased demographic dependence, indicate that a growing number of beneficiaries of public health and pension systems will be "supported" by a smaller number of taxpayers. Thus, the working-age population will be "burdened" by paying higher taxes and contributions to provide pensioners with a stable and sufficient income.

This puts additional pressure on the future population affecting its development capacity if not even lowering the standard of living.

Against this background, it is likely that in the future we will have to deal with a growing phenomenon where more and more citizens are looking for jobs or personal development in other states or with even lower birth rates.

These phenomena will affect Romania's growth and development capacity unless measures are taken to restore balance.

Measures can be identified by stimulating intrinsic or extrinsic factors.

2. Consequences of aging population

An important element in fighting against aging population is projecting the population providing useful information on the future evolution of age and age structure of the population (five year groups and functional

groups - school and pre-school, young, adult, elderly, fertile age females).

From the demographic point of view, the main factors influencing the size and structure of the population are fertility, mortality and external migration.

According to official data, the evolution of the demographic phenomena in the last two decades, characterized by a low level of fertility, a slight increase in life expectancy at birth and a negative balance of external migration, has led to a decrease in the country's population.

According to the data between the two censuses - 2002 and 2011 - the stable population of Romania decreased by 1.6 million inhabitants.

The unexpected size of the decline and, in particular, the contribution of the foreign migration, highlighted a well-established demographic decline.

Thus the demographic decline gets new dimensions, mainly amplifying the deterioration from the perspective of the population age structure.

Therefore it is necessary to use demographic projection with a view to anticipate the likely evolution of the country's population by the year 2060, based on the analysis of fertility, mortality and external migration.

The anticipation can be made by several working scenarios taking into account the external migration balance - i.e. the difference between the people who left the country and respectively who arrived in the country, by change of residence, which is registered by the Ministry of Administration and Interior - and the scenarios in which external migration is excluded.

It is possible to perform studies based on scenarios where variants including external

migration and variants without external migration are considered, whereas the background analysis can be made on the basis of constant variants, thus ensuring effective conclusions which can be used in practice.

The demographic aging process is a phenomenon affecting both Romania and other countries, and demographic elements were among the direct causes that have led to the population aging: the decrease in the birth rate and the mortality rate along with the influence of migration flows.

Decreasing birth rates played a major role and considerably influenced population age structure, contributing to the acceleration of the demographic aging process. The decrease of mortality or in other terms the increase in the average lifetime had a secondary role.

The decrease in the birth rate in Romania was mainly influenced by the phenomenon of young rural population that moved massively to cities; they gradually abandoned the traditional peasant demographic procreative behaviour and adopted a new demographic behaviour based on rigorous birth planning.

This led to an increased demographic aging in rural areas and a gap between the two environments. It also contributed to the massive departures of the working population abroad due to the poor incomes they had in the country and due to the lack of jobs.

The phenomenon of leaving the country, mainly by the young and adult population, is also a factor that has led to the acceleration of the demographic aging process in Romania.

The evolution of demographic phenomena and processes in Romania was also influenced by a series of non-demographic economic, social, political, cultural, medical-sanitary factors, which directly influenced

the level and trends of the demographic factors: birth rate, mortality and migration.

The decrease of the birth rate in Romania is specific to the European demographic model, and as a result of this trend demographic aging is a normal process that has developed and will continue to do so in line with the specific features of this overall European model.

Economic consequences

The economic decline and the effects of restructuring create problems that are difficult to solve; they are meant to ensure minimal economic and social protection, especially for the most important part of the beneficiaries, namely the elderly.

Among the economic consequences of the aging process in Romania the following can be identified:

- economic dependence;
- demographic dependence;
- adequate consumption and satisfaction by the society of the consumption needs of the elderly population;
- ensuring budgetary expenditures related to pensions, aids and other special support forms.

Social consequences

The issue of the social consequences of the aging groups of people is a field of research due to the many situations in which this population category is and which have different peculiarities.

In this context, it is necessary to analyse them differently by homogeneous groups, because the elderly or longevous, for example, generate some implications, whereas are the implications of the elderly males versus

elderly females, or the married, compared to the widowed, divorced, lonely are different.

The social consequences vary according to other aspects such as economic, socio-cultural, psycho-social and socio-medical elements. The development of such forms of support and socialization of the elderly contributes to maintaining the system of elderly social relations with beneficial effects on the psycho-physiological balance of this population.

Among the social consequences of demographic aging the following can be enumerated:

- cessation of professional activity, with social, family and individual results;
- feelings of worthlessness and social isolation with social consequences generated by aging;
- the aging of family and household members with some social consequences;
- loneliness, negative and increased social consequence;
- social relationships of elderly with congeners and other age groups, especially young people;
- planning elderly leisure time.

Sanitary and medical-social consequences

Generally speaking, the following may be enumerated among this type of consequences that actually concern several types of problems:

- morbidity of the pre-elderly, elderly and longevous people and the health status of these population groups;
- the specific mortality rate of these groups, causes of death and trends of the phenomenon;
- addressability to health and social services and the way in which specialized units provide medical and social care for the

needs of the pre-elderly, the elderly and the longevous;

- forms and means of medical-social intervention specific to the pre-elderly, the elderly and the longevous.

Conclusions and suggestions

A first conclusion is that aging population creates the premises for the use in the economic activity of a labour force from outside the country that can be attracted as well from the ongoing migration; for this purpose I suggest that laboratories should be established and supported at national level; they should be focussed on demographic research with various cultural, religious, security research elementstaking into account the experiences of other states that have faced these phenomena in order to prevent possible forms of violence of populations who choose to live in the territories of states accepting foreign populations.

A second conclusion is that we are experiencing a well-established demographic decline in Romania. It gets new dimensions, amplifying deterioration, especially from the population age structure. In order to fight this phenomenon, I suggest to use demographic projection; its aim will be to anticipate the likely evolution of the country's population by the year 2060, based on the analysis of fertility, mortality and external migration.

The projection can be made in several working scenarios taking into account the external migration balance - i.e. the difference between who left the country and respectively the people who arrived in the country, by change of residence, which is registered by the Ministry of Administration and Interior - and the scenarios in which external migration is excluded.

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Foreign Banks – Solution Or Problem For Central And Eastern-European Countries. The Case Of Romania

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Abstract: *After the collapse of communism, Central and Eastern European countries experienced fundamental macroeconomic reforms aimed at moving from centralized to market-centered economy, where privatization of state-owned credit institutions with foreign capital has had an important role. Since the early 1990s, banks with majority or part foreign capital, as well as branches of foreign banks, have penetrated the banking markets of the countries in transition into a market economy, becoming major players as a result of financial globalization. By imposing on the banking markets of countries in transition to a market economy, foreign-owned banks have come to hold up to 90 percent in some countries in the banking market. The paper analyzes the benefits and costs of the presence of banks with a majority or part foreign capital and branches of foreign banks in Central and Eastern European countries - Poland, Hungary, Croatia, Bulgaria and Romania, with the theoretical arguments of recent researches and empirical evidence quantified in official reports.*

Keywords: foreign banks, bank assets, asset profitability, capital profitability.

JEL Code: G20, F3

1.Introduction

To give banks and capital markets - essential gear in the functioning of the economy - attributions in the framework of their allocation of resources in society, became, after 1990, a priority direction of the institutional and functional reform policies in the former communist countries of Central and Eastern Europe, for reasons that mainly concerned Askar Alimkulov, 1999:

- the banking dominance of the financial sector of economies in transition, legacy from the communist regime;
- the key role of banks in financial markets both in terms of providing liquidity to other financial market institutions, and in maintaining confidence in the payment system;
- the informational advantage of banks in the first stages of the transition, compared to capital markets, regarding the performance indicators of the clients, the information on their creditworthiness being easily accessible to banks.

Faced with reality, the implementation of banking reforms, part of the process of institutional and functional transformation of the economy, proved to be a difficult process in terms of its complexity and the extent of change. Although the legal, institutional and regulatory framework for banks was similar in the former communist countries, the strategy for reform was not unitary, the transformation of the mono-banking system, specific to centralized economies, into a market-oriented banking system being carried out in different ways.

Following the change in the general perception that links state-owned banks to a low development level of financial sector and to poor financial performance, able to induce

large-scale banking crises, the privatization of state-owned banks was a solution to solve problems stemming from lack of capital and improving the competitiveness and efficiency of the banking sector. Between 1995 and 2003, for example, the number of foreign banks operating on the Romanian territory increased from 4 to 19, in Bulgaria from 5 to 16, in Hungary from 20 to 25, in Poland from 14 to 34. (V Bruno, R Hauswald, 2012). At regional level, in the Central, Eastern and South-Eastern European countries, the number of foreign banks reached almost 70 percent of the total number of banks in the region, in 2008 compared to 27 percent in 1995. (Maria Arakelyan, 2018).

During the almost three decades of expanding banking activity in other countries, particularly emerging or developing countries, extensive specialized studies focused on in-depth analysis and macroeconomic models, adding more information to the experience of financial practice, tried to detect the effects of foreign banks on the financial sector and, implicitly, on the performance of the host countries' economies. Without consensus, the opinions of specialists' highlight both the beneficial aspects and the challenges of foreign investment in the banking sector, differentiated by area and the analyzed time period. The recent global financial crisis has brought about a new perception, the focus being disconnected from the understanding of the determining rationale of the presence of foreign banks outside the home country, to the analysis of their implications for the evolution of the economies of the host countries. (Maria Arakelyan, 2018).

2. Literature review

In the context of the 1990s, foreign investment in the banking sector was a solution designed to contribute decisively to the privatization of the banking sector and to ensure efficiency and profitability by transferring knowledge and performing information technologies while stimulating interbank competition at national and international level.

Literature (Howkins, 2002) has synthesized the experience gained in the practical exercise of privatization in a few distinctive features:

- identifying as a successful method of the privatization process of the one realized through the sale of state banks to strategic partners, mainly foreign banks of international reputation;
- solving the problems caused by bad loans and clearing banks' balance sheets before being included in the privatization programs in order to respond to the desire to properly inform investors about the quality of the portfolio offered and the need for transparency of the process;
- establishing mechanisms to provide investors with guarantees for the possible deterioration of the accepted elements of the bank's liabilities, a practice known as ring facing; with the exception of Poland and Hungary, which did not offer investors guarantees, but cleared banks' balances before selling them, forcing the governments of the other transition countries to offer various such guarantees;
- clarifying the position held by the state in banks by reserving a certain percentage (which may even reach 33 percent) of their shares or, as was the case with OTP Bank's privatization in Hungary, retaining the gold share";

- without a few exceptions, clear implications for the deterioration of the state of health of the privatized bank by the excessive concentration of domestic capital in the hands of foreign banks (the case of Poland and Hungary) or of non-banking financial institutions (the Czech Republic), it seems that there is a potential danger of this trend, which is to block small borrowers from accessing their loans.

The banking markets in the Central and Eastern European countries largely owe their performance to foreign banks, which, through the foreign capital invested, reduced the fiscal costs of restructuring the national banking system, brought expertise and stimulated competition between banks, with effects found in cost reduction and efficiency gains, and have implemented new technologies in the field of fund transfers, interbank settlements and payments. From the perspective of foreign banks, the possibility of expanding their activities beyond the national borders, following their important clients with international activities, in the absence of entry barriers of capital into the host country, have constituted business opportunities, to which were added cultural and institutional similarities, because of relatively limited physical distances, in most cases, between the national territory and that of the host country (Maria Arakelyan, 2018).

Iwanicz-Drozdowska, Smaga și Witkowski (2017) analyze the effects of foreign banks' presence on banking sector stability in CEEC countries, using a financial strength index (FSI) used by banks and countries on a sample of 20 countries in the 1995-2014-time horizon; and note the absence of a direct, significant relationship between the presence of foreign banks and the stability of

the banking sector in the analyzed countries. Financial stability appears to be dependent on lending policies, regardless of the origin of the banks' (national or foreign).

The analysis of the impact of foreign banks on the financial markets in host countries, conducted on a panel of 7900 bank observations from 80 countries for the period 1988-1995 by Claessens, Demirguc-Kunt and Huizinga (2001), allowed the authors to formulate some interesting conclusions: they found that foreign banks earn higher profits in developing countries compared to domestic banks, while profits made in developed countries are lower than those of banks in host country, and the fact that the entry of foreign banks affects the revenue of banks in the host country in a negative way and also, their profitability. Although the entry of foreign banks may increase the overall costs of host country banks on the short run, the overall conclusion of the study is that the presence of foreign banks generates an increase in competition in the host country's banking market.

Using ROA (the indicator of profitability) on a sample of banks in 51 developing countries for the period 1999-2006, Claessens and Van Horen (2012) found that the profitability of foreign banks was directly proportional to the share of market in the host country, the lack of strong regulation in the host country and linguistic similarities contributing to the improvement of the indicator.

Based on 265 Central and Eastern European bank surveys for the 1995-2003 period, Olena Havrylchyk and Emilia Jurzyk tried to identify the differences between profitability indicators of foreign and domestic banks, noticing that foreign banks and, in particular, greenfield banks register higher

profits compared to domestic banks, because they are less affected by the host country's macroeconomic context and possible financial shocks. The profits of foreign banks in host countries even exceed the profits of the parent bank. Regarding domestic banks, the study reveals higher profits in more concentrated banking markets associated with a less competitive environment. The attempt to assess the potential dangers of the presence of foreign banks, taking into account their dependence on parent bank performance and macroeconomic conditions in the home country, finds no real support, research suggesting an increase in parent bank funding subsidiaries in the CEE countries.

Beyond the benefits represented, among other things, by reducing the cost of financial intermediation and increasing its quality, improving the access of firms and households to modern financial services, and improving the economic and financial performance of bank customers, the presence of foreign banks may also exert adverse effects, as follows: (i) the tendency to select and attract the best financial clients to the detriment of domestic banks, which may be affected by the constraint of the granted loan portfolio, with direct implications on the bank's profit; (ii) financial instability induced by the transmission of shocks that affect credit supply in a home market, on a similar market in another country. (Claessens and Van Horen, 2012)

The main benefits and costs associated with the expansion of banking activity across national borders are shown in the table no. 1.

Table no. 1. Benefits and drawbacks of foreign bank presence in CEEC countries

Impact of foreign banks on:	Benefits	Drawbacks
Banking sector of the host country	<p>- improving the efficiency of the banking sector through the contribution of technologies, products, and performing services (A Kladova, L. Parfenova, V Juščius, 2014); (Mohamad Sofuan Mohamad Saleh, 2015); (Juan Cárdenas, Juan Pablo Graf, Pascual O'Dogherty, 2003); (Levine, Ross. 1996); (Goldberg, L. S. (2004);</p> <p>-implementing new banking management strategies (A Kladova, L Parfenova, V Juščius (2014) ; Mohamad Sofuan Mohamad Saleh (2015);</p> <p>-intensifying interbank competition (A Kladova, L Parfenova, V Juščius, 2014); Mohamad Sofuan Mohamad Saleh (2015);</p> <p>-improving the stability of the banking sector in the host country, especially in times of crisis, through easy access to external financial resources (A Kladova, L Parfenova, V Juščius (2014);</p> <p>-Improving the financial infrastructure and profitability of banking activity through knowledge, know-how, accounting practices and experience in engaging in banking, insurance, brokerage (A Kladova, L Parfenova, V Juščius, 2014);</p> <p>-the involvement of banks in operations on money markets, foreign exchange and capital markets is able to contribute to the development of the national financial markets by attracting the financing of the resources of the domestic clients (A Kladova, L Parfenova, V Juščius (2014);</p> <p>-supplying stable credit sources, the branches of major foreign banks basing their activity on additional financial resources from the parent bank with easy access to the global financial markets. Mohamad Sofuan Mohamad Saleh (2015);</p> <p>-exerting spill-over effects on the banking sector in the host country, an important source of innovation, competition and efficiency (Paola Bongini, Małgorzata Iwanicz-Drozdowska, Paweł Smaga and Bartosz Witkowski, 2017);</p>	<p>-the dangers of giving the economy the power to finance, through bank loans to an entity from another country with the potential to generate a contradiction between the interests of foreign banks to support and promote relations with the country of origin to the detriment of the host country's interests (A Kladova, L Parfenova, V Juščius (2014), (Janek Uiboupin, 2004),</p> <p>-differences between the legal provisions in the banking sector in the host country and the country of origin of the foreign bank (A Kladova, L Parfenova, V Juščius (2014);</p> <p>-fear of foreign control over the allocation of credits from the host country (Janek Uiboupin, 2004);</p> <p>-restrictions on access to credit resources imposed on small and medium-sized businesses (A Kladova, L Parfenova, V Juščius (2014);</p> <p>-the danger of "importing" possible financial crises from the country of origin of the bank to the host country (A Kladova, L Parfenova, V Juščius (2014), becoming a source of contagion, increasing vulnerability by importing economic or financial shocks from countries of origin into host countries (Maria Arakelyan, 2018);</p> <p>-the creation of an unbalanced competition between foreign banks (which bring high performance products, services and technologies) and weakly developed national ones in terms of infrastructure, innovation, information technology, product offerings and banking services (Mohamad Sofuan Mohamad Saleh (2015);</p>

	<p>-mitigating external constraints on access to funding by providing additional funding resources and the consequences of possible national financial crises on business profitability and economic growth (Valentina Bruno, Robert Hauswald, 2012).</p>	<p>-the assumption by national banks of a higher cost by raising higher interest rates on deposits (in order to attract local clients and low-risk companies from the economy in order to compete with foreign banks), given that interest on loans cannot be increased (Mohamad Sofuan Mohamad Saleh (2015);</p> <p>-the outstanding financial performance of foreign banks (part of the global financial network, labor market accessibility in various countries, and top-level information technologies), whose management is oriented towards attracting large corporations with high financial potential (Mohamad Sofuan Mohamad Saleh (2015);</p> <p>-foreign banks may become a source of credit shrinkage on the loan markets of host countries, for reasons of exposure to specific or systemic financial problems of the parent banks (Paola Bongini, Małgorzata Iwanicz-Drozdowska, Paweł Smaga and Bartosz Witkowski (2017)</p>
Banking sector of the foreign country	<p>-relatively easy access to the funding resources of host country (A Kladova, L Parfenova, V Juščius (2014);</p> <p>-the mobilization of foreign direct investment (A Kladova, L Parfenova, V Juščius (2014)</p>	<p>- the lack of real guarantees from the bank parent, the letters of guarantee issued by the bank parent being just comfort letters, with the only purpose to be a moral support (A Kladova, L Parfenova, V Juščius (2014)</p> <p>- limited access to foreign financing sources besides the bank parent. Often enough, the parent bank reduces operational costs by closing foreign financing channels, thus becoming the only foreign financial source. Such actions make the branch more dependent on the parent bank, becoming more vulnerable in crisis situations (A Kladova, L Parfenova, V Juščius (2014);</p> <p>- financial resource inflows may be affected by adverse selection in the context of local opaque credit markets, on which national banks have informational advantages (Valentina Bruno, Robert Hauswald , 2012)</p>

3. The Impact of Banks with Foreign Capital on the Banking Sector in Romania in the Central and Eastern European Banking Context

Analyzing the factors that influence the success of the reform strategy adopted at national level - rehabilitation (aiming at the recapitalization of state banks, while implementing an extensive institutional development process, possibly followed by privatization, on the model of Hungary and Poland) or new entry (which involves the abolition and spontaneous privatization of banks with existing state capital, the entry of many new banks and, even in some cases, the liquidation of old banks, a strategy adopted by Russia and Estonia) - a series of studies (Stijn Claessen, 1996) were identified as key determinants at an international level:

- the institutional inheritance since the beginning of the transition - many Central and Eastern European countries abandoning the mono-banking system since the mid-1980s and having undergone complementary reforms (legal and at enterprise-level) since the early nineteenth decade (Hungary being eloquent in this regard) and

- the macroeconomic development, giving the extent to which the loans are affected by the real negative interest rates thus requiring the recapitalization of banks, with effects found in the strategic approach of the reform and defining the role of the governmental authority in this process.

In terms of concrete facts, between the macroeconomic development and banking reforms a reverse link was identified: the expansion of non-performing loans, due to distortions in the real sector of the economy, inducing a series of macroeconomic environment issues - high inflation and real negative

interest rates over time, while the countries whose financial system is strongly developed and have inherited both favorable initial conditions in the real economy, translated into the low volume of non-performing loans as well as performing complementary policies, are facing a lower level of inflation, an environment conducive to a rehabilitation approach.

With the specific national accents given by the initial conditions, the external shocks and the relationship with the reforms in the other economic sectors, the steps taken in the majority of the Central and Eastern European countries, reunified in a model of rehabilitation of the state banks called rehabilitation approach, have targeted the split up of state-owned banks by transforming them into commercial banks owned by the state and recapitalizing them for privatization.

After 1990, foreign banks gradually stepped up their presence in Central and Eastern European countries, accounting for up to 90 percent of all banks operating in some CEE countries.

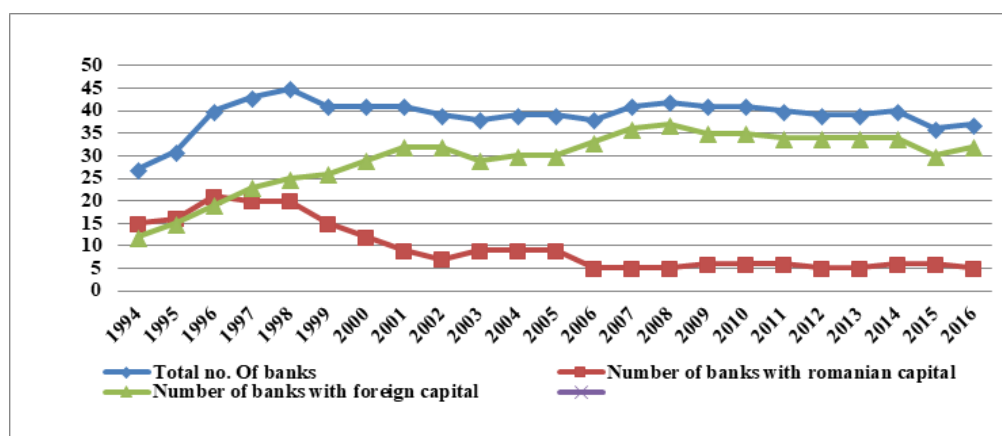
Hungary was the first country from the privatized area with a strategic investor during the period 1994-1997. After the recapitalization of banks between 1993-1994, the number of foreign banks evolved between 1995 and 2009 from 67 percent to 92 percent from the total number of banks. The Bulgarian authorities decided to privatize the banks in 1997 with a foreign strategic investor after the 1996-1997 banking crisis. Compared to the total number of banks, foreign banks evolved from 22 percent in 1995 to 67 percent in 2009. In Poland the privatization process began in 1993, so between 1995 and 2009 the number of foreign banks evolved from 30 to 69 percent from the total

number of banks. The global financial crisis has caused, through effects and consequences, the repositioning of a number of foreign banks according to the interests of banks in the countries of origin.

In this context, Romania has felt a different experience: before the banking crisis in 1998-1999, loans given by state-owned banks to state-owned firms proved to be ineffective, thus non-maturing loans were generating problems for banks, requiring their recapitalization before their privatization. Foreign

capital - branches of foreign banks and banks with whole or part foreign capital, Romanian legal persons - penetrated into Romania and evolved from 12 entities in 1994 to 37 in 2008. The post-crisis period, which marked an obvious tendency of concentration of the banking sector in the European countries, brought with it the reduction of the number of foreign-owned banks, Romanian legal entities and branches of foreign banks, to 32 in 2016 (diagram no. 1).

Diagram no. 1. Evolution of banks in Romania, according to the origin of the capital during 1994-2016

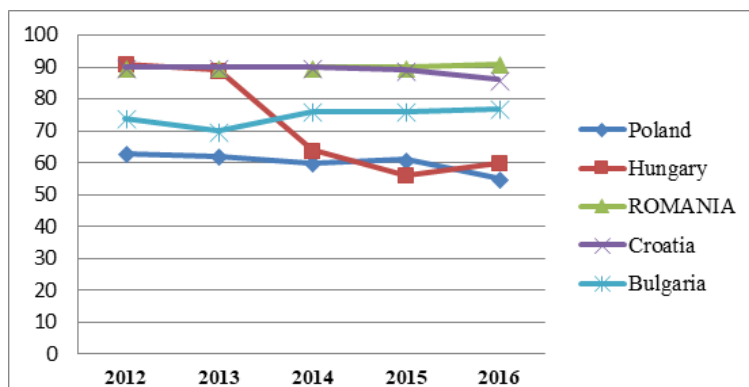


Source: own calculations, based on BNR Reports, 1994-2016

Structural developments in the Central and Eastern European countries, especially in the post-global crisis, are the hallmarks of operations that materialize both the need to strengthen the banking market through mergers and acquisitions, transactions or the relocation of small players, as well as increasing the digitization of banking activity, involving substantial investments. As a direct consequence of these challenges, the market share of the assets held by foreign-owned credit institutions (including branches of foreign credit institutions) versus total assets, has brought back the market share to the

level of 1999 in some countries, with Poland being the most eloquent case: market share declined in the time horizon of 2012 - 2016 by 8 percent, reaching 55 percent in 2016, the same level of 1999 (diagram no. 2).

Diagram no.2. Market share of banks with foreign capital (% in total assets)



Source: the CEE Banking Sector Report, 2017

With a moderate degree of concentration, according to international standards (the BNR Report from 2016), the market shares of banks with majority foreign capital operating in Romania and Croatia maintained around 90 percent of total assets held by credit institutions, while the market share

of banks with foreign capital decreased by 31 percent (Hungary) and 8 percent (Poland). In the ranking of the top five credit institutions in the analyzed countries, there are those in Croatia that hold together, 74 percent of the total net assets balance (table no. 2)

Table no. 2. Market share of the five top banks, 2016(% of total net balance sheet assets)

Poland		Hungary		ROMANIA		Croatia		Bulgaria	
Bank name	%	Bank name	%	Bank name	%	Bank name	%	Bank name	%
PKO BP	16.7	OTP	21.3	BCR (Erste)	16.3	Zagrebacka Banka (UniCredit)	26.6%	UniCredit Bulbank	20.2
Bank Pekao (UniCredit)	10.2	UniCredit	7.9	Transilvania Bank	13.1	Privredna Banka (Intesa)	18.4	DSK Bank (OTP)	12.6
WBK (Santander + Kredyt Bank)	7.7	Erste	6.1	BRD (SocGen)	12.9	Erste	14.2	First Investment Bank	9.6
mBank (Commerzbank)	7.5	Raiffeisen Bank	5.9	Raiffeisen Bank	8.5	Raiffeisenbank	8.0	United Bulgarian Bank	7.4
ING Bank	6.9	MKB	5.7	UniCredit	8.3	Splitska Banka	6.9	Raiffeisenbank	6.9
Total	49	Total	46,9	Total	59,1	Total	74	Total	56,7

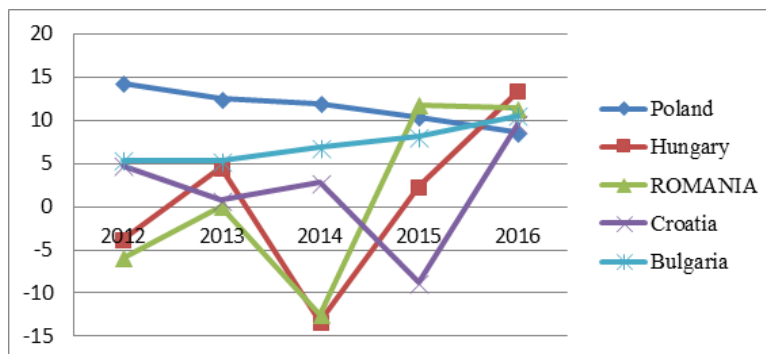
Source: CEE Banking Sector Report, 2017; BNR Annual Report 2016

A series of recent research on the impact of foreign-based banks on financial stability in host countries revealed significant differences between the behavior of foreign and domestic banks in lending activity in the context of financial globalization and the post-crisis financial global reality. Analyzing, on the basis of a sample of 200 domestic and foreign capital banks in 16 Central, Eastern and South Eastern European countries, Maria Arakelyan (2018) found, beyond the specific macroeconomic or microeconomic characteristics (at the bank level), the special importance in the lending activity of the distinctive features of the parent bank and the subsidiary, of which attention is paid to asset quality, capitalization, profitability, liquidity, as well as values of profitability indicators - return on assets and return on capital.

In the Central and South-Eastern Europe region, profitability reflected developments

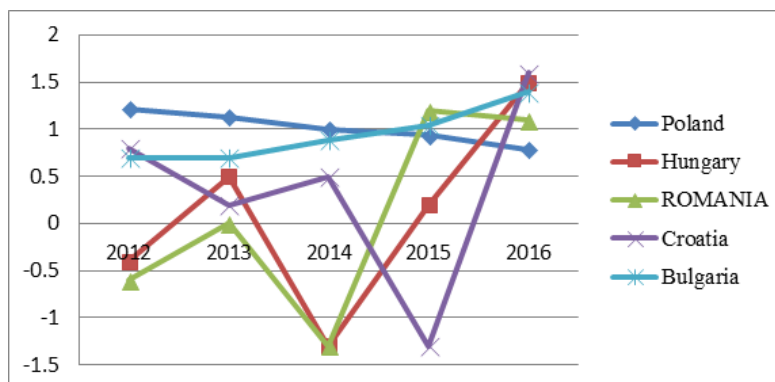
in banking activity, with declines in different time segments, consequence of the macroeconomic context, of European bank regulation aimed at strengthening post-crisis capital positions and the application of new capital requirements by the EU and / or local regulators prudent leverage strategies as well as prudent bank debt strategies. The low level of bank profitability in different periods and countries reflects mainly, the recognition of losses from the global crisis, the restructuring efforts associated with the macroeconomic context and the low interest rates. For example, the lowest ROE in the analyzed period was -13.2%, recorded in Hungary in 2014 (diagram no. 3, and ROA (return on assets) was -1.3% recorded in 2014 in the banking sector in Hungary and Romania, and in Croatia in 2015. (diagram no. 4)

Diagram no.3. Return on capital (ROE), 2012-2016



Source: the CEE Banking Sector Report, 2017

Diagram no.4. Return on assets (ROA), 2012-2016



Source: the CEE Banking Sector Report, 2017

The profitability of the banking sector has registered and continues to show significant heterogeneity among the countries of Europe due to the differences between banks 'and banking sectors' vulnerability to low interest rates as well as significant differences in the magnitude of non-performing loan stocks. Vulnerability to the low-interest environment depends on a number of factors, such as confidence in net income from interest, asset vulnerability to interest rates (the share of mortgages with variable rate), the share of financing deposits, further repayment of deposits, and market structure or degree of banking competition. (Financial Stability Review, Nov. 2016).

Conclusions

The transition from the centralized economy to the market economy involved an extensive privatization of state-owned banks with the help of banks with part or majority foreign capital. Under the impact of financial globalization and given the benefits of the presence of foreign capital in the banking sector for the host country, a number of

foreign banks have expanded their activities across national borders by acquiring state-owned banks. With benefits for the host country - improving the efficiency of the banking sector through the contribution of technologies, products, performing services, financial infrastructure and profitability to banking, through the contribution of knowledge, know-how, accounting practices and experience in the whole range of banking operations and services, insurance, brokerage - foreign-owned banks hold a significant share of the banking market in Central and Eastern Europe, up to 90 percent of the total banking assets (Croatia, Romania, Hungary 2012-2013). Besides the benefits of the presence of foreign-owned banks, the banking sector in the former communist countries of Central and Eastern Europe is faced with a number of challenges, including the fear of foreign control in the allocation of host country loans, the creation of unbalanced competition between foreign and domestic banks and financial performance of foreign banks able to attract large corporations with high financial potential to the detriment of domestic banks, may affect the performances of

domestic banks with implications for financing the economy in the host country. The analysis of the bank performance registered in the banking sectors in Poland, Hungary, Romania, Croatia and Bulgaria, reveals a decline in capital and asset returns in the post-crisis period in all countries, regardless of the market share held by foreign banks, in terms of the number of foreign banks assets, assets

held from the total assets reported at the banking sector level or banking concentration, which forms the opinion that banking performance depends on bank management, placement policies of parent banks and the macroeconomic context of the host country.

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Bio-plastic - between current practices and the challenges of a sustainable future

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Abstract: *In a globalized economy built on intensive consumption of natural resources and environmentally damaging actions, it is imperative to identify solutions that help to reduce pollution. In line with efforts to maximize the value of natural resources and minimize toxic materials in the environment, many countries have developed bio-economic strategies that contribute to the conversion of bio-basic raw materials to develop organic products (bio-plastic, bio-pharmaceuticals, green chemicals etc.). In Europe, there are already countries that have established bio-economic policies (Denmark, Finland, Germany, France, Scotland and the Netherlands), and an European strategy is already being discussed at EU level. Countries that are already implementing bio-economic principles are positioned as research and innovation centers for bio-products, green energy, bio-economic processes and services. In this context, bio-plastics play an important role due to their potential to contribute to improving the quality of the environment and, implicitly, the well-being of the planet's inhabitants. Given the issues raised, the article aims to make a brief analysis of the importance and evolution of the field of bio-plastics at a global and European level, trying to bring forth the best examples of good practice from countries that are already implementing such policies and whose economies are becoming more and more bio (green economies). In addition to being environmentally friendly, the bio-plastics sector also has an important potential to generate job growth, costs savings and natural resources etc.*

Keywords: bio-economy, bio-plastics, sustainable development

JEL Code : O1, O13, O33, O44

1.Introduction

By a generally accepted definition, economy encompasses all activities and services performed at a given location over a period of time, with the help of technologies, equipment, labor etc. In most cases, at the basis of any economic system are primary resources, raw materials, obtained from nature, which imply repeated transformations in order to obtain final products. In certain situations when new items emerge, the economy receives certain features, which, as a rule, bear the name of the source of origin. Thus, when biology is an important vector contributing to supporting mechanisms that generate high added value (plus-value), we can discuss bio-economics (or green, blue, circular economy, etc.).

Bio-economy is understood and accepted as a circular (closed) system, based on economic activities (production, development and use of products), based on biological phenomena and processes, resulting from both natural chemical processes as well as intensive research-development-innovation activities, promoted in particular for the benefit of the community.

Bio-economy has many facets: from production based on sustainable development principles to biomass conversion processes in a wide range of complex products (food, medicine, energy etc). Usually, bio-economics is seen by many specialists as a transition economy in its way towards sustainable use of renewable resources in different areas, addressed from the perspective of environmental policies as a strategic, vital objective, based on actions and measures which can help reduce pollution and reduce climate changes that are so visible nowadays.

In theory, the concept of bio-economy is

a relatively recent occurrence (at the beginning of this century), being dependent and evolving concurrently with the rapid advances in bio-technology, research-innovation, bio-innovation and organic growth etc. In some cases, the concept of bio-economy is so close to that of eco-bio-economy (viewed in particular from the perspective of the welfare economy), that some times we mistake one for the other.

Bio-economy is constituted both from the production of renewable biological resources as well as from waste and waste streams in sectors such as agriculture, forestry, fisheries, food industry, woodworking, pulp and paper processing, construction and infrastructure, the energy sector, certain industrial sectors (textile, chemistry, pharmaceutical) etc. Bio products can be used directly in special (ecological or biotechnological) technological processes or can be consumed as such (eg food, feed, bio-basic products, bio-energy etc.).

In 2009, according to an official OECD document analyzing and evaluating the world's economies, bio-economy is beginning to become a "significant part of the global economy built on ecological growth or green growth". Since that document appeared, more and more countries have begun to transition to this type of economy, building and implementing national strategies and policies based on a high percentage of bio-processes and bio-technologies.

An important part of the global economy, the chemical industry transforms raw materials (oil, natural gas, water, metals and minerals) into over 70,000 different products, one of which is plastic. Nowadays, plastic, used almost in everything, is one of the most polluting materials in the world: it is high in

oil consumption (oil is one of the most scarce and expensive resources at present) and for its elimination from nature it takes a very long time (at least 20 years for small plastic cups, 100 years for a plastic bottle - PET - and 500 years for products made of polystyrene foam). Starting with the second half of the 20th century, plastic became one of the most important materials used in the global economy, used in almost every aspect of everyday life: from transport to construction, telecommunications, broad goods consumption, food and health. Figures for world production of plastics from 1950 to 2012 show that it recorded an average annual growth rate of 8.7%. World plastics production amounted to 335 million tonnes in 2016 compared to 322 million tonnes in 2015 (an increase of 20 million tonnes in one year), according to data provided by PlasticsEurope, while in the European Union (EU-28) the increase was about 60 million tonnes in 2016 compared to 58 million tonnes in 2015.

In Europe, the statistical data on the consumption of plastics in different sectors of activity show that at the end of 2012, the packaging industry represented the largest consumer of plastics (39.4%), followed by construction (20, 3%), automotive (8.3%) and electronics (5.4%). The consumption of plastic as a raw material in Europe rose to about 47 million tons (an increase of about 1.1% annually). The most requested categories were polyethylene PE-LD, PE-LLD and PE-HD with a weight of 29%, polypropylene (PP) by 19%, polyvinylchloride (PVC) by 11%, polystyrene (PS and PS-E) 7.5%, polyethylene terephthalate (PET) by 6.5% and polyurethane (PUR) by 7%. These polymers accounted for 80% of the total European consumption. The largest consumers were (2011) Germany

with 12 million tonnes and Italy with 7 million tonnes, followed by France, the United Kingdom of Great Britain and Northern Ireland, Spain and Poland. The recycling rate for plastics was 60% (2011), while the recycling average for packaging amounted to 66% (with great differences from one country to another: Switzerland, Germany, Austria, Belgium, Sweden, Denmark, Norway, the Netherlands and Luxembourg recycle over 90% of plastic waste).

Although it is considered to be important for the environment, the recycling of plastic is done at a very high price, which leads to a limitation of the demand for such products. Approximately 75% of plastic packaging is chaotically stored, especially on farmland around villages or is thrown into water. By using large-scale bio-plastic, some of the issues outlined above can be significantly reduced, but this requires both financial and institutional, legislative efforts, etc.

2.Bio-plastic – sustainable material of the near future

The bio-plastic industry implies, in addition to recycling existing materials and the emergence of new materials (second-generation plastics and three-generation bio-plastics based on bio-equivalents of the main thermoplastics that dominate the market: polyethylene, polypropylene and polyethylene terephthalate). The first two stages are applicable today. In the near future it is possible that bio-plastic includes both biodegradable and compostable plastic. The attractiveness of bio-plastic as a substitute for petroleum-based materials largely depends on its ability to meet both environmental and economic objectives.

Bio-plastic is a renewable material whose production has a continuous growth trend due to the properties it presents. The importance of using bio-plastic is due to both reduced dependence on expensive raw materials, low greenhouse gas emissions throughout their life cycle, the fact that they offer more options compared to petro-plastic materials, that are based on innovative technologies based on eco-bio-products and their applications, and the high potential for job creation, etc. Although bio-plastic has a number of real advantages, there are a number of restrictions that limit its use:

- there is limited access to countries with low financial resources;
- there is significant competition from other sectors, such as bio-fuels, which also benefit from preferential support schemes;
- presents higher production costs compared to petrochemicals;
- one can find public resistance to the use of synthetic biology technologies;
- the lack of standardization / harmonization of standards at international level, in terms and concepts such as sustainability, may constitute a barrier to the international / regional bioplastics market (and not only).

These limitations can be corrected by a series of targeted actions in the form of policies that may have a potential impact on the bio-plastic sector (agricultural policy, R & D support, trade and industrial policies, tax incentives, quotas, standardization schemes, regulatory measures, etc.). This issue of limiting can help:

1. increase the number of countries that have special policies dedicated to the bioplastics sector;
2. increase the recycling rate of plastic bags (the most widespread in the world);

3. introduce an entire mix of policies (R-D-I și chimie or construction materials);

4. a higher demand on the international market would reduce associated costs (those related to building the production capacities needed for bioplastics etc.);

5. cooperation between countries or international bodies (EU and / or US or other countries) in the field of public acquisitions could stimulate the development of the bio-economic market.

3.Bio-plasticul – raw material and final product

Nowadays, worldwide, through photosynthesis 60 million tons of organic material are produced, which are then either harvested and processed for use in various fields, or degraded by microbial degradation in their core elements: CO₂, H₂O and biomass within a global cycle without creating environmental problems and high costs.

We can say that plastic is a timeless material. An example of this is the fact that twenty times more plastic material is produced than fifty years ago, and the ever-growing world plastics production has surpassed that of steel. Most of this production is made from oil, and the degradation of conventional plastics releases a very large amount of carbon dioxide into the atmosphere. Bio-plastic was discovered after the Second World War, and thought to be a solution to the problems of the current society. Although there is a trend towards increasing production, the total volume of bio-plastic products remains small compared to petroleum-derived plastic.

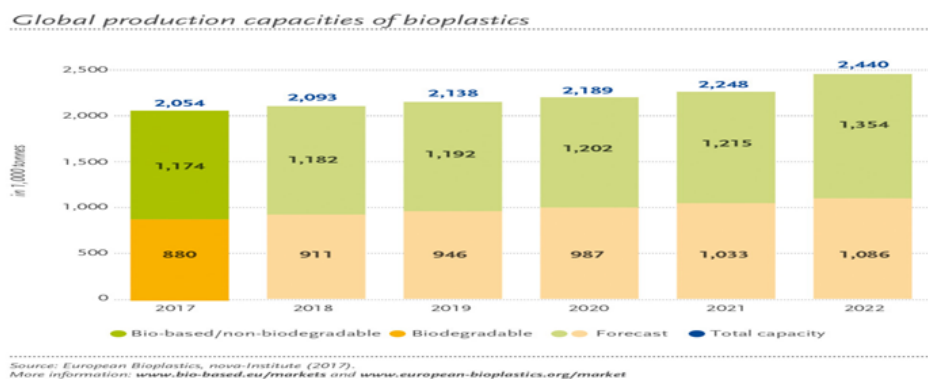
Bio-plastics have their own market niche, especially in the field of packaging and consumer goods, where global demand

has grown spectacularly from 850,000 tonnes (2011) to over 3.7 million tonnes in 2016 (Sursa: BCC Research, Wellesley, Massachusetts, USA). At the same time, the production of plastics based on renewable raw materials increases rapidly compared to traditional ones. Thus, in 2009, the production of bio-degradable plastic was 100 thousand tons, after which it began to decrease, so in 2016 it was only 1/7 of the total volume of bio-plastics materials produced worldwide. In Europe, bio-polymer consumption has also grown by about 32% per year, from 307,000 tonnes in 2011 to over 1.2 million tonnes in 2016. Similar growth patterns have been reached by some states on the American

continent, while Asia has the highest growth rates (over 41% per year, with a volume of 1.1 million tonnes, 2016). Taking into account world commodity price trends, and especially the fact that oil price is rising, specialists expect some bio-plastic materials to remain, at least until the end of this decade, as expensive as those obtained traditionally (they will have the same value).

According to an analysis by European Bioplastic in 2017, the global production capacity of bio-plastics was 2.05 million tonnes, of which 1.174 million non-degradable bio-plastic (57.2%) and 880 million tonnes bio-plastic-biodegradable (Figure no. 1).

Figure no. 1: Global production capacities of bio-plastics



Source: European Bioplastics

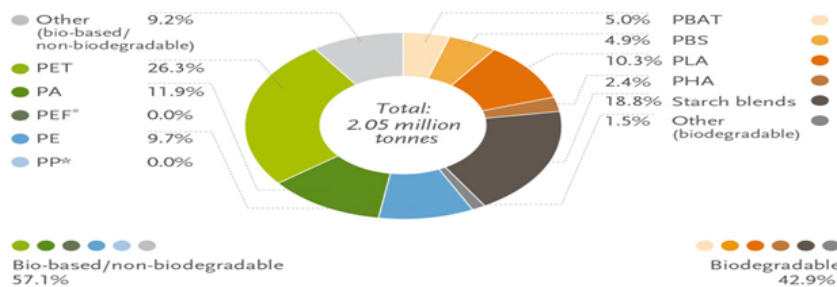
A comprehensive bio-plastic market survey (Ceresana Research, 2009) estimated that in the years 2000-2008 the world consumption of bio-degradable plastics based on starch, sugar and cellulose (the three most important raw materials) increased by 600%. Moreover, according to a survey of the bioplastics industry (Shen and partners, 2009) some companies reported growth rates of up to 50% per year. Non-biodegradable materials, including PE based (polyethylene) and bio-based (polyethylene terephthalate)

solutions, as well as bio-based PA (polyamides), currently account for about 56% (1.2 million tonnes) of the overall capabilities of bio-plastics production. It is expected that EP production will continue to grow even if the intention to increase production capacities for bio-based PETs is not at the rate set in previous years.

In 2017, world bio-plastics production was 2.05 million tonnes, of which about 26.3% was owned by PETs (non-degradable) (Figure no. 2).

Figure no. 2: Global production capacities of bio-plastics, 2017

Global production capacities of bioplastics 2017 (by material type)



*Bio-based PP and PEF are currently in development and predicted to be available in commercial scale in 2020.

Source: European Bioplastics, nova-Institute (2017).

More information: www.bio-based.eu/markets and www.european-bioplastics.org/market

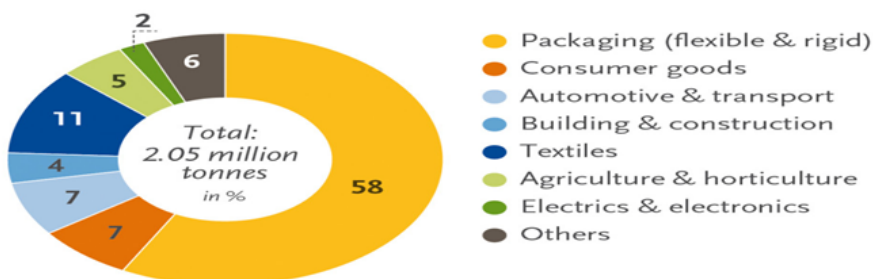
Source: European Bioplastics

Bio-plastics are used on a growing number of markets, from packaging, catering products, consumer electronics, automobiles, agriculture / horticulture, toys, textiles, etc.

Packaging remains the most important product in this field, with nearly 60% (1.2 million tonnes) of the total bioplastics market in 2017 (Figure 3).

Figure no. 3: Global production capacities of bioplastics

Global production capacities of bioplastics in 2017 (by market segment)



Source: European Bioplastics, nova-Institute (2017). More information:

www.bio-based.eu/markets and www.european-bioplastics.org/market

Source: European Bioplastics

Given the real bio-plastic production and the development of regional capacities, Asia is the most important production center, with more than 50% of bio-plastics being

produced here. Also, about one fifth of the global bio-plastic production capacity is located in Europe (Figure no. 4).

Figure no. 4: Global production capacities of bioplastics, in 2017

Global production capacities of bioplastics in 2017 (by region)



* Production in Australia/Oceania is a small proportion relative to the global production capacity.

Source: European Bioplastics, nova-Institute (2017).

More information: www.bio-based.eu/markets and www.european-bioplastics.org/market

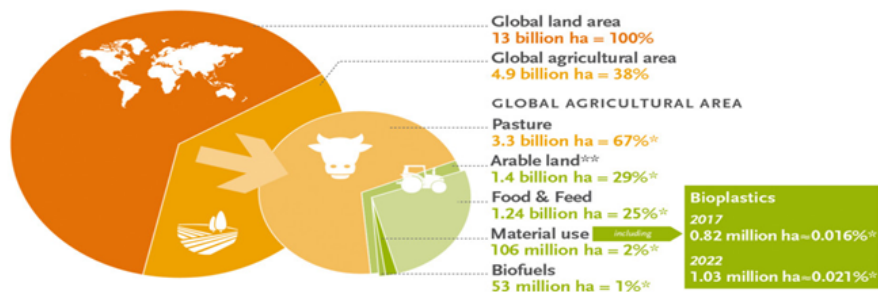
Source: European Bioplastics

The areas needed to cultivate the renewable raw material used in the production of bio-plastics was around 0.82 million hectares in 2017, accounting for less than 0.02% of the global agricultural area (which is about 5 billion hectares). About 97% of the area is used for grazing, animal feed and edibles. Despite the anticipated market growth in the coming

years, the share of land use in bioplastics production remains relatively small. This clearly demonstrates that there is still no competition between raw material obtained from renewable sources for food production (edibles, food for animals, etc.) and the production of bio-plastics (Figure no. 5).

Figure no.5: Land use estimation for bioplastics 2017 and 2022

Land use estimation for bioplastics 2017 and 2022



Source: European Bioplastics (2017), FAO Stats (2014), nova-Institute (2017), and Institute for Bioplastics and Biocomposites (2016). More information: www.european-bioplastics.org

* In relation to global agricultural area
** Including approx. 1% fallow land

Source: European Bioplastics

Given the expected growth in the bio-plastic sector, some strategies also examine the implications of associated development policies, by types of measures and instruments, which could play an important role in creating a framework for their supporting production, dissemination and use.

4. Economic aspects of the bio-plastics sector

Bio-economy brings products that do not have a negative impact on the environment. At the same time, classical plastic materials are omnipresent and popular, therefore there is no reason to expect a reduction in demand for such materials in the medium term. In turn, an increase in demand for plastics would lead to an increase in demand for oil, whose consumption has increased in recent years at a rate of around 2% per year, even though it is obvious that the resource is becoming more and more difficult to obtain and production is not sustainable. There is some belief (some fully justified) that the price of oil will continue to rise under these conditions, and supply will become more and more volatile (Owen et al., 2010).

Doubling the volume of plastic production over the past 15 years, oil price volatility and increasing difficulties in identifying new oil sources have raised concerns about the sustainability of bio-plastic production growth. Therefore, it is necessary to identify with R-D-I, new raw materials and alternative materials for plastics.

Many of the world's economies depend heavily on fossil fuels: for example, the European Union is vulnerable to oil supplies and the volatility of its market. In order to remain competitive, the EU needs to

reduce its carbon dioxide emissions but at the same time it needs to identify new biological products that contribute to economic growth and ecological competitiveness (European Committee, 2012a). In a study entitled "Innovation for Sustainable Growth: A Bioeconomy for Europe", the European Committee said the bio-economy sectors had a turnover of around € 2 billion, providing jobs for over 22 million people (9% of the total labor force employed in the EU) . Moreover, the Europe 2020 Strategy contains two major initiatives for job creation in the bio-economy sector: Innovation Union and Resource Efficient Europe, which are the basis for the development of the bio-economy, a key component of smart and ecological growth in Europe. Also, the European Commission's estimates of bio-economy funding through Horizon 2020 show that it could generate about 130,000 jobs and 45 billion euros of value added by all sectors of the bio-economy by 2025, including bio-plastics .

Another analysis on "Green Jobs for Sustainable Development," developed in Spain (Sustainlabour, 2012), believes that the bio-economy could provide between 400,000 and 500,000 green jobs, equivalent to 2.2% of all jobs in the entire country. The contribution of the green economy to the Spanish economy was estimated at 25 billion euros annually, equivalent to 2.4% of the total GDP.

As far as Belgium is concerned, bio-plastic materials are more important than the production of bio-base fuels. Table no. 1 presents some estimates of jobs created in the bio-economy area in the Flanders region . In this region, biological products (paper, wood fibers, bioplastics and biochemistry) create five times more added value (based on gross margin calculations) and ten times more

occupation than bio-energy (electricity based on biomass or heat and biofuels). Similarly, (Carus and Partners, 2011) notes that the production and use of biological products can

directly support 5 to 10 times more jobs and 4 to 9 times higher value added compared to production and use of energy based on biofuels.

Table no. 1: The Flemish bioeconomy

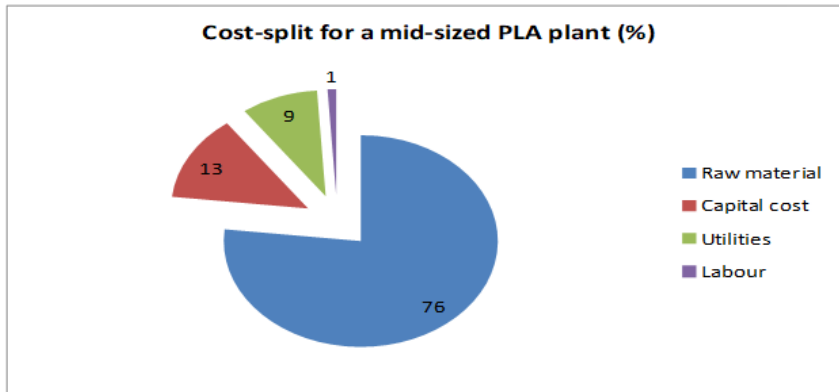
	Gross margin		Employment	
	M EUR	%	M EUR %	%
Bio-based energy				
Bio based gas	38	3.3	374	4,0
Bio-based electricity	89	8.0	456	4.9
Bio-based heat	210	18.8	842	9.0
Bio-based fuels	25	2.2	146	1.6
Total	362	29.4	1818	15.4
Bio-based products				
Paper	215	19.3	1546	16.5
Fibreboards	256	22.9	1991	21.3
Bio-plastics	52	4.7	847	9.1
Bio-based chemicals	268	24.0	3532	37.7

Source: OECD based on Vandermeulen et al. (2011). FTE = Full-time labour equivalents

There are opinions that biofuel support policies have allowed the development of certain companies with a mix of private investment and government subsidies, but also through loans (Sparling and partners 2011), because an important economic barrier to the development of the bio-plastic industry is their manufacturing cost. Thus,

biomass-based plastics are more expensive than their petro-equivalents, leading to higher market prices. For example, PHA plastics in the form of pallets, in 2009 had a price three times higher than that of polypropylene (DiGregorio, 2009). Costs associated with raw materials usually exceed production costs as shown in figure no. 6.

Figure no. 6: Cost-split for a mid-sized PLA (Polylactic acid) plant (%)



Source: OECD based on Uhde Inventa-Fischer-publicly available commercial documents

In 2011, bio-plastic prices experienced a fairly large variation, from 1.5 EUR per kg (PLA) to 15 EUR per kg, and for those in bulk the range was between 3 EUR and 6 EUR per kg. These prices are constantly changing depending on the amount of bioplastics produced. Although there is currently a price difference between petro- and bioplastics, in recent years bio prices have fallen, while petro-plastic prices have risen. It is also possible that bio-plastics could have a big impact on the prices of products in the direction of their decline. Moreover, in view of other factors such as the increase in the bioplastics supply and the growing awareness of the actual cost of removing petroleum-based plastics from the market, it is considered that the price difference will diminish over time.

As far as the technological advances in the field of synthetic biology are concerned, they can lead to cost savings, provided that a bio-consolidated process is developed, involving the usual stages of the production of biological products. Usually, biomass conversion processes require enzymes that hydrolyze carbohydrates present in pre-treated biomass to sugars and other fermenting

micro-organisms. When properly-manufactured micro-organisms produce the necessary enzymes and fermented sugars released by the final products, the single-step biomass conversion process is called the Enhanced Bio-Process (EBP) and requires well-designed technology, with many specific features. Synthetic biology is a key element not only for the development of micro-organisms, but also for the design, assembly and implementation of different synthesis methods, which can lead to the production of new compounds. In this respect, an innovative breakthrough in this field was achieved at the end of 2011 when *E. coli* was shown to be able to produce three advanced biofuels (Bokinsky et al., 2011). The EBP strategy for the production of ethanol for bio-plastics and the direct production of bioplastics from biomass can be developed at a different level only through research and development.

With all these commendable aspects, there is currently a very high resistance to the introduction of bio-plastics at a commercial level. Currently, for example, in Argentina it is accepted that 99% of soybean production is genetically modified (Yankelevich, 2008).

In the long run, technology demand for genetically engineered products is expected to grow in Latin American countries. Thus, in April 2008, the Brazilian Bioscience Technical Committee (CTNBio) approved the first field experiments on sugars containing genetically modified sucrose (Janssen and Rutz, 2011). The use of GM sources and new technologies, such as synthetic biology, in bio-plastic production is predominantly governed by legislation. In the European Union, the impact of the governance regime on the acceptance and diffusion of genetically modified technologies is more restrictive than in any other parts of the world. As we have seen, regulatory processes can obstruct innovation systems, but there is a need to strike a balance between the need to stimulate innovation and economic growth on the one hand and the need to protect the public's interests on the other, this being a political decision-making issue.

CONCLUSIONS

Bio-plastics have an important role to play in the development of bio-economy, due to their potential to tackle environmental and economic issues in a unitary way. Bio-economy brings to the market products that do not have a negative impact on the environment, some of which are bio-plastics. Although there has been a tendency to double the volume of plastic production over the

past 15 years, oil price volatility and increasing difficulties in identifying new oil sources may affect the sustainability of a sharp rise in bio-plastic production. In order to achieve visible worldwide results, greater involvement of all countries and, in particular, of the major plastics producers is needed, as well as the identification of new raw materials and alternative materials through a sustained innovation activity for plastics.

Bio-plastic can constitute, due to the properties it presents, an alternative to current plastic products whose production has an important upward trend. The importance of using bio-plastic is due to both reduced dependence on expensive raw materials, low greenhouse gas emissions throughout their life cycle, the fact that they offer more options compared to petro-plastic materials, the fact that they are based on innovative technologies based on eco-bio-products and their applications, and the high potential for job creation, etc. Although bio-plastic has a number of real advantages, the restrictions imposed by costs, sales outlets, regional interests, etc. could result in public resistance from both producers and consumers, a restriction that can be diminished and even canceled by a series of policy measures and actions such as supporting R-D-I, public-private partnerships, promoting standardization or harmonization of standards at international level etc.

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Economic Growth Also Depends on the Quality of Workforce

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Abstract: *In the general framework concerning the theory and practice of economic growth, which has practically been a concern for all countries since the post war period, the role and importance of labour resources occupy an increasingly important place, we could even say the most important place. The special concern in this problem is determined, in our opinion, by at least two circumstances: firstly, labour recruitment is the main production force of society and, therefore, the main resource of its economic potential and dynamism. Capitalizing all existing labour resources in the national economy of a country and using them as rationally as possible ensures the increase of national income and the increase of the material and cultural living standards of the people in that country; secondly, but not in terms of importance, workforce, by its nature, feels the effects of contemporary technical-scientific progress in the most direct way, which contributes to the increase, or even change, of the place and role of labour resources in the process of economic growth. Instead of the more or less traditional division of economic growth factors, where the main emphasis was on the increase of physical capital, a new division appears in which an increasingly important role is played by human capital, human resources.*

What makes labour resources a key factor of economic development nowadays is not only the quantitative aspect, whose role generally tends to decrease compared to the previous period, but also the qualitative aspect, from the point of view of training and professional qualification.

This paper attempts to analyse the dependence of the economic growth process on the level of training and the structure and professional mobility of the workforce.

Keyword: competitive advantage, economic growth, labour resources, level of education, level of qualification, professional mobility, skilled workforce, technical progress, quality of workforce.

Introduction

Labour resources, viewed under their many elements concerning the duration of training, the level of qualification, the structure and the professional mobility progressively depend on the increase of production, the pace and scale of the country's economic development, the degree of capitalization of the natural and labour resources and the more active participation, in terms of efficiency and competitive advantage, to the world economic circuit.

Increasing the role of the qualitative side and the use of labour resources as a factor of economic growth is determined by the fact that, with the current changes taking place in the structure of the productive forces, the increase of production and labour productivity depends more and more on the technical progress, the general state of science rather

than the amount of capital and labour .¹

Although the issues that form the qualitative side of labour represent a significant element, the unanimous opinion among

¹ According to calculations made by American economist Edward Denison, in the period 1929-1957 US economic development, as a result of increasing real national income, was 43% generated by the development of education, the increase of the qualification level and the progress of the technical knowledge in general and only 15% by the increase of the physical capital. (E. Denison, Education, Investment in human capital; in: Monthly Economic Letter, First National City Bank, 1965, p. 93.)

Similar calculations were made for the U.S. by Robert Solow as well, and for Norway and Finland by Odd Aukrust and Olavi Niitamo, respectively. Using a Cobb-Douglas production function, where the education factor was introduced as an exponential trend, the economists determined that the three factors of production (physical capital, labour and education) influenced growth as follows: the 1% increase in physical capital led to a production increase of 0.20 in Norway (between 1900 and 1955), 0.26 in Finland (1925-1952) and 0.35 in the US (1900-1949). The 1% increase in the numbers of employees led to a 0.76 production increase in Norway, 0.74 in Finland and 0.65 in the U.S., and the production increase based on the residual factor (education and knowledge) was 1.80 in the first country, 1.20 in the second and 1.50 in the third country.

economists who study these issues cannot ignore certain elements when considering the dependence between economic growth and the quality of labour resources: structure by branches, sub-branches and areas of activity of labour forces employed, the level of education of the population in general and of the employed population in particular, including the level of qualification, the structure and professional mobility of the workforce in general and of specialists in particular.

In the process of continuous improvement of workforce quality, these three occur simultaneously and mutually influence each other.

The way of dependence and influence of economic growth caused by the quality of labour resources is a concern for scientific researchers in various areas, since welfare and living standards affect the economies of all countries and create world-wide relationships.

1. Economic growth and level of training

Of course, the educational factor has always played an important role in the social progress of mankind; nevertheless, its role has not been as clear as nowadays, when science has become a direct production force. Contemporary scientific and technical progress imposes new and increasingly complex demands on the labour force both on the level of training and qualification, as well as on its structure and professional mobility. However, the general framework for meeting all these requirements is the level of education of the population.

It is rightly said that the keys that can open the treasure of economic and social

progress of a country are made in the classroom, by education.

A higher level of training of the workforce firstly results in a higher level of labour productivity². The special importance given today to the level of education and generally to education as a factor of economic development is emphasized to such an extent in the literature that, according to some points of view, the differences between the level of labour productivity between different countries are due to a certain extent to the different levels of workforce training in those countries.

That is why, focussing its economic policy, the state must proceed at a fast pace with the process of building a modern economy, based on contemporary technical and scientific discoveries and a superior capitalization of resources available through intensive use of the full potential production and high labour productivity; under these circumstances it is a priority to develop and support education, to continue its modernization and specialization in order to meet the increased demands of skilled workers, specialized personnel, but also specialists who graduated short and long-term programmes of higher education.

In connection with the increased role of education as a factor of economic development, the issue of the type of the investment in education is raised: considering the contemporary conditions when education influences the general framework of acquiring knowledge, which is in fact a long-term investment recovered in time as a result of

² According to the Russian economist Strumilin's calculations, the simple fact that a worker can write and read contributes to the increase of work productivity by about 30% (*Problèmes économiques*, no. 767, 1962, p. 5)

the increased efficiency of higher level of education, whether it had a degree of social consumption or whether it also acquires a significant degree of investment.

In my opinion, the views of economists who consider investment in human resources as a long-term productive investment, especially those investments aimed at training and improving labour force, come closest to the meaning and role of education as a factor of economic growth under the contemporary conditions.

In fact, controversies about the nature of investment in science still exist today, and they are still considered to be non-productive, similar to education; nevertheless, theoretically, economists unanimously agree that science has become a direct force of production. Investments in labour resources, in the specialized training of skilled staff, as well as those for the development of science, are not only productive, they are even more efficient than investments in production.

When emphasizing the increasing role of education and the level of training of the labour force in the process of economic growth, one must also point out that these are in their turn results of that development process, which are interdependent and mutually conditioned.

Increasing the level of culture and education of the population, the degree of acquiring new scientific and technical knowledge and their wide application in the production process also depend on the level of economic development and wealth of the country, on the volume of accumulations a country has, and implicitly, on the extent to which it can assign higher or lower investments to the development of human capital in general, to education, science and culture in particular. Education, the level of knowledge in general

is at the same time cause and effect of the growth process.

The close connection between the level of economic development and the degree of education of the population, which in fact reflects in a way the possibilities that different countries have for investing funds in human capital, is particularly clear in the way of distributing the school population on the three levels of education (primary, secondary and higher education) by geographic regions and by countries or groups of countries with different levels of economic development.

The data presented above shows that in the regions and countries known in the past as having a higher economic development level the higher education share is higher and the areas where primary and secondary education is more developed are located in the regions and countries with lower economic development. The gap is enormous, especially when comparing the economically developed countries.

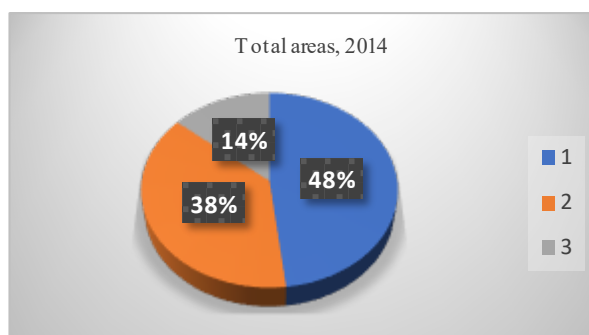
Table no. 1 Data is retrieved and processed in the author's own approach from
Statistical Yearbook 2016: Fifty-Ninth Issue Education <http://dx.doi.org/10.18356/60e28a31-en-fr>

Geographical areas	Reference years	The three levels of education	Out of which		
			1 Primary education	2 Secondary education	3 Tertiary education
TOTAL	2005	1,327,365	678,999	509,073	139,293
	2010	933,370	697,216	546,230	181,531
	2014	1,494,594	719,059	568,019	207,516
Africa	2005	194,262	136,433	49,218	8,611
	2010	233,974	159,501	63,020	11,453
	2014	264,819	179,138	72,670	13,011
North America	2005	119,362	52,783	43,698	22,881
	2010	125,689	53,217	45,193	27,279
	2014	126,476	52,937	46,727	26,812
South America	2005	97,120	43,066	42,241	11,813
	2010	99,701	40,569	42,796	16,336
	2014	101,857	39,172	44,313	18,372
Asia	2005	773,363	405,137	305,614	62,612
	2010	828,409	403,584	333,624	91,201
	2014	864,991	405,269	342,889	116,833
Europe	2005	135,359	38,438	64,839	32,082
	2010	128,669	36,749	58,232	33,688
	2014	126,857	38,199	57,917	30,741
Oceania	2005	7,900	3,142	3,463	1,295
	2010	8,536	3,597	3,365	1,574
	2014	9,596	4,344	3,504	1,748

From the graphical representation, it can be noticed that generally speaking in 2014 primary and secondary education (1 and 2) are predominant 86% in all regions

compared to the tertiary level of 14%, indicating that the average schooling is a characteristic on the whole.

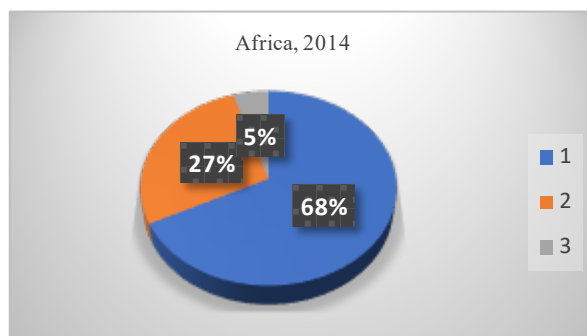
Chart no. 1 Distribution in all areas in 2014, by education levels



Africa. As can be seen from Chart no. 2 Distribution in Africa in 2014, on level of education, only 5% is represented by tertiary education (3) which situates it on the lowest

level among all analysed areas, while primary and secondary education (1 and 2) represent 95%.

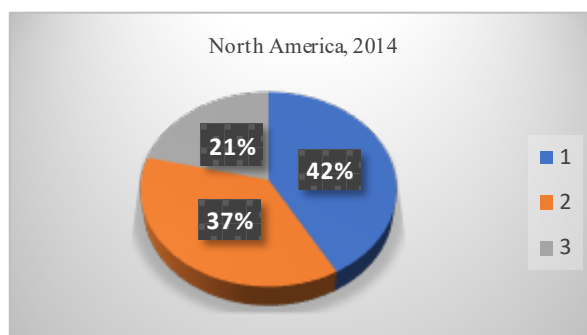
Chart no. 2 Distribution in Africa in 2014 by education levels



In North America as can be seen from Chart no. 3 Distribution in North America, in 2014, by levels of education, a percentage of 21% is represented by tertiary education (3)

ranking second among the analysed areas, whereas primary and secondary education (1 and 2) represent 79%.

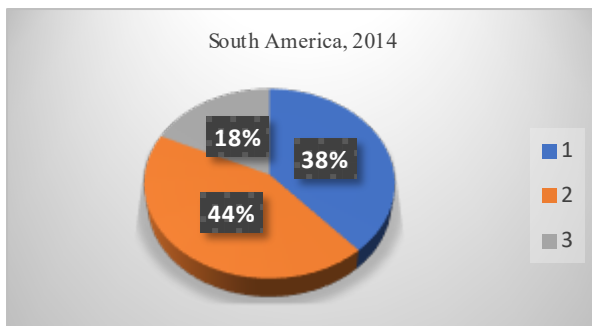
Chart no. 3 Distribution in North America, in 2014, by levels of education



In South America, as can be seen from Chart no. 4 Distribution in South America, in 2014, by levels of education, a percentage of 18% is represented by tertiary education

(3) ranking third among the analysed areas, whereas primary and secondary education (1 and 2) represent 82%.

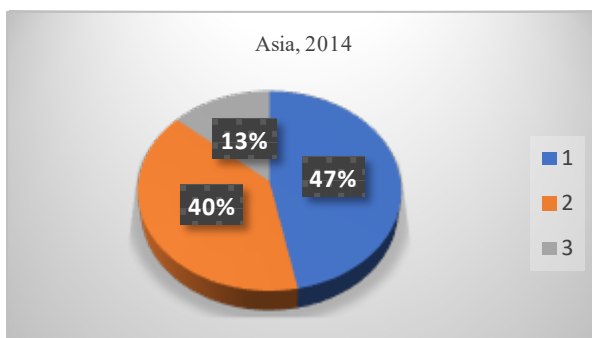
Chart no. 4 Distribution in South America, in 2014, by levels of education



In Asia, as can be seen from Chart no. 5 Distribution in Asia, in 2014, by levels of education, a percentage of 13% is represented by tertiary education (3) ranking fourth

among the analysed areas, whereas primary and secondary education (1 and 2) representing 87%.

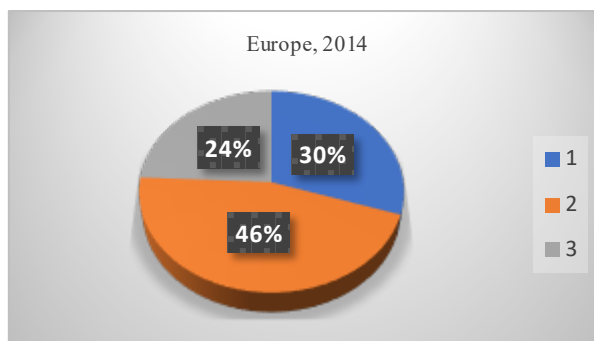
Chart no. 5 Distribution in Asia, in 2014, by levels of education



In Europe, as can be seen from Chart no. 6 Distribution in Europe, in 2014, by levels of education, a percentage of 24% is represented by tertiary education (3) ranking first

among the analysed areas, whereas primary and secondary education (1 and 2) representing 76%.

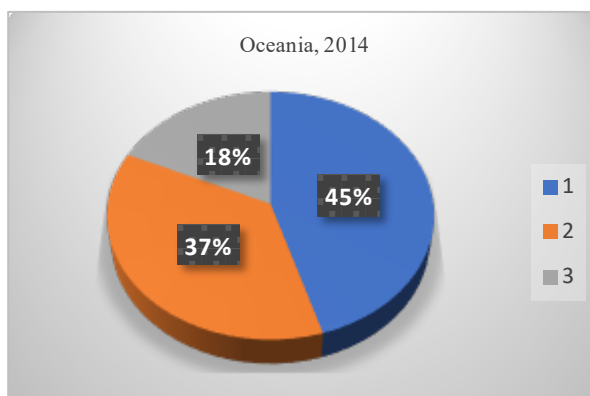
Chart no. 6 Distribution in Europe, in 2014, by levels of education



In Oceania, as can be seen from Chart no. 7 Distribution in Oceania by levels of education, a percentage of 18% is represented by tertiary education (3) ranking fifth among

the analysed areas, whereas primary and secondary education (1 and 2) representing 82%.

Chart no. 7 Distribution in Oceania in 2014 by education levels



2. Dependence between economic growth and skilled workforce

If the prosperity of a country, the pace and magnitude of its economic development depend more than ever on the level of education and the level of workforce training, they depend in an even more significant way on the number and quality of specialized staff, on their rational and efficient use. As economy and culture develop, the role of the

specialists is of greater importance throughout social life and more technical specialists are necessary, namely highly trained staff with extensive specialized knowledge connected to the evolution of world technology, well trained in production and marketing management.

Specialized labour force in general and specialized in the technical and economic profile in particular are landmarks and basic indicators used to characterize the level of

economic development of a country. Indeed, more and more studies and research papers by collective researchers with specialized international bodies and organizations (the Organization for Economic Cooperation and Development, the United Nations, the International Labour Office) underline the existence of a connection between the level of economic development of a country (usually expressed as national per capita income) and the number of specialists.

According to a study by the International Labour Office on the causes of the difference between the growth rates of economies that have identical speed of investment growth, it results from the 52 countries surveyed that it is due to the difference in the quality of the workforce in general, and in particular the specialized workforce.

Very interesting from this point of view is that the benefits, the amounts the US earned from the gross immigration of highly qualified staff (engineers, scholars, researchers) in recent years account for 5% of the annual domestic production.

Emphasizing the growing role of specialists as a factor of economic development of a country under current conditions, it must be mentioned at the same time that this role is not present and does not have the same intensity everywhere. The number and structure of specialists, the rhythm and their rates of growth and implicitly their contribution to economic growth vary from one country to another or from one geographic region to another, depending on many factors.

Without claiming that we identify all the factors in order of their importance, as improvements are possible, I consider that among the factors that determine the model of the occupational structure by branch, professional and qualification of the specialists one must enumerate the following:

- the level of economic development of the country, including the degree of modernization of the structure of the national

economy and industry, and the diversification of production;

- the forms, degree and speed of implementing technical and scientific progress and technical endowment of labour;

- the level of scientific organization of labour and production, degree of specialization and cooperation in production;

- the general level of education of the population and, above all, of the active population;

- the degree of integration of the country into the world division of labour, participation in international economic, technical and scientific cooperation based on the requirements of current scientific and technical progress.

Conclusions and suggestions

Firstly, it should be noticed that the level of economic development depends on the quality of the labour force, respectively on the level of its training, but also on the quality of the existing and trained specialists in the economy.

The view about the profile and role of specialists, the forms and methods of training them is very important.

A first conclusion may be that increasing the role of specialists in the conditions of technical and scientific progress represents their fast development compared to the overall workforce and therefore I suggest taking active measures of fast training of specialists altogether with the introduction of technical progress in the economy.

Another suggestion is that there is a need for a wider collaboration between researchers, science and education specialists with those in the productive branches so that training new specialists takes into account the technical progress at the international level.

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Institutional Sustainability And Sustainable Development

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Abstract: *Institutional Sustainability and Sustainable Development are two concepts very often used together. Their meanings are blurring and versatile. This paper aims to define each concept distinctly and to identify their similarities, if any. To achieve these objectives, I will use the method of logical definition of a concept. Firstly I will identify the sufficiency predicates for Sustainable Development. Secondly I will define the concept of Sustainability. Thirdly, I will use sufficiency attributes to define the concept of Institutional Sustainability.*

Keywords: sustainability; institutional sustainability, sustainable development; relationship institutional sustainability-sustainable development;

JEL Classification: F49, O43, R11

Introduction

The concepts of Sustainable Development and Institutional Sustainability are largely used in the last decades. They are used in different contexts by international organizations, researchers, managers, students, politicians etc. and their meanings are very fluid.

The attempts of defining the concept of Sustainable Development are numerous and the most renown definition is the Brundtland Commission one. According to this definition, Sustainable Development is considered to be the "development that meets the needs of the present without compromising the ability of future generations to meet their own needs"

Furthermore, the concept of Institutional Sustainability was used in connection with institutional dimension of sustainable development process (Stefanie Pfahl, Institutional Sustainability). However, the concept is not clearly defined, and it is using the formal meaning of institutions such as organizations, bodies and not the broader meaning of institutions such as organizations, bodies, but also norms, procedures, formal and informal rules, etc.

Therefore, the present paper aims to clearly define the concepts of Institutional Sustainability and Sustainable Development. To achieve this objective, I will use the method of logical definition.

Methodology

According to Mr. Dinga , using the method of logical definition of a concept implies the use of the sufficiency predicates.

The process of defining abstract cocepts from logical point of view follows the next steps:

Identifying sufficiency predicates

Qualitative analysis of the identified sufficiency predicates:

Checking the following requirements for the pairs of sufficiency predicates:

independence (none is the logical result of another),

consistency (none is contradictory with another)

Checking the completeness of the sufficiency predicates that generate a construct

Noting with Ps the multitude of sufficiency predicates we may write:

$$Ps = \{P1, P2, P3\}$$

The concept of Sustainable Development

In the following we will identify the sufficiency predicates for Sustainable Development concept (SD).

AR-anti-resilience

The value of the status parameter must undergo structural changes (qualitative leaps) based on quantitative accumulations, at a certain threshold

Performative Acceptability– PA

The value reached for the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

Non-Localization– NL

Changing the status parameter value is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/process contemplated)

Full Replicability-FR

It is the essential predicate of the concept and it has the meaning of a full replicability of a phenomenon/process under the

non-localization condition

Therefore, from the logical point of view the concept of Sustainable Development may be describe as it follows:

$SD = (AR) \odot (NL) \odot (PA) \odot (FR)$, where \odot is the symbol for logical conjunction

Hence, the Sustainable Development is the ability of an economic process/phenomenon to be anti-resilient, performative acceptant, regionally or globally significant and full replicable.

The next step is to analyze the sufficiency predicates for Sustainable Development from the point of view of their:

- Completeness
- Independence
- Consistency

Completeness analysis

The property Anti-Resilience -AR describes the ability of the status parameter of a phenomenon/process/system to undergo structural changes (qualitative leaps) based on quantitative accumulations, at a certain threshold

The attribute Performative Acceptability-PA reflects that value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

The attribute of Non-Localization NL informs that. changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/process contemplated)

The property of Full Replicability-FR has the meaning of a full replicability of a phenomenon/process under the non-localization condition

The sum of this sufficiency attributes completely defines the concept of Sustainable Development

Independence analysis

AR does not involve PA and vice versa: the ability of a phenomenon/process/system status parameter to undergo structural changes based on quantitative accumulations at a certain threshold does not include that the value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

AR does not involve NL and vice versa: the ability of the status parameter of a phenomenon/process/system to undergo structural changes (qualitative leaps) based on quantitative accumulations, at a certain threshold does not include that. changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

AR does not involve FR and vice versa the ability of the status parameter of a phenomenon/process/system to undergo structural changes (qualitative leaps) based on quantitative accumulations, at a certain threshold does not include that the system it has the ability to fully replicate under the non-localization condition

PA does not involve NL and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not implies that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up

to a regional or global level (depending on the phenomenon/ process contemplated)

PA does not involve FR and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not implies full replicability of a phenomenon/process under the non-localization condition

The attribute of Non-Localization NL does not involve FR and vice versa: the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not implies full replicability of a phenomenon/process under the non-localization condition

Consistency analysis

AR is not contradictory to PA: the ability of the status parameter of a phenomenon/process/system to undergo structural changes (qualitative leaps) based on quantitative accumulations, at a certain threshold is not contradictory to the ability of the fact that value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

AR is not contradictory to NL: : the ability of the status parameter of a phenomenon/process/system to undergo structural changes (qualitative leaps) based on quantitative accumulations, at a certain threshold is not contradictory to the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

AR is not contradictory to FR: the ability of the status parameter of a phenomenon/process/system to undergo structural changes (qualitative leaps) based on quantitative accumulations, at a certain threshold is not contradictory to the fact that the system it has the ability to fully replicate under the non-localization condition

PA is not contradictory to NL: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not contradict to the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

PA is not contradictory to FR: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not contradict to the full replicability of a phenomenon/process under the non-localization condition

NL is not contradictory to FR: the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not contradict to the full replicability of a phenomenon/process under the non-localization condition.

The concept of Sustainability

In my attempt to define the concept of Institutional Sustainability using the

method of logical definition I consider this concept as a species of the general concept of Sustainability-S.

Therefore, I will first define the concept of Sustainability. The sufficiency predicates that describe the concept of Sustainability are:

Double Stability-DS:

Dimensional stability- The value of the status parameter should move only within a pre-accepted range

Kinematic stability- The value of the status parameter must be maintained over the pre-accepted value of time horizon

Performative Acceptability- PA

The value reached for the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

Non-Localization- NL

Changing the status parameter value is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/process contemplated)

Full Replicability-FR

Is the essential predicate of the concept and it is having the meaning of a full replicability of a phenomenon/process under the non-localization condition

From the logical point of view the concept of Sustainability may be describe as it follows:

$S = (DS) \odot (PA) \odot (NL) \odot (FR)$ where \odot - is the symbol for logical conjunction

Hence, the Sustainability is the ability of an economic process/phenomenon to be fully replicable under the non-localization condition and to have the value of its status parameter fulfilling the following requirements:

it has to be moving only within a

pre-accepted range and the parameter must be maintained over the pre-accepted value of time horizon

it is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

its variation is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

The subsequent step is to analyze the sufficiency predicates for Sustainability from the point of view of their:

Completeness

Independence

Consistency

a. Completeness analysis

The property Double Stability-DS describes:

Dimensional stability- The value of the status parameter should move only within a pre-accepted range

Kinematic stability- The value of the status parameter must be maintained over the pre-accepted value of time horizon

The attribute Performative Acceptability-PA reflects that value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

The attribute of Non-Localization NL informs that. changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/process contemplated)

The property of Full Replicability-FR has the meaning of a full replicability of a phenomenon/process under the non-localization condition

The sum of this sufficiency attributes completely defines the concept of Sustainability

b. Independence analysis

DS does not involve PA and vice versa: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not involve that the value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

DS does not involve NL and vice versa: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not include that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

DS does not involve FR and vice versa: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not include that the system it has the ability to fully replicate under the non-localization condition

PA does not involve NL and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not implies that changing the status parameter value of the phenomenon/process/system is not of local significance,

but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

PA does not involve FR and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not implies full replicability of a phenomenon/process under the non-localization condition

The attribute of Non-Localization NL does not involve FR and vice versa: the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not implies full replicability of a phenomenon/process under the non-localization condition

c. Consistency analysis

DS is not contradictory to PA: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range is not contradictory to the ability of the fact that value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

DS is not contradictory to NL: : the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range is not contradictory to the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global

level (depending on the phenomenon/ process contemplated)

DS is not contradictory to FR: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range is not contradictory to the fact that the system it has the ability to fully replicate under the non-localization condition

PA is not contradictory to NL: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not contradict to the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

PA is not contradictory to FR: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not contradict to the full replicability of a phenomenon/process under the non-localization condition

NL is not contradictory to FR: the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not contradict to the full replicability of a phenomenon/process under the non-localization condition.

The concept of Institutional Sustainability

The concept of Institutional Stability-IS- as a species of the general concept of Sustainability differs from the last only by the sufficiency predicate: institutional/normative characteristic-NC-required by the norm

From the logical point of view the concept of Institutional Sustainability-IS-may be describe as it follows:

$IS = (DS) \odot (PA) \odot (NL) \odot (FR) \odot (NC)$, where \odot is the symbol for logical conjunction

Therefore, the Institutional Sustainability is the ability of an economic process/phenomenon, required by the norms, to be fully replicable under the non-localization condition and to have the value of its status parameter fulfilling the following requirements:

it has to be moving only within a pre-accepted range and the parameter must be maintained over the pre-accepted value of time horizon

it is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

its variation is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

The succeeding step is to analyze the sufficiency predicates for Institutional Sustainability from the point of view of their:

Completeness

Independence

Consistency

a. Completeness analysis

The property Double Stability-DS describes:

Dimensional stability- The value of the status parameter should move only within a pre-accepted range

Kinematic stability- The value of the status parameter must be maintained over the pre-accepted value of time horizon

The attribute Performative Acceptability-PA reflects that value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

The attribute of Non-Localization NL informs that. changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

The property of Full Replicability-FR has the meaning of a full replicability of a phenomenon/process under the non-localization condition

The property of Normative Characteristic-NC has the meaning that the phenomenon/ process/system is required by the norms

The sum of this sufficiency attributes completely defines the concept of Institutional Sustainability.

Independence analysis

DS does not involve PA and vice versa: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not involve that the value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

DS does not involve NL and vice versa: the ability of a phenomenon/process/

system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not include that. changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

DS does not involve FR and vice versa: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not include that the system it has the ability to fully replicate under the non-localization condition

DS does not involve NC and vice versa: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not include that the phenomenon/process/system has normative character

PA does not involve NL and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not implies that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

PA does not involve FR and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum)

but a value that reasonably meets the expectations does not implies full replicability of a phenomenon/process under the non-localization condition

PA does not involve NC and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not implies that the phenomenon/process/system has normative character

The attribute of Non-Localization NL does not involve FR and vice versa: the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not implies full replicability of a phenomenon/process under the non-localization condition

The attribute of Non-Localization NL does not involve NC and vice versa: the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not implies that the phenomenon/process/system has normative character

The property of Full Replicability-FR does not involve NC: the full replicability of a phenomenon/process under the non-localization condition does not implies that the phenomenon/process/system has normative character

c. Consistency analysis

DS is not contradictory to PA: the ability of a phenomenon/process/system status parameter to have its value maintained over

the pre-accepted value of time horizon and moving only within a pre-accepted range is not contradictory to the ability of the fact that value reached by the status parameter is not an extreme (minimum or maximum) but a value that reasonably meets the expectations

DS is not contradictory to NL: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range is not contradictory to the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

DS is not contradictory to FR: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range is not contradictory to the fact that the system it has the ability to fully replicate under the non-localization condition

DS does not contradict NC and vice versa: the ability of a phenomenon/process/system status parameter to have its value maintained over the pre-accepted value of time horizon and moving only within a pre-accepted range does not contradict that the phenomenon/process/system has normative character

PA is not contradictory to NL: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not contradict to the fact that changing the status parameter value of the phenomenon/

process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated)

PA is not contradictory to FR: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not contradict to the full replicability of a phenomenon/process under the non-localization condition

PA does not contradict NC and vice versa: the fact that value reached by the status parameter of a phenomenon/process/system is not an extreme (minimum or maximum) but a value that reasonably meets the expectations does not contradict that the phenomenon/process/system has normative character

NL is not contradictory to FR: the fact that changing the status parameter value of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not contradict to the full replicability of a phenomenon/process under the non-localization condition.

The attribute of Non-Localization NL does not contradict NC and vice versa: the fact that changing the status parameter value

of the phenomenon/process/system is not of local significance, but it has entanglement valences, possibly up to a regional or global level (depending on the phenomenon/ process contemplated) does not contradict that the phenomenon/process/system has normative character

The property of Full Replicability-FR does not contradict NC: the full replicability of a phenomenon/process under the non-localization condition does not contradict that the phenomenon/process/system has normative character

Conclusions

The main conclusions of this paper are:

The paper aims and succeeds to clearly define concepts of Sustainable Development, Sustainability and Institutional Sustainability using the method of logical definition. In doing so the paper is useful for all the researchers that aim to study the field of Sustainability and Sustainable Development.

The Sustainability is the general concept and Institutional Sustainability is the species.

The comparison between the concepts of Sustainable Development, Sustainability and Institutional Sustainability, based on their sufficiency predicates is presented in the table below:

Table 1. Comparison of the concepts of Sustainable Development, Sustainability and Institutional Sustainability

Concept	Sufficiency Attributes					
	Anti-Resilience	Non-Localization	Performative Acceptability	Full Replicability	Double Stability	Normative Characteristic
Sustainable Development						
Sustainability						
Institutional Sustainability						

Source: Author

4. Analysing the previous table, we may conclude that:

a. The concept of Sustainable Development differs from the concept of Sustainability because it has the property of Anti-Resilience and has not the attribute of Double Stability

b. The concept of Institutional Sustainability differs from Sustainable Development because it has Normative Characteristic and Double Stability but lacks the attribute of Anti-Resilience

c. The concept of Institutional Stability differs from Sustainability through Normative Characteristic predicate.

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Quality Management In Healthcare. Performance Improvement

Quality Quotes: „If you can’t describe what you are doing as a process, you don’t know what you’re doing.” (W.Edwards Deming)

“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.” (William A. Foster)

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Abstract: *Quality in healthcare means doing what is right for the right people exactly at the right time and doing it always in a friendly and highly professional manner. Whenever unfavorable experience has been detected –meaning a gap between expected and actual performance – a set of key questions must be answered: where, when, and why problems occurred. Once the questions answered, changes must be made. Improvement projects should be systematic and not intuitive, including a methodical performance improvement process. In the following lines we present an efficient healthcare improvement performance model, namely “FOCUS-PDCA”. Another tool for improving health performance is the „Medical-specific checklist”. It has an important contribution to improving health performance through standardizing the list of steps to be followed, as well as establishing the legitimate expectation that each of these steps will be followed accordingly for all patients.*

Keywords: quality management; performance improvement; methodical process; “FOCUS-PDCA”; Medical-specific checklist.

JEL Classification: I10, I12, I15, M16, M21, O20, O21

1.Introduction

Quality management in international healthcare should be patient oriented: patients' needs, requirements and expectations have to be recognised and fulfilled. Quality in health is doing the right things for the right people at the right time, and doing them right first time and every time.¹ Quality may include from the technical quality of care, to nontechnical details of service delivery: staff's attitudes (e.g. the nurse should have a friendly approach), clients' waiting time(e.g. the patient should not wait for several hours if he/she is an emergency patient).

Performance improvement could be defined as the last phase of quality management. As soon as an unfavorable performance has been detected, immediate measures have to be taken in order to identify and fix the cause. When specialists come to the conclusion that there is a gap between expected and actual performance, a team is formed in order to solve this problem. All team members must understand very well the process aimed to be improved. No changes should be made until all factors affecting performance have been well examined. There are three key questions that must be answered: where, when, and why problems occur. Once these questions are answered, a set of changes are being made in order to achieve a positive result. After a given period of time, an analysis is made: where the improvement measures effective or not? Afterwards a decision has to be made.

There are two major factors that influence the decision to start an improvement project. These are the following: the result of the performance analysis and the

improvement priorities. It is strongly recommended that improvement projects should be very systematic, including a methodical performance improvement process. Unfortunately, most quality improvement management interventions are currently designed intuitively and their results are poor. A methodology of systematically designing quality of care improvement interventions is strongly needed. That includes problem analysis, intervention design and pretests.²

The goals have to be very well set, keeping in mind that: a) preventing problems from happening again should be the task and not just diminishing the consequences; b) performance problems cause additional work for diminishing the negative consequences; this means that workers become overloaded, tensed and less concentrated to their work, which cause a vicious circle; c) a systematic performance improvement process leads to a better communication among employees and their managers, science they must cooperate to achieve the purpose; consequently, the goal can be achieved only through an efficient and permanent communication process.

In order to achieve the highest efficiency possible, specialists develop different performance improvement models. These are suitable to be used in different industries, including healthcare. Even if there are differences among the models, most of them recommend some mandatory steps to be noticed: 1) it is important to draw a very concise definition of the improvement task and to focus on that definition; 2) An attentive analysis

² "Designing a quality improvement intervention: a systematic approach", M. A. van Bokhoven, G. Kok, T. van der Weijden

<http://qualitysafety.bmj.com/content/12/3/215.full.pdf>

¹ <https://worldwidescience.org/topicpages/q/quality+management+concepts.html>

of the current practices has to be made; 3) Establishing a systematic plan of measures for improving performance; 4) Implementing the plan in a professional manner; 5) After a given period, measurement of achievement goals has to be made.

As the question is the essence of knowledge, only intelligent questions provide good answers. As a consequence, the team has to develop a set of smart simple questions which have to be answered as accurate as possible during the improvement process.

In the following lines we present some interesting features of a model often used for healthcare improvement performance.

2.FOCUS-PDCA

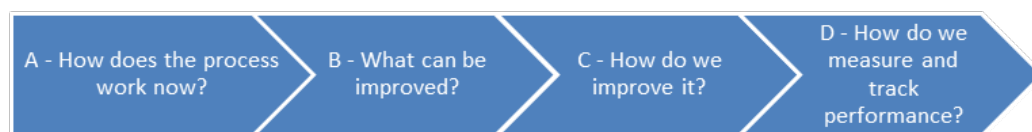
This method is efficient and easy to understand. In healthcare system, the main goal is to eliminate waste and to improve the efficiency by simplifying or eliminating unnecessary steps, using modernizing techniques,

or taking other approaches. Like everywhere, the task is to deliver higher quality care at lower costs. The costs for drugs or medical equipments have to be the lowest possible, but the quality should remain the highest. Regarding the healthcare services, waste can be reduced by - e.g. permanently checking the expiry date of drugs – as they will be considered a waste if not used before they expire; reducing waiting times; reducing transport period of time; measures for reducing nosocomial infections³(infections acquired in the hospital) etc. The method was made popular by W. Edwards Deming⁴. It provides a simple plan to diminish as much as possible waste in service as well as in production processes. This method emphasizes that people in charge have to know and understand the entire process.

For example:

³ <https://www.healthline.com/health/hospital-acquired-nosocomial-infections>

⁴ <https://www.bl.uk/people/w-edwards-deming>



This management method is a systematic process improvement method. The knowledge of how the process is performing is used to develop and test different process changes. The ultimate goal of the changes is

to meet better customer needs as well as their expectations.

This acronym –FOCUS which precedes the PDCA - stands for a five part plan:

F:	Find a process to improve
O:	Organize a team that knows the process
C:	Clarify current knowledge of the process
U:	Understand the source of process variation
S:	Select a plan for the process improvement

The task is to develop and select solutions after identifying the area needing improvement. PDCA is the acronym for: Plan, Do, Check, Act. It is responsible for identifying what needs to be done to implement the chosen solutions. PDCA is also responsible for implementing the needed changes. After a period of time an analysis has to be done in order to understand whether the goal has been achieved or not.

Example of process improvement using FOCUS PDCA:

FOCUS

- First we find a process which we think it is important to improve: e.g. the discharge process for hospitalized acute kidney failure patients.

- We form a team of specialists who know very well the process: Could include the Chief of Nephrology, nephrology nurse and administration staff.

- It is important to clarify current

knowledge: The team meets to create a process model or a process flow diagram. It will show who and what is involved in a process and is of most value as it could reveal the area where the process should be improved. Process model is of high value as it allows to visually communicate the details of a given process rather than writing a great amount of information. Process maps save time. They provide efficient visual communication of ideas and show the entire process broken down into steps from the beginning to the end. A good process model allows the team to ask relevant questions and produces the necessary data which can be used in problem solving and in improving the process.

- The process has to be well understood: The specialists measure the process as-is. The goal is to achieve relevant information. For example (i) what percentage of patients with acute kidney failure are readmitted to the hospital within 90 days from discharge?

© The team chooses what is needed to be improved: The specialists select the following: reducing the 90-day readmission rate.

PDCA

►Plan - Plan the change by studying the process, identifying areas needing improvement, and determining ways to measure success.⁵ The team selects a plan with a health program including lifestyle and home remedies. The patients are provided with it upon discharge. The plan includes a special diet to help support the kidneys in order to limit the work they must do. (e.g. avoiding products with added salt, choosing lower

potassium foods, limiting phosphorus)⁶

►Do - The specialists implement this change during a fixed time period. The change has to be made on small scale. Along this period data gathering is needed in order to measure success.

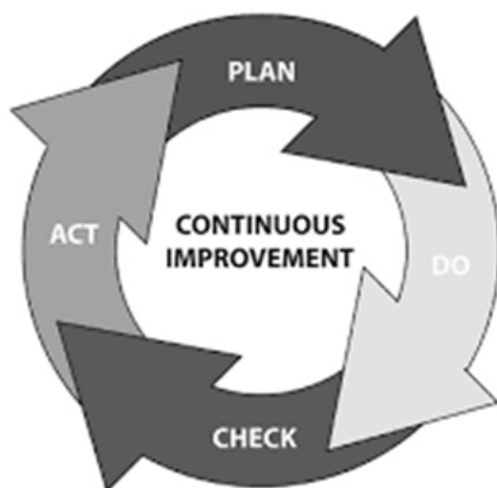
►Check - After the fixed time period the specialists check the results : whether or not the change produced the desired improvement.

►Act - Depending on the results: the team recommends this new program to be permanently implemented in the discharge process for hospitalized acute kidney failure patients. If the readmission rate did not reduce during the fixed time period, it is obvious that the plan was not the best. The ineffective change has to be abandoned.

The team should find another idea, respectively another plan, and run it through a new PDCA Cycle.

⁵ Patrice Spath, Introduction to Healthcare Management, p.111, , Health Administration Press, Chicago, Illinois AUPHA Press, Washington, DC <http://file.zums.ac.ir/ebook/391-Introduction%20to%20Healthcare%20Quality%20Management-Patrice%20Spath-1567933238-Health%20Administration%20.pdf>

⁶ <https://www.mayoclinic.org/diseases-conditions/kidney-failure/diagnosis-treatment/drc-20369053>



3. Medical-specific checklists

It is well known that checklists are being used in both medical and non-medical industries. These are aids to guide users through successful goal achievement. A checklist is a format that simplifies conceptualization and recall of information⁷, being effective in

⁷ Morrow DG, Leirer VO, Andrassy JM, Hier CM, Menard WE. The influence of list format and category headers on age differences in understanding medication instructions, *Exp. Aging Res*, 1998, vol. 24 (pg. 231-56)

performance improvement, in error prevention and management. The checklist should be a clear and simple reminder of a certain medical procedure. The goal is to break down complex tasks to their smallest component parts. Nothing has to be left out. In a way it is a standardization. Example of trauma resuscitation checklist :

Pre-arrival Plan	
Check or prepare:	
<input type="checkbox"/> Oxygen	
<input type="checkbox"/> Suction	
<input type="checkbox"/> Bag and mask	
<input type="checkbox"/> Intubation tray	
<input type="checkbox"/> Intubation medications	
<input type="checkbox"/> Defibrillator	
<input type="checkbox"/> CPR board	
<input type="checkbox"/> Consider ordering blood	
Assign team roles:	
<input type="checkbox"/> Airway	
<input type="checkbox"/> IV/IO access	
<input type="checkbox"/> Primary survey	
<input type="checkbox"/> Team leadership	
<input type="checkbox"/> Brief team on incoming patient	
<input type="checkbox"/> Estimate weight: ____ kg	

Primary Survey	
A	<input type="checkbox"/> Confirm C-spine is immobilized <input type="checkbox"/> Confirm airway is protected
B	<input type="checkbox"/> Place O ₂ mask or connect existing mask to O ₂
C	<input type="checkbox"/> Check pulses <input type="checkbox"/> Establish IV/IO access <input type="checkbox"/> Consider ordering blood
D	<input type="checkbox"/> State GCS (eyes, verbal, motor) <input type="checkbox"/> State pupil size and response
E	<input type="checkbox"/> Completely remove patient's clothing <input type="checkbox"/> Cover patient with warm blanket
RE-EVALUATE AIRWAY	<input type="checkbox"/> Evaluate need for intubation <input type="checkbox"/> Report ET tube size and depth (if applicable) <input type="checkbox"/> Confirm ETCO ₂ color change (if applicable)
MONITOR	<input type="checkbox"/> Confirm heart rate is displayed <input type="checkbox"/> Confirm pulse ox waveform is displayed
VITALS	State and evaluate whether WNL: <input type="checkbox"/> Heart rate <input type="checkbox"/> Respiratory rate <input type="checkbox"/> Blood pressure <input type="checkbox"/> Oxygen saturation <input type="checkbox"/> Temperature

Secondary Survey
Evaluate and state findings:
<input type="checkbox"/> Head
<input type="checkbox"/> Ears
<input type="checkbox"/> Eyes
<input type="checkbox"/> Facial bones
<input type="checkbox"/> Nose
<input type="checkbox"/> Mouth
<input type="checkbox"/> Neck/C-spine
<input type="checkbox"/> Chest
<input type="checkbox"/> Abdomen
<input type="checkbox"/> Pelvis
<input type="checkbox"/> Upper extremities
<input type="checkbox"/> Lower extremities
<input type="checkbox"/> Log roll and back exam

Plan of Care
Determine need for:
Laboratory tests <input type="checkbox"/> Yes <input type="checkbox"/> No
X-rays <input type="checkbox"/> Yes <input type="checkbox"/> No
CT scans <input type="checkbox"/> Yes <input type="checkbox"/> No
OR notification <input type="checkbox"/> Yes <input type="checkbox"/> No
PICU notification <input type="checkbox"/> Yes <input type="checkbox"/> No

Departure Plan
<input type="checkbox"/> State patient destination
Prepare patient for travel:
<input type="checkbox"/> Equipment
<input type="checkbox"/> Medications
<input type="checkbox"/> Identify who will travel with patient

However, it is of crucial importance to understand that checklist can not and should not replace the surgeon's/physician's decision. The medical professional has to evaluate each single case and make the decision for the most appropriate approach and for the most suitable treatment. Each single case must be considered individually and handled accordingly, because it has its unique features. The clinician should never be reluctant to change a planned treatment when the patient is not responding as expected or when there is new information which strongly suggests that another approach could be more effective.

A good checklist condenses large quantities of knowledge in a short, simple and clear fashion. Otherwise, clinicians may develop the so-called 'Checklist fatigue', which could prove to be a burden and not a helpful tool. Emergency situations (e.g. accidents) are very stressful both for victims (patients) but also for medical professionals. Especially in such situations a well designed checklist is of high value: it can reduce the frequency of errors of omission, create reliable and reproducible evaluations and improve quality standards and use of best practices.

Logical and functional order is a *conditio sine qua non*. It should reflect step-by-step the real-time clinician activities, as well as the patient's care routines.

The design is of highly importance: bold fonts, appropriate colours etc. should make the checklist easily readable and very understandable.

Even if providing healthcare services may be second nature to many experienced clinicians, professionals should always remember the high responsibility they carry towards each of their patients. Flight preparation in aviation is perhaps one of the most

well known examples for mandatory checklists. It is mandatory for pilots and air-traffic controllers to follow pre-takeoff checklists. It has no importance how many times they have already carried out that tasks. In healthcare we talk about a similar responsibility: so checklists prove to be essential.

4. Conclusion

Improvement projects should be systematic and not intuitive, including a methodical performance improvement process. As an example we presented an efficient healthcare improvement performance model, namely "FOCUS-PDCA". We have seen further that checklists represent another valuable tool for improving health performance. The Medical-specific checklist has an important contribution to improving health performance through standardizing the list of steps to be followed, as well as establishing the legitimate expectation that each of these steps will be followed accordingly for all patients. The checklist approach has the same potential to save lives and prevent errors in medicine that it did in aviation over 70 years ago by ensuring that simple standards are applied for every patient, every time. Checklists can decrease medical errors, especially during stressful circumstances. They are an efficient and elegant way to reduce risks and, thus, to improve healthcare performance.

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10. <https://www.bl.uk/people/w-edwards-deming>
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13. <http://www.who.int/en/>
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Youth Labor Market: an analysis from the perspective of students at first professional experience

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Abstract: *The Romanian labor market for students is a variable with many unknowns for them: from the process by which they can easily find a job, the job offers for them, the financial and non-financial offer, the motivation, the conditions work requirements, work requirements and responsibilities.*

The first job experience can often dictate the evolution or professional involution of young people, their success or failure on the labor market, their personal and professional development. This is because of the skills that are being developed through the first job, their opinions about the labor market - their opinion about the private environment, the private organizations, their role within this dimension and the value that I think can offer it or not in a professional setting.

It is important to look at the image of the labor market for young people and their private organizations in order to find out what changes they should take in adapting to the capabilities of the target group. Students' Perspectives on Private Organizations Who Experience First Labor Market Experience are of particular importance for at least 3 reasons: On the basis of this, organizations can adapt their working conditions and requirements to meet their needs and attract young people with good training innovation and intuition, a higher degree of satisfaction among young people at first professional experience would increase the chances of their accumulation and avoid frequent job shifts, a greater experience of young people within a single organization can provide more return, , dedication, creativity and the desire to succeed within that organization.

Keywords: labor market, young people, students, private organizations, youth perspective
JEL: I2, L2, A3

1. Introduction

Youth labor is a place where offer and demand come from this field. In the sense that it has been an economic theory, this term designates a mechanism for the exchange of goods (goods and services). In a technical forum, it is able to operate under the observation of investigation techniques, the labor market for young people is defined by the fact that the number of operations that are carried out at different levels of economic and social organization for them by different economic entities in connection with regulation demand and supply for young people.

Other speakers define labor piracy as a means of communication through which vendors and buyers inform each other of what they possess, in view of the needs on the markets and the prices that they are asking them to offer for the purpose of concluding ". However, economists define their well-defined definition of the Smith Labor Market, according to which it is "a process of selling and selling labor through the system".

In the specialty literature I can meet and follow the definition of the above mentioned definition above. Thus, youth work is considered as a "exchange of exchange between younger and younger learners, based on proper tools (salaries) - ensuring job security on professions, businesses and regions". This definition is no different from what it is, except through the use of many words explicitly triggered by the relocation of the workforce with the warden.

2. Research methodology and target group

In the present paper I focused on quantitative research, using as a research method

the sociological survey based on the questionnaire. The questionnaire was made up of 15 closed and open questions. It was applied among 700 young students aged 21-25, from Bucharest University, Academy of Economic Studies - ASE, Politehnica, SNSPA, University of Medicine and Pharmacy "Carol Davila" who worked for at least 3 consecutive months within a private company.

The purpose of the research is to find the students' opinions about private organizations and the labor market for them. The objectives of the research are: to analyze the image of private organizations among young people, to analyze the working conditions for young people from their perspective and to analyze the perspective of young people regarding their first professional experience. In order for the present research to achieve its purpose and the objectives initially established, 15 open and closed questions were formulated, to be analyzed in the next part of the paper.

3. Interpretation results

The areas where most of the young people surveyed have worked or are working: 20.5% of them - more of them being students at the Polytechnics, ASE, Faculty of Informatics and Mathematics at the University of Bucharest, 20% including real estate - most of them being students at the Marketing Faculty of the University of Bucharest and ASE, 15% - primary accountants - most of them being students at ASE and at the Faculty of Administration and Business of the University of Bucharest in the field food-12%. The rest of the domains occupied by them, in a smaller percentage are areas such as: advertising, rating monitoring, secretarial, administrative.

What question did you like about the first job? the answers given were: location of the company close to the means of public transport, the training period offered, the programs in which it is being worked, the fact that what I learned was new, the fact that a salary was offered even during the training period and sample, young collectivity, manager behavior, materials offered, bonus plan offered, program flexibility, equality between employees even if the age differences were high. It is important to note that 70% of the first job positive jobs were provided by students working in IT, raiting monitoring, secretariat, advertising and cosmetics

To the question you did not like at the first job? the answers given were the following: the existence of an unacceptable trait and the bonus offered, the uncertainty in daily responsibilities, the overcrowding, the multiple tasks, the rigid schedule and the requirements to stay overtime, the work during the weekends and in the free legal holidays, even for important holidays such as Christmas and Easter, the impossibility of granting study leave, although stipulated in the contract, the non-observance of holidays and other contractual regulations, the foolishness of colleagues and the aggressive verbal behavior of department heads and colleagues with seniority within the organization. In this question, most of the negative aspects of the first professional experience were provided by students working in the field of vanaders, food, primary and administrative accounting.

Observe, from the two questions, that the fields of activity also offer a number of advantages and disadvantages from the professional point of view, not just the organization or the company itself - simply because

within them they work a certain category of people, with a certain specialization depending on the field of activity. Also, the requirements of each field - more or less - influence the degree of satisfaction among young employees and not only.

Of the young people questioned, only 30% said they wanted to continue working in their first company, 70% saying they did not want to. From the first category, most work in IT, advertising and secretariat. Again, it is noticed that the field of activity influences students' desire to gain experience within the organization, not just the company itself. Of course, it also has a rather large contribution, but it joins it as an element of influence and field of activity.

With regard to the ease with which they found a job, the young students responded 20% that they found very hard, 35%- hard, 25% -hough hardly easy and 20% -young, 0% -very Easy. In this question, no influence of the fields of activity was observed. It can be noticed that most of them found hard to find their first job, the second being those who found neither hard nor easy. An important observation is that no student has easily found his first job.

From the point of view of the young students, who are at their first professional experience, the Romanian labor market is: uncertain, inflexible, not innovative, does not look into the future, does not adapt at all, offers no perspectives, compromises and does not align to meet the needs and needs of young people. Positive aspects have been identified: diversity in the fields, diversity of private companies, high private competitiveness, appropriate legislation for employees, regulation of legal rights for young people on the labor market, and a pay system adapted

to different requirements - either fixed or based on commissions, or both, but also the existence of non-financial incentives.

With regard to the selection process, the young people said they would change the following: increase transparency regarding free positions, ease the administrative process of registering for work forces and find a job through this institution, increase the transparency for the institutions with the skills in the field: facilitating the process of finding a job - 40% of the students did not even know if there is such an institution in Romania, what is it and what it does. Introduce professional counseling within each University with a number of specialists so that each student can benefit from these services at least 3-4 times a year, or frequently until finding a job. Increasing flexibility among private companies and reducing employment based on requirements other than professional ones.

Also, 70% of the students consider private organizations in Romania to be rigid, 50% inflexible, 40% serious, 35% -mediated, 30% -firm that they can cope with competitiveness 20% -ruble and only 15% -innovative. There is a high rigid character of private companies in Romania from the perspective of the students, but also a high seriousness, followed by a mere 5% difference of a mediocre character. A high percentage is also recorded among the inflexibility, with the opposite end being the character of their durability and creativity.

Conclusions:

They enumerate the recommendations that students have for private organizations in Romania include:

- Increase transparency in activity and the degree of compliance with the legislation in the field,
- Increasing the degree of flexibility in the program,
- Compliance with job descriptions and employment contracts as initially negotiated,
- Increasing the motivation of the staff,
- Improving working relationships between employees through the existence of strict rules on workplace behavior and the application of sanctions for breach,
- Achieving the proposed objectives by involving human resources in this process,
- Apply sanctions under labor contracts where appropriate, without making any discrimination or taking into account certain criteria,
- Changing the methods of recruiting, selecting, advancing and increasing creativity in these processes so as to stimulate employees, attract valuable people with perspective, with appropriate behavior.
- "Working relationships between employees greatly influence the success of an organization, with the work atmosphere being motivated by people to come to work or not, to stay for a longer period or not. My recommendation would be to do something to strengthen these relationships, combat inappropriate behavior and sanction. " It is a recommendation of a student who has worked for three years in a supermarket and, as he said, "the felony, the offense, the lies, the lack of responsibilities were daily. Although I was proposed to be the district chief, having a salary more than enough for me as a student, besides salary and other benefits, and although I have resisted this post for 1 year I could not remain in these conditions "

The labor market for young Romanian

students shows, as we have seen, advantages, but also many advantages. The perspective of the private company, the labor market itself, and the recommendations made in turn could improve the issue in the next period by regulating a few minimum issues, at least for the beginning.

It is not enough, however, to make these improvements only within companies, but it is necessary to consider the regulation of a suitable framework at national level or at least locally through the public institutions and the regentarians coming from them.

If these improvements were made only within certain companies, the labor market

for young people would still be divided into two: good-advantageous and not at all good or slow, slowly, slowly the third middle component would be replaced with the traceability of this category within the two mentioned above.

A labor market appropriate to their requirements and needs would not only satisfy their interest but also private companies themselves by increasing productivity as a result of increasing performance and competitiveness on the market as a result of increasing innovation within them, to economic growth at the national level.

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Indicators For Assessing The Effectiveness Organizational Processes Within The Context Of Quality Management

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Abstract: Public sector reform aim to increase its performance, efficiency and efficacy by means of the qualitative improvement of the services supplied by the public sector in view of maximizing the citizens' individual wellbeing, by increasing the degree of democratization and public participation in the administrative and political decision making, through the creation of a framework of delegation/distribution of responsibilities which allow it and which facilitate the emergence of another level of accountability of those who hold and administer power in the public sector before the beneficiaries of this process (citizens, consumers, taxpayers).

Public administration must consolidate the capacity to improve results and to change its vision, as well as its working manner. The critical analysis and the learning process after obtaining results and the impact at the level of service supply, meant to promote change and the improvement of public administration and management represent the engine of change. Public administration reform presupposes not only a change at the technical level, but especially a modification of the administrative culture consisting of a change at the level of behaviours, attitudes and relations. Also, an important role is played by organizational culture, which must be developed as a modality of stimulating constructive ideas and team work.

Keywords: public administration, quality indicators, public service

Theoretical background

Public service reflection in the specialty literature and in the legislation in the field

The major changes that occurred in the economic and social environment were due both to the economic and technological development and to the increase of the level of living of the citizens, which lead to the amplification of the need for public services, as well as of the dimension at which they had to be supplied. We can say that the public service occurred and developed gradually due to the increasingly numerous and varied needs of human society, in parallel with the increasingly visible involvement of the state in providing them. In order to satisfy public needs, public administration must be continuous, prompt and must adapt to the social needs and realities in their dynamics. In view of fulfilling the administrative duties regularly, continuously and according to society's needs and expectations, public administration is governed by a special legal regime, the administrative regime, which answers to the reason for the existence of the public service.

Satisfaction of the public interest is the fundamental function of public organizations, which materializes by offering public services to the citizens, and the state must protect public interest by means of laws and regulations and must delegate public service supply to „private law and public law enterprises”¹.

According to the specialty literature², by public interest is understood „the en-

tirety of interests expressed by a human collectivity with respect to the requirements of organization, living together, social assistance, transport etc.”

General interest is, on the one hand, a principle that characterizes the functioning of the state apparatus and, on the other hand, an objective limit imposed on the exercise of public authority, representing to an equal extent an attribute of the state power, being the only one able to define a collective interest.

The attempt to solve the needs of human society takes the form of a historical constant, but the interpretation of those needs is closely related to the development step on which society is at a certain given moment, as well as to the aspirations, desires, motivations and the vision of its members, the specialists in the field (theoreticians and practitioners) trying with difficulty to classify human nature in theoretical constructs, knowing the multitude of faces that human nature may reveal.

Society's answer was articulated throughout history by means of different institutional mechanisms implemented by the social agents of the time, among the important protagonists of the actions performed in this field being: social initiative (associations, foundations, social and revindication movements etc.), the market, the state a.s.o.

This chapter searches deep into the role and importance of public services in solving the social needs, in the light of one of the approaches to public service, namely the economic approach.

From the researched specialty literature it was derived that public economics approaches the relations between the actors of the economic life and, therefore, access to public services, as well as the satisfaction offered by them, which must be taken into

¹ Matei, A, (2003) Economie publică. Analiza economică a deciziilor publice, Economică Publishing House, Bucharest, p. 76

² Prahoveanu, E. Matei, A. (2005) Economie și politici economice, 3rd edition, reviewed and added, Economică Publishing House, Bucharest, p. 172;

consideration when assessing the individual or collective welfare level and that it has as basic principle the satisfaction of interests of the persons forming a collectivity, the collectivities representing parts of society in its entirety.

The inclusion of the public service in the sphere of public economics has as basis some of its characteristics, namely: the satisfaction of a public request answering the general interest; the establishment of public services is the exclusive attribute of the deliberative public authorities and the subjection to a legal regime regulated by the public law principles, with special reference to the public economic law.

Public services demand is influenced by: the service price, the changes occurred in the citizens; preferences, the segment of population served the quality of the public service provision. Also, the supply is also influenced by a series of factors, such as: service price, the price of the resources necessary for executing the service, the organization's technical progress, the number of suppliers.

From the etymological notion of "service" has its origin in the Latin word "servitum" which means "slave" but means "being in the service of someone", "to make a service" evoking the idea of "public service".

In the economic sense, according to the literature in the field, services are intangible economic goods and consist of useful benefits for the consumer. This activity is useful for him (it satisfies a need) that presents an economic value (exchange value in exchange for the price paid service).

Strict definition of the concept of "service" is doable "because of the heterogeneity of such activities and the many meanings of the expression in the daily life of the mind:

job, job, work performed for the benefit of someone unincorporated subdivision of an overall economic or administrative assistance given to someone in a particular circumstance etc. "

There are many classifications of public services by different criteria:

After their source of purchase:

- a) freight services (market),
- b) non-freight services (non-market).

After serving in the nature needs are divided into private and public. Public services are activities organized by central or local administrative authority for individual and social needs of public interest are financed from the state budget or local budget (education, public health, social work). Public services have a number of characteristics which are reflected in the material and human resources management, relations between providers and users on how assessment results, etc.

In recent centuries, the state has become a public service provider, in the eighteenth century.

Understanding the concept of public service in material state has its origins in activities other than those related to sovereignty or authority and aimed at meeting the needs of people, knowing several stages.

In a first step, the state has assumed the provision of medical services, education, etc., collectively known as social assistance services.

In a second step, the state created the economic infrastructure that was the material basis of other public services. This step has been overcome difficult barriers largely due to the liberal vision that public entities did not have the necessary capacity to provide services with economic content.

The solution to overcome this approach

has taken the form of concession, the government reserves the right holder of the service provided, but economic exploitation lies a private matter.

The state becomes a true public service provider at the end of sec. nineteenth century and the beginning of sec. twentieth century, when governments have taken delivery of these services.

The division into private and public considers the nature of the provider, the services being provided by private companies or private organizations, and the public being offered by public institutions, public bodies or organizations. But this structure in public and private services are not always clearly maintained, for example public transport can be achieved by the public sector and the private sector, as well as service water supply, electricity, gas or sanitation service. On the other hand, market relations and public services by private companies can not be made for services that were socially prominent character such as defense, national security, public order, social assistance.

Another classification criterion has the economic functions performed by them. By this criterion, the services can be:

- a) distribution: transport, communications;
- b) production (business): banking, insurance, accounting, advertising, research development;
- c) social (collective): health, education, post, non-profit public service;
- d) Personal hotels, restaurants, houses of orders.

A number of classifications of the services as the basic criterion provider nature. Thus, according to ownership and organization of service providers, distinguishes

between services in:

- a) the public sector, represented by the courts, hospitals, barracks, post, schools, labor agencies etc.;
- b) third sector bodies consisting of the help and assistance: churches, museums;
- c) the private sector, in which we can mention: airlines, banking and insurance financial bodies etc. “

We conclude that a wide range of services satisfying needs of the people, from the primary (transport, to ensure basic conditions of existence: water, heat, electricity, health care, etc.) and to the related to providing superior comfort, raising culture etc.

Subsection

1.1 Public services from an economic perspective

The public sector comprises everything related to public administration - the judiciary, public order, administrative, education, defense, manufacturing and asset management of common interest at central and local level, that everything can be included in the term of service public and considered as a result of economic activity in this sector.

“Market economies must be combined with social responsibilities, to produce sustainable growth.”

In a new perspective, public services are no longer confined to the state, which the administration has the organization and operation thereof, nor the only specific methods used state authority. In reality no longer coincide with the public sector and public services only able to reconcile the concept of space is to organize collective functions. This behavior reflects the administration actually objective trend of displacement of the center

of gravity of the activity to management and efficiency in detrimentful control action, thus explaining the closeness of public law and private law, while the administration seeking agreement partners, accepting the need for cost effectiveness and in some cases, the existence of competition places its interventions into the market economy.

Analysis of market economy can not be achieved without making reference to the public economy which although not a proper market - is itself a subsystem of the economy.

Public Economics addresses the relationship between actors of economic life, therefore, access to public services and the satisfaction they provide to be taken into account when assessing the level of individual or collective welfare. The public economy is the basic principle satisfy the interests of persons who make up a community, representing parts of society as a whole. Therefore the public economy is a subsystem of the national economy that provides goods and services to cover public of needs. They may come from businesses owned by, the units of mixed public and private owned and private sector of the economy, budgetary resources being purchased and distributed by their own criteria.

You also need to highlight that there is an optimum public service which may have as criteria the supply and demand for the service time necessary social consumer to access and use public services and social and individual costs.

The inclusion of public service within the public economy is based on some of its features such as: a) satisfying a responsible public general interest; b) the establishment of public services is the exclusive attribute of deliberative public authorities; c) subjecting

to a legal regime governed by the principles of public law, with particular reference to public economic law.

Public services in terms of economic doctrine is characterized by the "intangibility, inseparability, variability, and perishability standardization."

Public services are intangible ie can not be seen, tasted, smelled before being purchased or consumed and thus appears a certain restraint in the purchase decision of potential users. Under these conditions, the sale of services requires increased efforts to stimulate demand and knowledge of it by showing visible parties expressed their staff quality, product features, prices, environment etc. In the literature, there have emerged a number of concrete ways of highlighting the aspects of a service, including mind: a) both the service is rendered as a first element that allows us to form a picture of the service. Communication with potential users about the service provided by advertising, commercials, minifilme advertising, public relations, leaflets etc. aims to highlight what is visible and in particular its most recent improvements. b) the consumer price is used as a key indicator of service quality.

Therefore, the task is to make the provider tangible service through one or more appropriate ways and transmit signals in terms of quality. This is called "evidence management" the organization providing the service users prove its service capabilities.

Inseparability services is that the supply and consumption occur simultaneously, the provider is part of the service. The service provider can not exist separately from his and therefore is inseparable from the quality of service quality provider. Simultaneity of production and consumption of services also

requires consumer participation in service delivery, the most representative feature of whether services are provided by man or machine is to satisfy material or spiritual needs that are meant for individuals or communities. This is considered fundamental feature of services and their main criterion for delimiting the other activities in the economy.

Variability of services is a feature that means the impossibility of repeating them in the same way, from a service to another provider they depend on the human factor, the place of supply, delivery mode and time variable.

Standardization of public service delivery can not be generally assured. One can speak rather of personalization of public services. For this literature highlights the existence of service quality control process in three steps: a) selection and training of staff performance, b) developing map service and c) measuring the level of satisfaction of social need.

The quality depends on the quality of service they provide and the quality of provision and user retention rate is the best measure of quality of service. Service providers should take measures not only to provide always a very good service but also to correct errors in performance when they occur.

Perishability is "the capacity of public services to not be stored or inventoried.

1.2 Demand and supply of public services

And in the public economy meet demand and supply of public services but, unlike the mechanisms of supply and demand in the market system based on individualized meeting economic operators, public

economy has its own mechanism which is that there is no obligation from consumer to pay directly for the services procured manufacturer. Relations between consumer and producer is achieved through central and local administrative institutions.

Offer public services reach the consumer indirectly by involving public authorities or institutions. Functioning economy requires deepening public understanding of the mechanism by which the correlation between the need for public services and the ability to provide such services. It's about supply and demand for specific services under public economy. It should be mentioned that the terms of supply and demand are not equivalent to similar concepts specific market mechanism.

The demand for services, according to the literature in the field, is influenced by a number of factors such as: "a) the price of the service provided; b) the price of substitute services; c) changes in citizens' preferences; d) segment of the population served by the organization; e) its capacity to invest to enrich the quality and / or diversify the public service; f) forecasts managers about the prices of public services; g) the service organization's position in the market. "

Also, factors affecting the provision of public services in the market are: "a) public service price; b) the prices of resources needed for the service and technical progress of the organization specialized in the production of public services; c) Estimates managers about pricing; d) the number of public service providers ".

Offer services is "effective until the marginal costs of any public service public become equal marginal benefits services. If you continue providing services beyond this

point equal the costs are greater than the benefits, which means that the provision is no longer effective. “

Public benefit is related to public utility services, being the result of an effort that the material and labor expenses. Hence the need to specify the form of indicators (measuring instruments), how big or small the benefit. Quantification it is necessary to follow the progress of time. Regarding quantification must be said that there is a difference between the profits from economic activity and that obtained from public activity. The economic benefit may be easier to quantify because it takes into account profit, interest, while public benefit quantification is difficult and sometimes impossible, because we are talking about a public meeting without a profit.

In general, the production of public services is estimated by outputs, ie the results of system activity or exits the system. The production of public services is measured by inputs or by amount of expenses used to produce them, ie inflows of economic resources sector. Instruments for measuring outputs of public services are quite insignificant. Therefore are very big difficulties in ensuring accurate records in effective management practices.

And the public economy we can talk about streamlining and optimizing public activities. If the market economy, economic activity is effective when the results obtained from it are greater than the effort to obtain them in public economics is not intended to make a profit, as I mentioned, we are talking about the usefulness or pursuing public benefit products and services and their cost. In market terms, the results are measured by indicators such as profits or turnover, and

effort in general, the cost of production. If the report that were covered expenses and to make a profit, then the activity is profitable and therefore effective.

In public economics we have two elements necessary to establish efficiency: on the one hand, the results, and on the other hand, the effort to obtain it.

The possibility of evaluating the effectiveness allows a choice between different versions on request public service to those who have the highest efficiency, which is, after optimization process and also various public actions of all activities in the field. Underlying this approach is cost - benefit analysis. In this analysis are taken into account all the benefits (gains) and the costs (losses), regardless of who they are incurred. One benefit is any utility gain and any loss of utility costs, although it is possible that the loss to turn into a new utility. In theory, it is considered that any public good or service can be provided until the social costs (public) equals marginal social benefits (public) marginal.

The purpose of this review is to highlight whether public resources by using them, leading to maximization of total social benefits, and therefore if their allocation is efficient. When talking about optimization utility is maximized, and public economics fundamental concept is the optimal Pareto optimal. Pareto optimum describes a situation in which economic and production resources are allocated in such a way that no other allocation can not give someone an increase in welfare without causing a loss to another person. Pareto diagram consists of three conditions that must be met in order to safely assume that an economy has reached the point of maximum efficiency, namely:

a) The services must be allocated, as to bring maximum customer satisfaction.

b) inputs are distributed so that the production cost is minimized and this is possible when an input may be reallocated to increase production of a good, without reducing the production of another good, c) the system must maximize production. This condition is fulfilled when any factor of production can not be reallocated to produce another good that could make him a consumer to be satisfied at the expense of another consumer. This last condition ensures, in particular, that the conversion values for basic preferences and income levels of each consumer are equal to their cost of production, as they appear from the use of production factors.

The public sector is "all enterprises in which the state exercises a preponderant influence." In other words, is the sector that has the means and the policy instruments to control society through production, prices, finance and public administration.

In the literature, it is defined by three distinct criteria: legal, financial and operational. The public sector includes government organizations and other bodies governed by public law, private organizations performing public interest, including non-profit organizations active in education and health and all organizations in public administration, social security law and order, education, health, social services, regardless of funding source and form of organization.

We can say that its reform aimed at introducing a new management culture and market-based mechanisms in the public sector, the reorientation of government to citizens' demands, improving the performance of public administration and provision of better quality services. Also, some government

responsibilities were decentralized to lower levels, and civil society organizations have become increasingly involved in providing public services for citizens are entitled to public goods and services "in a transparent, efficient, objective and responsible. "

It should be noted that currently there is a focus on quality and its promotion and use of initiatives and tools for quality management (TQM, bechmarking, CAF awards for quality in the public sector), which is the new trend of administrative reform which included all Member States of the European Union, including Romania.

Achieving balance in the civil service is done by optimizing the supply - demand. The optimal economic system means "system that provides maximum of what people need." When demand exceeds the capacity of current public services to ensure we have a system overload and in the opposite mention an underload. Thus, we demand variability and feedback should provide the correct information in order to make optimal decisions on the ability of the public service.

LEGAL APPROACH TO PUBLIC SERVICE

A consequence of the expansion known by the state phenomenon throughout the 19th century is also the revealing of the legal side of the concept of public service, even more so as public administration was expanding its degree of participation in the economic activities, the guiding principles of public law (sovereignty, authority) being unable to fully ensure the justification, organization and working manner of these services.

The French doctrine distinguishes between public service in organizational,

institutional sense and public service in functional sense, in the organizational sense being designated the structure that performs the activity of general interest and the legal form it takes, and through the functional sense is understood the obligation of the state bodies to ensure the running of general interest activities continuously and regularly.

Part of the School of Bordeaux were Duguit, Jeze, Bonnard, Rolland, who considered that administrative law can be defined as the law of public services, and the state and an ensemble of public services. According to the School of Bordeaux, the notion of public service refers to a general interest activity managed by a public person and subjected to administrative law and to the competence of the administrative judge. The fundamental thesis of the Public service school is that all administrative law can be explained through the notion of public service.

Jeze G. (1914)³ considered public services only those services that satisfy a general interest and to which the lawmaker gave that character and, also, claimed that in a public service there are combined three elements:

1. a mission considered obligatory for the state;
2. a number of agents trained to fulfill this mission;
3. a certain number of goods and funds assigned for the accomplishment of this mission.

In France, the concept of public service evolved together with the evolution of public administration, characteristic being two phenomena: the proliferation of public services having an economic object, respectively industrial and commercial public services;

³ Jeze, G. (1914) *Les principes généraux de droit administratif*, 2nd edition, Paris, p. 247;

the development of the participation of private persons to general interest tasks (public services management by private persons is best illustrated by the concession of public services).

For Duguit L.⁴, public service represents „any activity whose fulfillment must be ensured, regulated and controlled by the governants because this activity cannot be fully achieved except through the intervention of the public force.” This objective view of public services was criticized by Duguit’s successors. In this sense, Gaston Jeze⁵ claimed that the definition given by Duguit does neither define nor list the activities which, by their nature, must be provided by the local collectivities. He⁶ claimed that public services are only the general interest needs that the government of a certain country decided at a given moment to satisfy by means of a public service.

In the classical doctrine, both in the objective and in the subjective conception, it is considered that there is an absolute coincidence between the public service and administrative law, that administrative law is the law of public services. The adepts of the Public service school also had opponents who reproached that they did not give attention to the exception that accompanies the

⁴ Duguit, L. (1907) *Revue du droit public et de la science politique en France*, p. 409;

⁵ Jeze, G. (1914) *Les principes généraux de droit administratif*, 2nd edition, Paris, p. 250;

⁶ In France, the services are detached from one ministry to another by Presidential decree; also, he is entitled to create new ministries. This is how were created in France the ministries for agriculture and post offices in 1881. Also the President can delegate to under-secretaries of state a part of the ministerial duties.

principle, namely the private management of public services. Hariou claimed that Duguit's School was mistaken for eliminating from the public law the notion of public power, which is the most important notion, while the concept of public service occupies second place in the hierarchy of importance of the notions with which administrative law operates.

According to the classical French ideas, public service is a general interest activity, ensured by a public person through means and procedures subjected to administrative law.

In 1963, the Council of State in France, in the *Sieur Narcy* decision, indicated four characteristics of the public service:

a) a public service fulfils a general interest mission; this is a necessary, but not sufficient condition for an activity to be considered public service;

b) administration exercises a monitoring right over the modalities of fulfilling this general interest mission. It is a matter of the hypothesis in which administration reserved a right to control the modality in which the public service is executed;

c) the body entrusted with the management of the public service is invested with public power prerogatives;

d) administration has a power of trusteeship which is exercised by appointing members to the board of directors.

The notion of public service is legally conceptualized through art. 4, letter c) of Law no. 178/2010 regarding the public-private partnership as representing „the entirety of actions and activities through which is ensured the satisfaction of the utility and general or local public interest needs of collectivities“. According to art. 2, letter m) of Law

no. 554/2004 of the administrative contentious⁷, public service represents „the activity organized or, as the case may be, authorized by a public authority, for the purpose of satisfying a legitimate public interest.“

Therefore, the public service has as goal the satisfaction of utility and public interest needs, namely of a legitimate public interest, as defined in art. 2, para.1, letter r) of Law no. 554/2004 of the administrative contentious⁸. In the meaning of art. 2, para. 1, letter r) of Law no. 554/2004 of the administrative contentious, modified and completed through Law no. 262/2007, the legitimate public interest represents the interest targeting the legal order, constitutional democracy, the guarantee of the citizens' fundamental rights and liberties, the satisfaction of community needs, the achievement of the competence of public authorities. Through the expression „satisfaction of community needs“ there are taken into consideration the social needs that call for restructuring of the public administration organization, perfecting of the public services system at the level of localities.

From the comparative analysis of the notions of public service and public legitimate interest, we notice that the two notions are interdependent, existing an interconditioning between them in the sense that the public service organized or, as the case may be, authorized by a public authority cannot be conceived other than having as purpose the satisfaction of a legitimate public interest, and, on the other hand, the legitimate public

⁷Published in the Official Gazette of Romania no. 1154/2004 with subsequent modifications and completions;

⁸ Modified and completed through Law no. 262/2007;

interest aims to achieve the competence of the public authorities in the satisfaction of the community needs by means of the public services.

The increase of the state and local collectivities interventions, the multiplication of the public structures, the increased demand of users, the individual and collective needs, the administrative jurisprudence concurred for the expansion of the application field of the concept of public service. The analysis performed targeted the main authors in the field, both Romanian and French, among which we mention: Iorgovan A., Alexandru I., Oroveanu M., Negulescu, Văraru M., Tarangul, Gaston Jeze, Duguit L., Braibant G., Berthelemy H.

Tarangul E.D. considered the public service as being „any activity of the public authorities for the satisfaction of a general interest need which is so important that it must function regularly and continuously (for example, education, justice, police, social assistance)”.⁹

Prof. Negulescu P. said that „The administration works through public services, which are administrative organisms created by the state, county or commune, with determined competences and powers, with financial means procured from the general patrimony of the creator public administration, made available to the public with the destination of giving satisfaction, permanently and continuously, to a general interest. Public service appears as a public law procedure, due to which the state (county or commune) may achieve its goal, giving

satisfaction to the general interest.”¹⁰

Public service is considered by the specialists in the field of administrative sciences as being „an activity of the public authorities for the satisfaction of general interest needs, which is so important that it must function regularly and continuously”¹¹, or „an activity directly or indirectly undertaken by the administration for the purpose of satisfying a general interest need and which is partially subjected to a public law regime”¹², or “an organism established by law or on the basis of the law, by the state, county, town or commune, for the continuous satisfaction of certain specific interests of society’s members”¹³, or a „service established and organized by the state or its administrative divisions for the fulfillment of their executive duties”¹⁴.

The evolution of the notion of public service was strongly influenced by the legal sciences and especially by the administrative law. In the opinion of the theoreticians of administrative law, the public service is the means through which administration

¹⁰Negulescu, P. (1925) „Tratat de drept administrativ român”, Tipografiile Române Unite, Calea Rahovei, 3rd edition, reviewed, Bucharest p. 223;

¹¹ Tarangul E. D. (1944) op. cit p. 124;

¹² Dupuis, G. Guedon, M. J. (1991) Droit administratif, 3rd edition, Armand Colin, Paris, p. 42;

¹³ Prisăcaru, V. (1993) Tratat de drept administrativ român Lumina Lex Publishing House, Bucharest, p. 98;

¹⁴ Alexandru, I. (2010) Tratat de drept administrativ, Universul Juridic Publishing House, Bucharest, (2002), Alexandru I (2007) op.cit., p. 132, Drept administrativ, Lumina Lex Publishing House, Bucharest;

⁹Tarangul, E.D.(1944) “Tratat de drept administrativ român”, Glasul Bucovinei Publishing House, Cernăuți, p. 130;

exercises its activity and it can be defined as being an activity performed for the satisfaction of general or local interest needs by a central or local public authority or by private law legal entities declared of public utility or authorized by the public authorities to perform certain general/local interest activities.

The central element of the legal approach to public service is constituted by the public interest, the general interest representing the social need specific to a community, which public administration must satisfy.

Another element that defines public service in the legal doctrine is the public authority entrusted with the provision of the public service. From the analysis performed are clearly derived the following aspects: public service is, from the functional point of view, organized directly by a central /local public administration authority and functions under its authority; the public service always has as goal the satisfaction of a public need, which means that it answers the general interest. Public service is provided by the public administration, regardless of whether it is executed by itself or by means of other service providers, hence administration's accountability to the citizens through the manner in which these public services are provided. There are categories of public services which cannot be provided except by the state, such as public order, social assistance, fire prevention and putting out. The establishment of public services is the exclusive attribute of the deliberative authorities, respectively of the local councils, and their organizing and functioning are the attributes of the executive authorities, namely of the prefect (for counties) and mayors (for towns and communes) and according to the principle of symmetry of legal acts, public services can be

dismantled through acts of the public administration authorities that established them.

MANAGERIAL APPROACH TO PUBLIC SERVICE

The need to run public services such as to properly satisfy the public interest determined the outlining of this distinct approach, the managerial approach to public services, emerged on the grounds of the diversification of the activities in which public authorities are involved, especially in the economic field and, implicitly, in the field of public interventions development, as well as of the inability of the traditional management methods in view of satisfying the citizens' needs.

Public management approaches public service, on the one hand, as an activity, and, on the other hand, as an organization targeting the increase of the general performances. The emergence of management in the public sector represents „an answer to the legitimacy crisis of public administration with respect to its traditional functioning manner” (...) ¹⁵, as well as the lack of its ability to satisfy the new requests of the citizens and of the business environment. The principle „better services for the public” is insufficient to guarantee that the public institutions will use it as support for the development of a strong organizational culture.

In the 21st century, the increasingly high expectations of citizens from the public

¹⁵ Nicolescu O., Verboncu I, Profiroiu M. (2011) „Starea de sănătate a managementului din România în 2010. Diagnostic și soluții prefigurate pentru anul 2011 pe baza chestionării a 1988 specialiști.” ProUniversitaria Publishing House, Bucharest, p, 62;

Profiroiu A (2001) Pilotajul serviciilor publice, Economică Publishing House, Bucharest, p. 64;

sector, the emergence of new technologies, the individualization, delegation and decentralization, the financial pressures and the internationalization tendencies, the demographic evolution, became change-determining factors. The concern of governments, executive powers, for the governance act, from the perspective of satisfying the public interest, of the realistic sizing of the public need, the decrease of public expenditure and the increase of the quality of public services represented premises of public sector reform.

Public sector reform „did not affect the essential functions of the welfare state, even though it reduced and restructured the space occupied by it”¹⁶. At present, we notice a reduction of the public sector in favour of the expansion of the private sector, by means of the consolidation and increase of the use of market mechanisms in the assignment of society's resources and, also in transforming public sector management by introducing instruments specific to the private sector, oriented towards performance and reaching precisely defined objectives, which allowed the orientation of the internal management of the public sector towards efficiency and efficacy in resource assignment.

The parties involved in the organizing and functioning of public services are:

a. central public administration authorities establishing the national policy in the field and executing normative act drafts,

b. local public administration authorities which organize public services and supply a part of them at the local level, but also elaborate local regulations, rules, manage

local public services, ensure their financing and monitor the manner in which the public service is provided, according to the legal provisions in effect.

c. service providers (public institutions, formerly state-owned enterprises, trading companies, associations and foundations, inter-community development associations) which provide the services at the standards established in the contracts concluded with the local public authorities and observe the contractual obligations, as well as the principles and basic rules of public services and the legislation in effect. Also, they have the obligation to inform the beneficiaries regarding their rights and obligations in relation to the public service, but also to consult them with respect to the optimum modalities of supplying the public service.

Direct administration (management) is regulated in art. 29 of Law no. 51/2006 of public utility community services with the subsequent modifications and completions¹⁷ and is the management modality in which the deliberative and executive authorities, in the name of the administrative-territorial units they represent, undertake and exercise directly all competences and responsibilities due to them according to the law, with respect to the supply/provision of public utility services, respectively the administration, functioning and exploitation of the public utilities systems afferent to them.

This is known in the doctrine under the

¹⁶A se vedea Crăciun C, Collins P.E (coord) (2008) Managementul politicilor publice. Transformări și perspective”, Ed Polirom, Iași, p 101

¹⁷ published in the Official Gazette of Romania no. 254/2006;

name direct administration¹⁸ and represents the exploitation system in which the commune, county and state invest the capital, execute the works, guide the enterprises and collect the incomes and the public authority disposes, absolutely, both of the service organizing, and of its functioning, of setting the rates, at the same time undertaking the risks of the enterprises.

Direct administration is achieved by means of public law operators established at the level of the administrative-territorial units, which may take the forms:

a) either of functional compartments organized in the structure of the mayor's specialty apparatus or, as the case may be, of the county councils',

b) or in the form of local or county interest public services, without legal personality, established and organized through decisions of the deliberative authorities of the administrative-territorial units,

c) or of local or county interest public services, with legal personality, established and organized through decisions of the deliberative authorities of the administrative-territorial units.

Delegated administration (management) is regulated within art. 30 of Law no. 51/2006 with its subsequent modifications and completions and represents the management modality in which the local public administration authorities at the level of the administrative-territorial units or, as the case may be, the intercommunity development associations with public utility services as their object of activity, in the name and on the

¹⁸Negulescu, P (1925) *Tratat de drept administrativ*, 3rd edition, Tipografiile Române Unite Calea Rahovei 50, Bucharest, p. 237;

Matei L (2004) „Servicii publice”, *Economică Publishing House*, Bucharest, p. 67;

account of the member administrative-territorial units, assign to one or several operators all or only a part of their own competences and responsibilities regarding the supply/provision of the public utility services, as well as the concession of the public utility systems afferent to the services, respectively the right and obligation to administer and exploit them on the basis of a contract, called service management delegation contract.

Delegated administration can be achieved by means of operators or regional private law operators, as well as on the basis of the license issued by the competent regulation authority. The operators with statute of trading companies whose share capital is totally owned by the administrative-territorial units organize and perform their activity on the basis of an organization and functioning regulation approved by the local/county councils.

According to art. 30 of Law no. 51/2006, the management delegation contract is assimilated to the administrative acts (administrative contracts) and enters under the incidence of the provisions of the Law of the administrative contentious no. 554/2004.

The management delegation contract is a contract concluded in written form, by means of which one or several administrative-territorial units, individually or in association, as appointer, assigns, for a determined period, to a licensed operator, as delegate, acting on its own risk and liability, exercising the right and obligation to supply/provide a public utility service or, as the case may be, activities from the composition of that service, including the right and the obligation to administer/exploit the technical-edilitary infrastructure afferent to the service/activities supplied/provided, in exchange for a royalty.

The intercommunity development associations may also conclude such contracts in the name and on the account of the member administrative-territorial units, the latter having the quality of appointer.

Public utility services management represents the modality of organizing, functioning and administration of public utility services for the purpose of supplying/providing them in the conditions established by the local public administration authorities. They are organized and executed either in the form of direct management, or of delegated management, and the modality of administering the public utility services is established through decisions of the deliberative authorities of the administrative-territorial units, depending on the nature and state of the service, on the need to ensure the best price/quality ratio, on the size and complexity of the public utility systems.

Direct management is regulated in art. 29 of Law no. 51/2006 of public utility community services, with its subsequent modifications and completions and is the management modality in which the deliberative and executive authorities, in the name of the administrative-territorial units they represent undertake and directly exercise all competences and responsibilities due to them according to the law, with respect to the supply/provision of public utility services, respectively the administration, functioning and exploitation of the public utility systems afferent to them.

Delegated management is regulated within art. 30 of Law no. 51/2006 with its subsequent modifications and completions and represents the management modality in which the local public administration authorities at the level of the

administrative-territorial units or, as the case may be, the intercommunity development associations with public utility services as object of activity, in the name and on the account of the member administrative-territorial units, assign to one or several operators all or only a part of their own competences and responsibilities regarding the supply/provision of public utility services, as well as the concession of the public utility systems afferent to the services, respectively the right and obligation to administer and exploit them on the basis of a contract, called service management delegation contract.

There is also an intermediary form of management, namely the semi-direct (or semi-delegated one), which is a mixed management of the public service, within which the service is exploited directly (entity without legal personality within the public administration authority's apparatus), but part of the service is provided by an exterior enterprise (economic operator) from the private sector.

The organizing and running of the procedure to delegate the public utility community services is regulated through Government Decision no. 717/2008 for the approval of the Framework procedure regarding the organizing, running and assignment of public utility community services management delegation contracts, the framework-selection criteria for tenders for the public utility community services and the Framework contract for delegating the management of public utility community services.

The manner of organizing public services is not always uniform at the level of the country, including at the level of the municipalities which are county seats, for several reasons connected to the legislative

framework, the specific situation in the territory, the organizational structures at the level of the local councils, to responsibility and the solutions adopted.

The legislative changes in the field of public utility services occurred due to undertaking the responsibility to harmonize our legislation in the matter with the community acquis, but also in order to access European funds, in view of performing investments in the afferent infrastructure. These lead to the establishing of public services/specialty compartments within the administrative-territorial units in the rural environment, to the delegation of service management to large operators, to the establishment of intercommunity development associations and to the emergence of regional operators.

In Romania, the optimum development of the public services must take into account their specific and the reaching of the profitability threshold for each of them, located in the respective territorial area.

Thus, for the cleaning public service the following problems were found: lack of ecological ramps, uncontrolled depositing of waste, selective collection, lack of funds, of infrastructure, absence of machinery for performing the activities connected to the cleaning service, respectively cleaning the public paths, pest control.

The weak points identified for the water and sewerage supply public service within the SWOT analysis are linked to the connection of a low percentage of the population of Romania to the water and sewerage system, the high volume of unpaid water consumption, because of the losses in the network, and the low level of payment collection from the consumers; the absence of investments for the rehabilitation/expansion of the water and

sewerage infrastructure; the exceeding of the transport capacity of the water supply networks; absence of locality systematization; high number of damages on the networks, high number of scheduled or accidental interruptions; absence of experimented staff for the promotion and implementation of large scale investments.

The existing problems for the public lighting system consist of: inefficient organization, high costs for purchasing modern equipment, recording of unscheduled interruptions, the existence of uncovered areas, the physical and moral wear and tear of the networks and the low financial capability to expand them.

For the thermal energy service, the weak points identified are in connection to the provision of services with high costs, which lead to the impossibility to maintain and modernization of technologies, low technical parameters, low efficiency and high losses in the distribution networks, leading to the excessive increase of the rates.

Cleaning public service

Quality indicators measure the quality of service being described services provided to citizens in terms of timeliness, availability, continuity, quantity and beneficiary satisfaction / user.

This indicator measures the quality of service compared with established quality standards. Important in this respect are the following: public service opportunity, accessibility, continuity of public service provision, the level of comfort and courtesy shown by service providers to users.

For sanitation service I am considering the following indicators: frequency of

collected waste; the extent to which they are collected selectively, especially since we met and legislation in the field; level of equipment operators; wear of equipment and number of new machines purchased per year, the fee sanitation both for individuals and legal entities; degree bill collection .

Regarding the frequency of waste collection in mind the number of collected weekly from each category (population, businesses, public institutions).

The indicator should be calculated separately for three types of users: people, businesses and public institutions, with each of them having contracted operator separate cleaning public service.

Share selective collection is calculated taking into account the number of beneficiaries using selective collection divided by the number of contracts with each category of beneficiaries (people, businesses, public institutions) (%) and frequency selective collection. Share selective collection can be calculated and thus the amount of waste collected selectively and valued relative to the total amount of waste collected.

Cleaning public service operator involvement in social activities, educational programs, awareness campaigns on various topics. As an indicator the number of programs have achieved a year to education and public awareness to improve sanitation city. Number of complaints, complaints, petitions per year is a very important indicator that the operator should take into account and observe whether from year to year their number decreases or increases. The following should be considered:

- a) the number of written complaints on the failure by the operator obligations;
- b) the number of complaints over the

total number of user, the user categories;

c) applications to improve the quality parameters of performance, resolved relative to the total number of applications to improve the activity, the categories of activities;

d) the number of complaints resolved on the quality of performance, relative to the total number of complaints about the quality of work, the types of activities and types of users;

e) the number of complaints regarding billing over the total number of users in user groups.

Total annual cost of cleaning public service and its total cost per capita.

The total cost of cleaning public service per capita is calculated as the total cost of sanitation service relative to the population of the municipality. It also may take into account the total amount of invoices received in relation to the total value of invoices issued, by category of users.

Public lighting service

The average duration of unscheduled interruptions found is an indicator showing the operating capability of the public lighting system expressed by the average length of a defect, but it takes into account the duration of action to remedy the fault.

The average length of unscheduled interruptions found is the number of hours during which the failure was recorded every unscheduled interruption found within one year relative to the total number of interruptions (%).

We calculate this indicator longer and taking into account:

- a) the number of unscheduled interruptions found, the types of lighting - street,

pedestrian, trim etc. reported the total number of unscheduled interruptions in a year;

b) number of streets, alleys affected by unscheduled outages reported the total number of unscheduled outages a year.

To calculate the average duration of interruptions can be scheduled to consider the following:

a) number of interrupt announced users, types of lighting - street, pedestrian, trim etc. reported the total number of interruptions per year (%)

b) number of streets, alleys affected by outages scheduled based on the total number of interruptions per year (%).

The share of total public street lighting street network of the city is an indicator that measures the quality of infrastructure on the one hand and the lighting system on the other hand, provides indirect information about the degree of satisfaction of public needs of the community. In 2006, the total national public roads, county and local commune, about 60% were illuminated.

The share of public street lighting is calculated given the total length of roads with street lighting (km) relative to the total length of roads in town (km) (%).

Regarding the arrangements for payment of the invoice there are several options: a) cash; b) network of ATMs (cash machines); c) direct debit; d) Internet; e) bank transfer; f) remote reading service for home users who opt for the method of calculation of the bill by calling a toll-free communication index.

The mode of transmission (channels) of information to users and feedback from them is very important. Information may be transmitted via invoice by e-mail, information points, telephone (tel. Green) on the operator's website. Another indicator that

can provide important data about users' satisfaction about the quality of public service performed is the number of complaints, complaints, petitions per year and how many of them are justified.

a) the number of complaints regarding malfunctions public lighting lighting types - street, pedestrian, ornamental etc ;

b) the number of findings of non-public lighting quality observed local government authorities;

c) the number of complaints regarding the degree of insurance operation;

d) the number of complaints and notifications justified;

e) the number of written complaints based on the failure by the operator of license obligations.

Arrangements for receiving notifications (via a toll free number available to users thus providing a unified management and operational relationships with customers, counters, Tel Green)

Partnerships with civil society (social, educational, cultural and sporting).

Upgrading distribution. Upgraded network length per year compared to the total network locality. The total cost of the total cost of public lighting and public lighting per capita. These indicators must be correlated with the average duration of scheduled and unscheduled outages as well as the modernization of distribution network (losses occurring in the system). To calculate the total cost of public lighting per capita considering the total cost of public lighting on year compared to the number of inhabitants.

Share sanctions for non-compliance data operators is the amount of compensation awarded by the operator in the event of damage causes attributable to user installations.

Also, may consist of the amount of compensation awarded by the operator for failure to supply parameters.

In conclusion, the weaknesses of this service are: physical wear lighting networks; lack of financial resources for expanding networks, upgrading and maintaining them; frequent interruptions to supply fixtures; reduced administrative capacity of local authorities, especially in the villages and small towns to manage their own budget, service and generate their own income and absorb grants; existence of the legal framework to allow central government setting standards of quality and cost; lack of quality standards results-oriented public lighting service; low quality of the information and consultation conducted by the city and operators.

The public service of local public transport

Improving public transport and the service quality is a key factor for achieving sustainable urban development in terms of social, economic and environmental. Given the principle of providing service quality of local public transport in terms of passenger affordable we analyzed the quality of local public transport service from four perspectives: a) expected quality, b) the desired quality, c) the quality achieved and d) perceived quality.

A. The quality level required by the consumer is expected and can be defined in terms of explicit and implicit expectations.

B. Desired quality level is that providers want to ensure passenger transport. Must be defined based on the level of quality expected by passengers, external and internal pressures, budgetary and performance of

day constraints.

C. Quality assured (done) is to the level of quality achieved under real operating daily. The quality level offered is measured by quantitative indicators. They are:

1. The area covered by the network;
2. The operating;
3. The frequency of public transport;
4. Facilities (ease of access, ease of movement in the stations, vehicle access, ease of movement inside the vehicle; Density of ticket sales and subscriptions; ticketing program points and subscriptions, quality tickets, subscriptions, and their sale the compositorel);
5. Information that can be obtained about the times and routes of public transport;
6. Journey;
7. The way of solving suggestions and complaints;
8. Conduct of staff (drivers, ticket inspectors, staff at the ticket);
9. Diversity current subscriptions, the tariff;
10. Comfort stations;
11. Travelling comfort;
12. Preventing accidents;
13. Environmental pollution.

D. Perceived quality is the quality perceived by passengers when traveling. This landmark is useful in defining the service and in the review process, ie performance measurement to improve. This quality is called citizens and desired quality can be defined by what can directed to do to meet the expectations of travelers, but taking into account their own resources.

To provide high quality services to travelers primarily means rationalizing existing resources within the public transportation company. To achieve this, the first step to take is to address not only the

quality of strategically but to create a quality culture among staff. The common objective is to provide optimum access to public transport, reduce congestion and protect the environment.

The approach has three stages: strategic phase in which the specified needs of citizens and are formulated targets to be achieved, will step tactic, in which strategic goals are translated into specifications ensuring consistency and applicability of the mobility system. Finally, the operational phase is when transport services are produced and consumed.

Public transport service is characterized by: short-term heavy use; variable load factor driving directions; underserved areas and period features throughout the day; framing / interaction with general road traffic and passing through numerous points of conflict.

The public service of water supply

Quality of service water and sewer provided to citizens is measured through qualitative indicators in terms of timeliness, availability, continuity, quantity and user satisfaction. The measurements are performed in comparison with the quality standards established in this field and we have the following standards:

a) SR ISO 24510: 2008 - Activities relating to drinking water and sanitation. Guidelines for the evaluation and improvement of services provided to consumers. Contains guidelines for assessing and improving service delivery to customers; instructions for administering public water services.

b) SR ISO 24511: 2008 - Activities relating to drinking water and sanitation. Guidelines for the management of wastewater utilities

and for the assessment of wastewater services. Treat the essential elements of the service to consumers such as access to water; service; contract management and billing; promoting good relations with consumers; environmental protection and security and emergency management. If SR ISO 24510: 2008 treats water services in terms of consumer demands, SR ISO 24511: 2008 and ISO 24512 SR: 2008 addresses the issue of water service or sewage in terms of management.

c) SR ISO 24512: 2008 Activities relating to drinking water services and sanitation. Guidelines for the management of public water supply and drinking water assessment services

We consider it appropriate to develop a portal designed to measure the degree of citizen perception of the level of service. By this it provides a permanent framework for the analysis of data from questionnaires online application thus making it possible to measure the time evolution of the quality of service provided by operators and thus obtaining feedback from users.

Article 28 of Law no. 241/2006 provides that "The right to non-discriminatory access and use of the service is available to all users, contractual and service regulation and compliance programs for rehabilitation, expansion and modernization of water supply and sanitation".

Measuring quality of service provision by reference to the level of user satisfaction can be achieved by analyzing the following aspects of the service water supply and sanitation:

Share complaints, complaints, suggestions received in a year:

a) the number of complaints about water quality parameters provided relative to

the total number of users, types of users and types of water supplied;

b) the percentage of claims that have been shown to be the fault of the operator;

c) the number of complaints regarding the degree of assurance in relation to the running total number of users;

d) the number of written complaints;

e) the percentage of total complaints answered within less than 30 days;

f) the number of suggestions received from beneficiaries through letters, emails, phone calls free.

Arrangements for payment of invoices. Users have several options to make paying bills ie online payment through ATMs at the counter at the post office.

Channels provide information to citizens vary among them are the following:

a) web-site (eg www.apanovabucuresti.ro) - monitoring indicators (number of monthly visitors, the number of complaints received online, number of stories published monthly),

b) the invoice sent,

c) leaflets, posters with information of interest for users,

d) through operational centers (number of calls),

e) publications (such as, for example, developed Journal of SC Apa Nova Water) - monitoring indicators (number of publications produced and disseminated),

f) events (number of events, number of participants, feedback from participants (questions, questionnaires),

g) relationship with the media - number of press releases, article number positive / negative, the number of paid advertising.

When evaluating service water supply and sanitation must consider the following:

a) ensuring consistency between policies on urban development and infrastructure service; b) awareness of consumers and the

community as a whole; c) meeting the standards of public health and drinking water quality; d) charges must consider the principles of cost recovery and promoting resource efficiency, aiming while maintaining equal access of citizens to the service; e) reduction of pollution into drains; f) education of youth by creating specific programs to raise awareness of the importance that has water.

Conclusions

The research focused, on the one hand, on the analysis of the Romanian and foreign specialty literature and of the legislation in the field of public services, respectively of public utility services, performing their approach from the economic, legal and managerial point of view, and, on the other hand, has an applicative side, by means of the analyses performed having as basis the questionnaire. We emphasized the qualitative indicators for public utility community services. The classification of indicators was performed depending on their adequacy degree to the specific of each public utility service considered, establishing both common and specific indicators.

From the common quality indicators, we mention: a) the manner of transmitting the information to the beneficiaries; b) the number of notifications, complaints, petitions per year; c) the percentage of solving complaints; d) the total annual cost of the service; e) the invoice payment modalities; f) the channels for transmitting information to the users; g) service accessibility.

From the specific indicators, we mention: a) for the cleaning public service: frequency of waste collection, percentage of selective collection; b) for the public transport service: ease of access to the platforms; access in the vehicles; density of the ticket and passes sale points; diversity of ticket types, trip duration; staff behaviour; comfort during the trip; safety and security in public

transportation; c) for the public lighting service we have: percentage of streets with public lighting, modernization of the distribution network.

The measurement of public services quality has as goal the reduction of the difference between the level of services offered and the level expected by the users/beneficiaries. In this sense, the measurement of the user's satisfaction level is achieved according to the degree of need anticipation (percentage of services not rendered because they were not considered by the service provider, even though the user expected to be offered),

the degree of service demand satisfaction (calculated as percentage of all requests of the service users that cannot be satisfied because of the lack of necessary material basis or qualified personnel), the degree of flexibility (promptness) with which emergency situations are responded to (evaluated by means of the average time between the receipt of the petition to the moment when the respective service was offered), the degree of efficiency in problem solving (calculated as percentage of all problems for which the service promised cannot be offered within the initially established time interval).

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How can private companies become sustainable, not history?

- A perspective on organizational behavior -

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Abstract: *The basis of the success of the private environment and of the organizations that make up it is the organizational behavior. This is the main responsible for the failure or the success of a company or organization. In organizational behavior, the assumed values, the resources involved, the staff, the leadership, but also the external elements, but with which a direct or indirect connection is created, are still involved. The sustainability of a company or organization is given by some elements that differentiate it from the competition, the image of the waters it created on the market, but also from a reputable assumption of what it has done or is about to do in the private environment.*

We will not be able to talk about companies having a successful organization without knowing the results and how it has achieved. Even if the strategies and actions are left in the shadow and known only internally, ensuring only that transparency of things that will be known does not mean that those strategies and actions did not exist. Within a successful company, at their core will be some defining components and elements applied consciously, responsibly, assumed and based on sound knowledge. A proposal to achieve sustainability over time within the organization will be described throughout the paper.

Key words: organization, sustainability, vision, dimensions of sustainability, competitive differentiation

JEL: L1, L2, M1

1.Introduction

The private environment in Romania has seen in the last years a directed lines with European standards, but not enough that no corrections, adaptations or other legislative and economic initiatives in this field are needed. It is true that, at the level of organizational culture, private companies incept have certain values imposed by the European Union, as well as business ethics, national values through legislative and control instruments in this field. Labor on the brink, tax evasion, workplace discrimination among employees began to diminish visibly, but there is still room for a reluctant change.

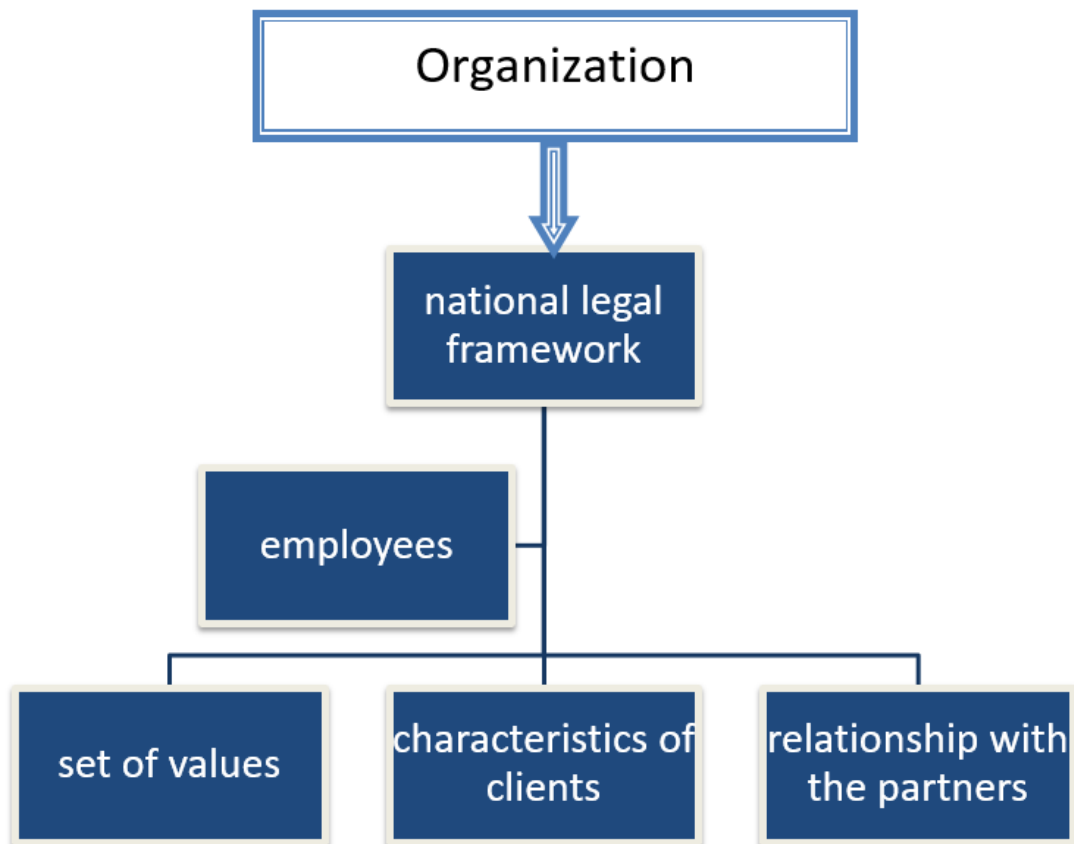
We understand the organization-level change as the set of new values implemented within it to combat conscious competition and make it sustainable in time, socially and economically. We believe that an organization is not sustainable only if it has a great experience on the market, a number of years of its establishment or a long history, but also a large turnover, a set of values that it respects and applies. A company that was founded a year ago but managed to attract the attention of its clients, partners, suppliers through

the tools and mechanisms that are defining: values-culture-success-financial power and which may even have been bought with a sum of money the importance can be considered as a sustainable company due to its high financial power over the short period of time and its development and the drawing of new lines of direction by another third party.

2.Adopt dimensions on the sustainability and sustainability of an organization

Success, sustainability, sustainability and even the vision of an organization are largely dependent on five dimensions that should be established just before it is established: the national legal framework, the employees, the characteristics of the target group (clients), the relationship with the partners / suppliers, the environment organizational (set of values). The relationship between the five proposed dimensions that can define the sustainability and vision of an organization and their importance is given in the figure below:

Figure 1: The five dimensions of a sustainable and sustainable organization



Source: Author's own processing

Of course, not only compliance with these dimensions brings success in the private environment, companies and private organizations, but observing some conditions we have called "the conditions of the five dimensions of sustainability and sustainability." We identified these conditions as follows: understanding and understanding the five dimensions, understanding the relationship

that should exist between them, interacting permanently with all five dimensions simultaneously and not successively, adapting the organizational environment and other components that enter into the organization of the five dimensions, adapt to change at the economic and social level, adapt to internal changes.

Tabel 1: The conditions of the five dimensions of sustainability and sustainability

Conditions	Explanations
Complex understanding of the five dimensions	The first step is defining all five dimensions: Why should a legislative framework be taken into account? what are the characteristics of the organization, what values do I have as an organization, what were the criteria that gave birth to them, how flexible can they be in observing or not respecting them? who are the clients I'm interested in arriving? What features do they have? Why do I have to keep in mind the motivation of my employees to have the best results, results that will be translated into the turnover of the organization? What are the partners and suppliers that interest me and why? On the basis of which criteria do they differentiate between them?
Understanding the relationship that should exist between the five dimensions	Besides understanding the five dimensions in more detail and understanding how they interfere and intersect is very important. The relationship of the organization as a stand-alone element with them and the relationship between them will dictate the whole trajectory of their observance and the best results in their field. Identifying the most important dimensions is the starting point for the following visions, strategies and projects at the organizational level. For example, if you do not take into account the legal framework and customer requirements in developing a new product or service or altering an existing one, its success could be an undesirable one, the investment in it could turn into a huge loss, and the road the organization is much shorter than planned just for the simple fact that we did not understand the importance and the relationship between these dimensions
Adapting the organizational environment and other components that make up the organization to the five dimensions	It is clear that a legislative change at national level that implicitly targets the private environment or the field of activity of the organization, a change among the clients, a change of employee behavior requires adaptation of the entire organization's work to these proposed new changes. Otherwise, the profit, existing on the market, the life span, the turnover will be those that will feel the results of the non-adaptation to the changes in the five dimensions.
Adapting the organization to economic and social changes	An inadequacy of the economic and social requirements will make the image of the organization suffer both among customers and partners and suppliers. An organization or company that demonstrates that it is unable to meet the required economic and social standards demonstrates an organizational inefficiency and a serious management fault. Often these are put to the attention of the management, not of the staff that makes up the entire organization.

Adapting the organization to internal changes	Internal changes are the ones that focus on human resources management, financial, organization chart, values and set of beliefs of the organization, the purpose and objectives proposed, the strategies, the projects, the future actions. An inadequacy of the organization as a whole for all these listed items will give rise to visible gaps between what is on paper and what is in practice. This may be considered a violation of the law but also a violation of its own requirements. Often these gaps arise because of the inadequacy of employees to change within the organization. These can be combated through a system of training, motivation and evaluation based on standards that correspond to new internal changes.
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Source: Author's own processing

3. How does a sustainable and sustainable organization differentiate?

At the previous point of the paper I described the dimensions that an organization should respect in order to become durable in time and sustainable. In the following we will identify the elements underlying the differentiation of such organizations from other organizations. The differentiation elements are.

1. Differentiation from competition and market innovation

2. Competitive Components: Adapting behavior to the needs and needs of customers, employees and the external environment; responsible mode of consumption; strengthening the trust of external factors in the organization; permanent interaction with the entire external organizational environment and with the external factors-clients, suppliers, partners, permanent interconnection; interdependence with the external environment: legislative, economic, social, cultural.

3. rethinking and permanent adaptation.

4. Knowing the human resources within the organization that contributes most to the success of the organization or can contribute;

5. Respect the values initially identified,

6. Incentives and Innovative Manners of Employee Behavior,

7. Employee liberation and freedom of movement within the organization - treating them as human values not only resources, as initiators and visionaries in relation to the organization's path,

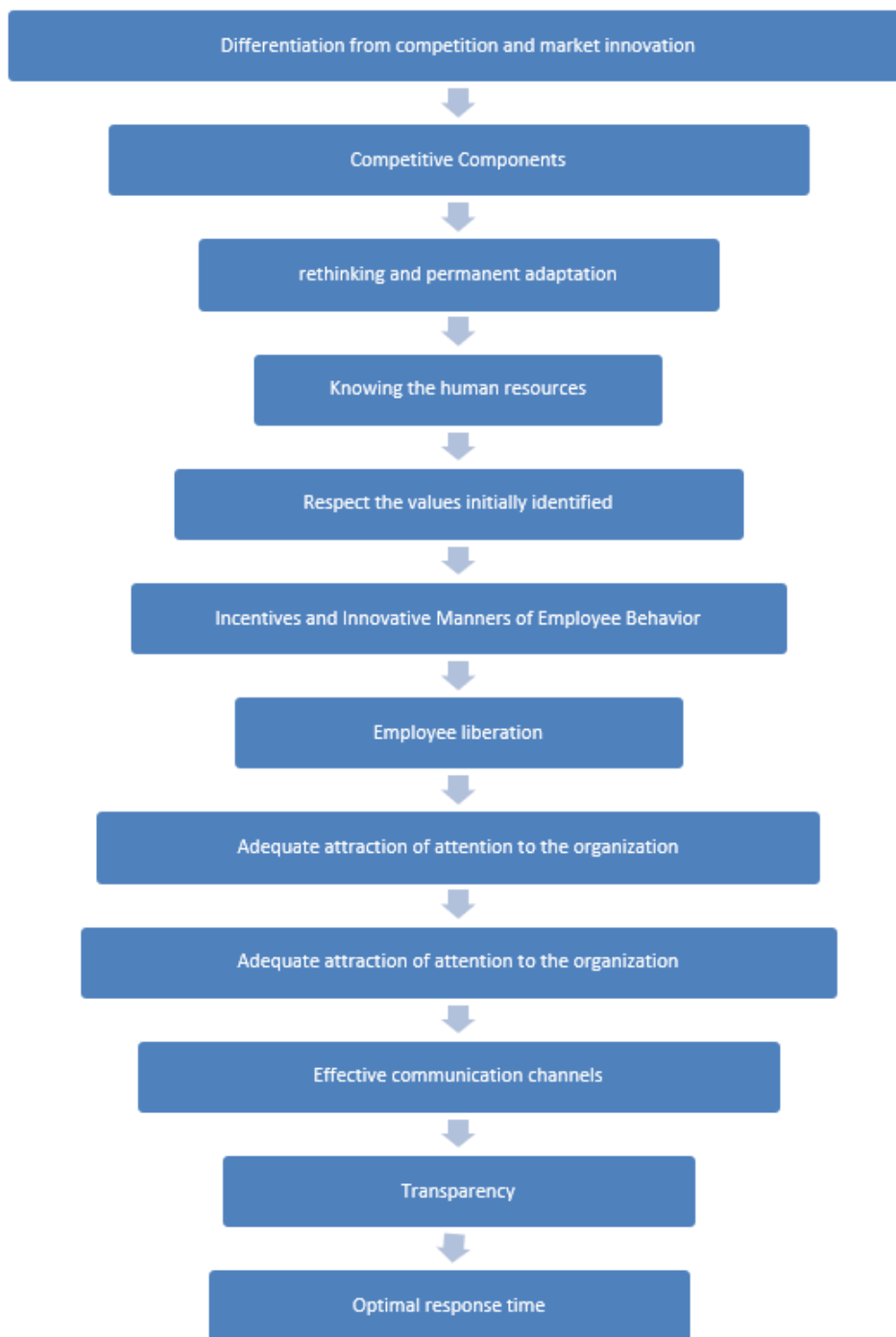
8. Adequate attraction of attention to the organization, especially to the clients and potential employees with vision, able to innovate and reach objectives,

9. Effective communication channels - with press-clients-employees-partners-providers-public institutions,

10. Transparency assumed and decent in the actions of the organization,

11. Optimal response time-avoiding hesitation and too short response times, without specific analysis, depending on what is required.

Figure 2: Characteristics of Sustainable Organizations in Time and Sustainable



Source: Adaptation after Jack Canfield; *Principiile Succesului*; p.50

The dimensions identified in point 2 of the paper and these presented elements can not be taught without a practical assimilation, a conscious experience and assumption at the level of the leaders within the organizational environment at the level of the private environment. The question remains how can they be understood, how can their application be taught and how can they be understood more easily?

A solution would be to learn from the potential mistakes throughout the experience of manager or leader of an organization or private company by copying examples of good practice already existing either at international level or at the level nationally or during attempts to succeed. But this path is one that lasts, which implies not only patience, perseverance, continuous learning and practice, but also frequent financial investment, with the new attempts to succeed and with the failures that may occur. If a manager can assume all of these aspects, employees, clients, partners, suppliers, or other collaborators are not required to do so, and they will also suffer as an indirect part of the entire process.

The shortest path to acquiring and learning these elements is school. But not the school at the national level, the one focused on the theoretical knowledge of information and its non-alignment with the new requirements in the professional field. We are talking here about the new Romanian education system, which should take into account the "five dimensions of the school", namely: systematic thinking, personal mastery, reconsideration of mental models, building a shared vision and team learning.

This would be a first step towards the development of successful leaders and

managers who can then sustain a sustainable and sustainable organization, and hence a healthy, fully developed national private environment that will also help to develop national economic development and increase national employability.

Conclusions

The challenges for the new private environment at the national level are multiple: from adaptation to internal changes of the organization, to external elements, from efficient motivation of the human resources involved in the whole process, to maintaining good collaboration with clients, to learning and permanent adaptation of leverage to success. This road is not necessarily long but still uncertain for our national business system. Certainly, because without educational training that meets these criteria and with the "learning of things", evolution will not be the one you want or imagined, or if it is that, certainly the waiting time will be higher. As a result of this, sustainable and sustainable development of the private environment could help the education system to develop the things required by employers for future employees but to prepare their leaders, successful managers for the future .

Thus, a first actor responsible in this process is not just the manager / leader - as a direct part, but also the school as a preparatory institution, within which the qualities at least required by the new private environment can be acquired.

Another recommendation, based on the above, would be that the Romanian school and the entire education system look their attention in the following years towards non-formal learning, the development of

forecasting capacities and the fight against the gaps in the national economic system and to try to assume a repository and increased assimilation among young people, even from secondary and high school teachers, as tools for proper personal development, the higher ones being meant to be a career / professor.

Along with the education system that already provides peived leaders, founding organizations and prosperous companies, who know what and how to make things work another important item is the legislative framework. It is recommended that it be

a stable, self-supporting one that supports the development and entry of such organizations, not the aggravation and stagnation of their cycle. Along with the understanding of the five dimensions of a successful organization and the elements of differentiation between it and the others on the market - as internal elements and the other two external elements - the school and the legislative framework contribute to the path of the private environment and not necessarily only the national one.

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Particularities of the Romanian Labour Market in the Period 2008-2016

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Abstract: The level and quality of employment are important parameters for the current society, as the labour force is the main driver for developing any modern economy. In the Strategy "Europe 2020", the European Union set as goal for the time-horizon 2020 to achieve an employment level of 75% for the European population with ages between 20-64 years. Romania has as objective in the field of employment to achieve a level of 70% by 2020 for the same population segment.

Even though Romania is faced currently with the severe issues of unemployment (the unemployment rate for the year 2016 at national level was of 5.9% as compared with the European average of 8.6% according to Eurostat), the activity rate and the employment rate of the working-age population recorded by our country continues to be among the lowest in Europe and at almost 4 percentage points difference against the national goal established for attaining the goals of the Europe 2020 Strategy.

The paper intends a systematic but not comprehensive approach of some consequences of the world crisis, about some main indicators of the labour market at national level, by highlighting the main characteristics of this market: developments, structures, particularities, etc.

Key-words: employment, unemployment, demand, labour force supply

JEL Classification: E24, J21, J23, J42, J82

Introduction

The main concerns of all countries within the European Union found both in the Lisbon Strategy and in the Europe's Sustainable Development Strategy up to the year 2020 are sustainable economic development and developing an inclusive labour market by increasing the weight of employed persons, and by creating jobs for inactive and hard to employ persons, as well as for individuals in situations of social risk.

Because all European countries are faced with decreases of the birth rate, with population ageing and an increase in the imbalances between employed population and the population benefitting of social systems support, all these countries are aiming to integrate on the labour market a higher share of the population able to ensure own incomes by delivering useful labour for the society and by creating all favourable conditions for attaining this goal.

The recent economic-financial crisis of the last years proved that new competences and new jobs are required for modernising the labour market and for providing more autonomy to citizens in view of increasing the participation share on the labour market and for better correlating labour force supply and demand, including by professional and geographic mobility.

In the current context, Romania's economy is under the influence of the effects of a continuous and dynamic process of change generated by the transition to the market economy and by the globalisation phenomenon.

For understanding the labour market mechanisms, in the paper are analysed a series of statistical indicators obtained either directly by measurement such as labour

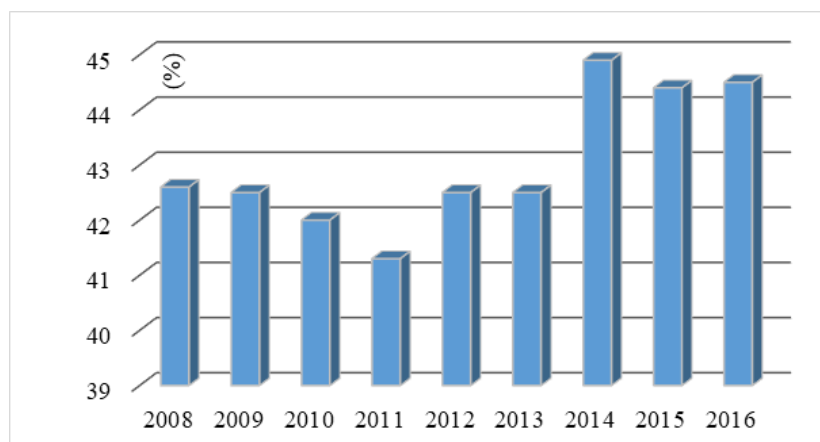
force resources, active population, employed population, the numbers of employees, the numbers of unemployed, or by calculating some derived indicators such as: activity rate, employment rate, unemployment rate, NEET rate, and the economic dependency rate, etc.

1.Characteristics of the labour market in Romania

The civil active population is the one characterising the potential labour force supply and the employment level of the population, as it represents the civil employed population and the registered unemployed and this population diminished in Romania by 414.6 thousand persons against the year 2007 in the year 2016. The distribution on genders of the active population at national level shows that in the period 2007-2016 the male employed population registered a diminishment by 1.81 smaller than the female employed population as from the total 414, 6 thousand persons, men represent 147, 3 thousands, and 267,3 thousands are women.

Regarding the gross activity rate (which is the ratio expressed as percentage between the civil active population in the total population of the country), this rate increased by 2.3 percentage points in the period 2007-2016, (from 42.2% in 2007 to 44.5% in 2016). However, the rate decreased by 0.4 pp. in 2016 against the rate recorded in the year 2014 (Figure 1).

Figure 1 Evolution of the gross activity rate in Romania in the period 2008-2016

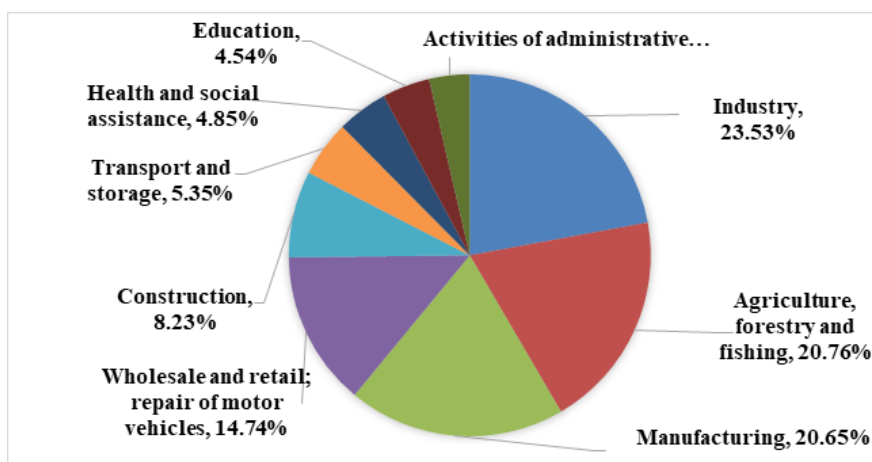


Data source TEMPO-online database, National Institute of Statistics, insse.ro

Regarding the civil employed population on categories of activities of the national economy, the analysis of the statistical data for the period taken into account highlights that in the Agriculture, Forestry, and Fishing sector records a decreasing trend as of 2012 (by 8.53 pp in 2016 against the year 2012). In the period 2007-2011 the employed population decreased in all sectors of the national

economy, save for the sectors: "Wholesale and retail trade; Car and motorcycle repairs" which had an increasing trend for the entire period of analysis. 2016 is the first year of the period considered in which the weight of the employed population in industry exceeds the weight of the employed population in agriculture (Figure 2)

Figure 2 Civil employed population on some activity categories of the national economy in the year 2016

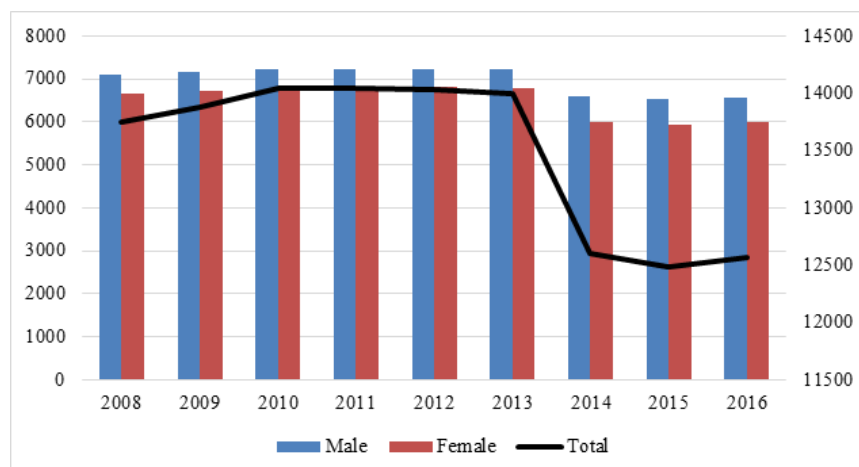


Data source: TEMPO-online database, National Institute of Statistics, insse.ro

Labour resources that include the working-age population, able to work and also the individuals under and above the working-age and still active, recorded an increase by 0.55 pp. in 2016 against the year 2015. The evolution of labour resources up to the year

2010 was on an increasing trend at national level, the increase being by 830.7 thousand persons against the year 1990. As of 2010 the numbers of labour force resources diminished on yearly basis up to 2015 when a slight increase was recorded again (Figure 3).

Figure 3 Evolution of labour resources in Romania for the period 2008-2016, (thousand persons)



Data source: TEMPO-online database, National Institute of Statistics, insse.ro

For the entire period 2008-2016 the employment rate had an oscillating development, but as of 2013 it began to increase slightly and reached 616% in the year 2016.

As in the previous years, the employment rate was in 2016 higher for men (69.7% against 53.3% for women). On areas of residence, the employment rate was higher in the urban area (62.6% against 60.2% in the rural area).

Regarding the employment rate on age groups, this rate was of 22.3% for the young individuals with ages between 15 and 24 years of age and of 42.8% for elderly (55 to 64 years of age).

The highest level of the employment rate was recorded for working-age individuals with higher education (86.2%). From the

working-age population with upper secondary education were employed 65.2% and only 41.0% of the individuals with lower education.

Employees registered increases against the preceding year (+139 thousand persons) and continued to have the highest weight (73.4%) in total employed population. In 2016, self-employed and unpaid family workers represented 25.6% from the employed population.

Skilled workers in Agriculture, Forestry and Fishing represented 19.4% from total employed population. Significant weights in total employed population held skilled workers (16.6%), experts in various fields of activity (15.2%) and workers in the services' sector (14.9%).

Out of the total employed population, 23.1% were employed in the agricultural sector, 29.9% in industry and constructions, and 47.0% in services. In non-agricultural activities were employed 6497 thousand persons, and significant weights among them were held by those developing their activity in the Manufacturing industry (24.6%), Trade (18.1%) and Constructions (10.4%).

As compared with the year 2015, the number of persons developing their activity in Agriculture, Forestry and Fishing decreased in 2016 (-232 thousand persons), just as the number of those employed in Education (-9 thousand persons), Public Administration and Defence (-8 thousand persons), Extractive industry, Information and Communications' Industry, Real Estate Transactions (all on decrease by 4 thousand persons against the previous years). The most significant increases against the previous year were registered in the Manufacturing industry (+46 thousand persons), Constructions (+42 thousand persons), Trade (+28 thousand persons), and Hotels and restaurants (+19 thousand persons).

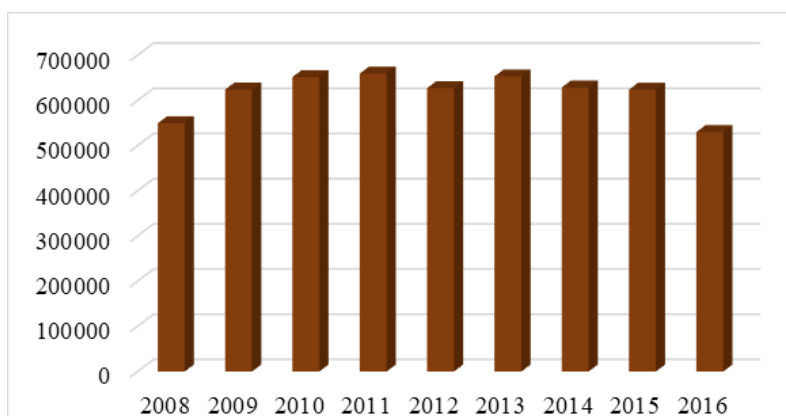
From total employed persons in the year 2016, 723 thousand persons worked part-time (8.6%). The vast majority of individuals employed part-time worked in the agricultural sector (82.8%).

In 2016, the effective average working-week time for the main activity was of 38.8 hours per week; 130 thousand persons developed also secondary activities by working in average 12.0 hours per week.

According to the data provided by the National Institute of Statistics, the number of unemployed in Romania decreased by 94041 persons in the year 2016 against 2015, and the unemployment rate diminished by 1.5 percentage points.

The highest number of unemployed of 659426 persons was recorded in 2010, while 2009 was on the second position with 651696 persons as it reflected the effect of the economic crisis which broke out by the end of the year 2008 (Figure 4). Save for the year 2013 (when 652984 ILO unemployed were recorded), the number of unemployed in Romania decreased on a yearly basis, so that 529869 unemployed were recorded in 2016.

Figure 4 Evolution of the ILO unemployed numbers in the 2008-2016, (persons)



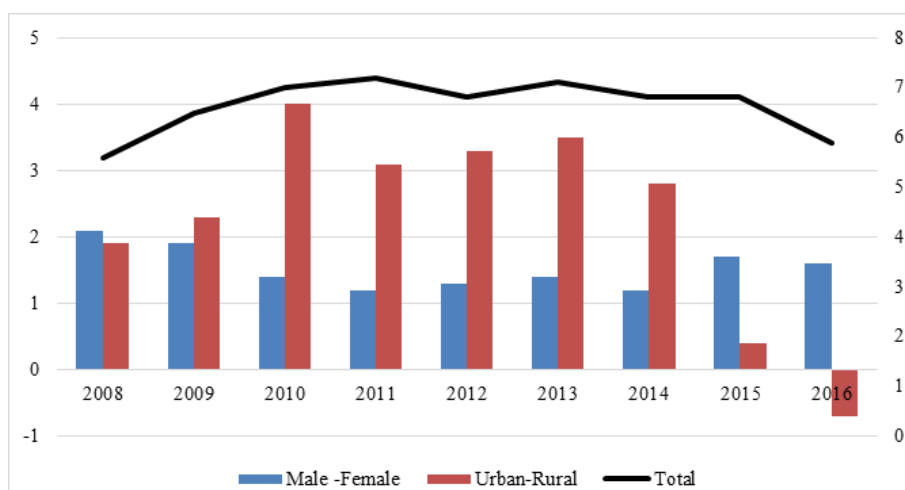
Data source: TEMPO-online database, "ILO Unemployed – Households Labour Force Survey" National Institute of Statistics

With an unemployment rate of 5.9% in 2016 (on decrease against the preceding year: 6.9% in 2015), Romania has a favourable position among the European Union Member-States being placed on the sixth position in the top of the countries with the lowest unemployment levels, respectively a better position regarding unemployment than

countries such as France, Poland or even the Netherlands.

On genders, the gap between the two unemployment rates was of 1.6 percentage points (6.6% for men, against 5.0 for women), and on areas of residence of 0.7 percentage points (6.3 in the rural area, against 5.6% in the urban area) (Figure 5).

Figure 5 Unemployment rate on areas of residence and the gap between unemployed men and women, (%)



Data source: TEMPO-online database, National Institute of Statistics, insse.ro

The unemployment rate had the highest level (20.6%) among youths (15 to 24 years of age) in 2016 as well.

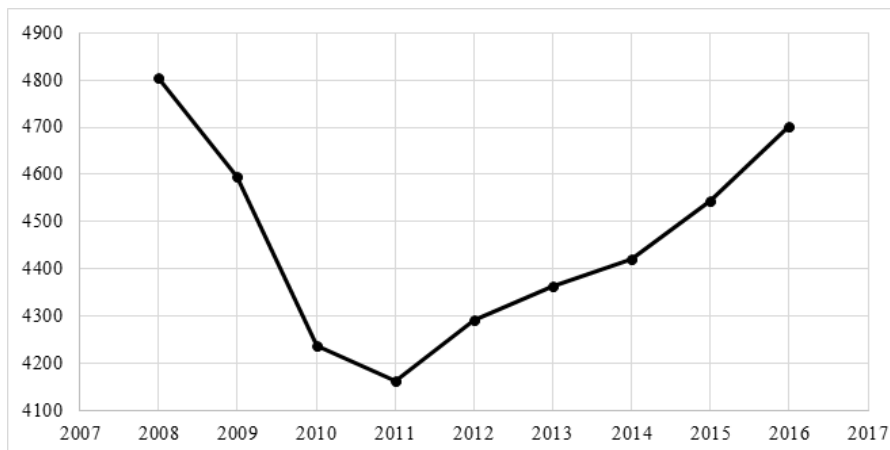
Unemployment affected mostly the graduates of lower and secondary education for whom the unemployment rate was of 7.6%, respectively 6.2%. The unemployment rate was of only 3.1% for those with higher education.

The long-term unemployment rate (one year unemployment and over) was of 3.0% and the long-term unemployment incidence (the weight of individuals in unemployment for one year and over in total unemployed) was of 50.0%.

For young individuals (15 to 24 years of age) the long-term unemployment rate (in unemployment for six months and over) was of 13.0%, and the long-term unemployment incidence among youths was of 63.1%.

The economic advance was accompanied also by the increase in the number of employees in 2016: by the end of the year were recorded 4.7 million employees, by 3.4% more than in 2015. Even after 9 years of economic crisis, the Romanian labour market failed to recover the lost jobs, but the difference diminished to 100 thousand (Figure 6).

Figure 6 Evolution of the number of employees, (thousand persons)



Data source: TEMPO-online database, National Institute of Statistics, *insse.ro*

According to the study Manpower Employment Outlook Survey two industries might employ more persons respectively Trade and the Manufacturing industry. The development of the trade sector is influenced strongly by the increase in consumption at national level. The fact that a comparable development is expected for the manufacturing industry as well is a good sign, but also the profile of companies that will hire needs to be observed. Thus, if we consider that, for instance, in the car sector and in the enterprises performing assembly works the operations made are regarded as basic in the production chain and implicitly of lower value added, this means also a limited positive impact in the economy. Even if from the social viewpoint the increase in the numbers of employees is regarded as beneficial, these two sectors employ often unskilled labour force and the wages are lower than the minimum wage in the economy.

The data provided by the National Agency for Labour Force Employment (ANOFM) show that the employed

population is of 8.9 million in Romania, while the number of employees of 4.9 million. The difference is constituted mainly from individuals working in the subsistence agriculture.

Same as in the previous years, the incidence of atypical work (contracts on determined periods of time and/or part-time contracts, dependent self-employment from the economic point of view) continued on an ascending trend.

Official statistics indicate an unusual low number of employees with labour contracts on determined periods of time and/or part-time contracts in Romania. However, a detailed analysis of the latter highlights that the difference between the number of active employees and the number of active individual labour contracts increased the end of in the period 2015-2016 from 13.3% out of the total number of contracts to 13.9%. As result, by the end of 2016, the about 5.48 million active employees recorded with the Labour Force Inspector's Office had a number of about 6.24 million corresponding labour contracts. The

difference cannot be explained but by the high incidence of atypical labour contracts.

The increase in the incidence of these types of contracts is visible also in the divergent evolution in the numbers of employed and total worked hours. If between 2008 and 2015 the number of employed persons decreased by 7% the number of total worked hours diminished by 10% for the same period. From both viewpoints, the decrease recorded in Romania is higher than the European average (-1.5% for the number of employed persons and -3.9% for the number of total worked hours). Same as for the difference between the number of employees and the number of labour contracts, this increasing difference suggest the growth in atypical employment, in particular for working-time fractions and part-time. Meanwhile, in December 2016 the individual labour contracts with part-time represented about 18.1% from the total active contracts, respectively the highest level as of the beginning of 2012.

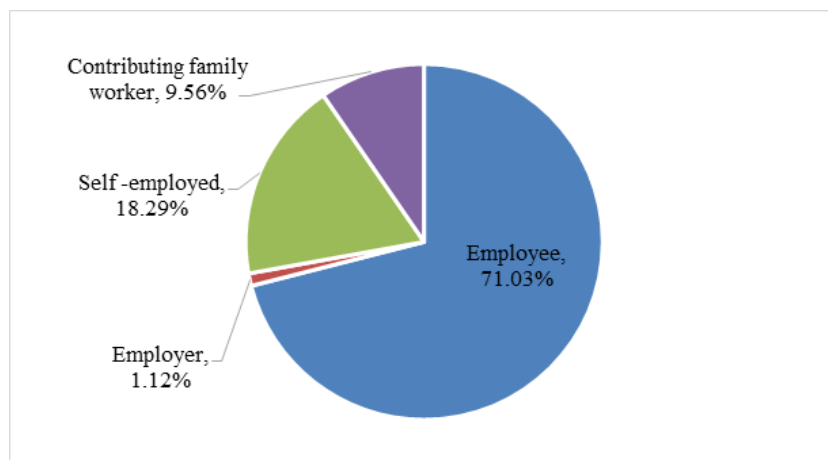
Regarding newly created jobs, according to the estimates, over 25% of the concluded individual labour contracts were for part-time, and an equivalent weight was recorded also for labour contracts for determined periods of time in the year 2016. A recently published study underpins the relatively high incidence of labour contracts for determined periods of time in sectors such as constructions or car industry.

Next to atypical work with labour contract, the dependent self-employment continues to weigh heavily on the labour market from Romania. Thus, according to the statistical data of the National Institute of Statistics, in 2015 employees represented only 71.3% from employed population and 18.3% from the employed persons held the statutes of

self-employed workers (Figure 7).

The important fact is that this employment structure is not due entirely to the high incidence of self-employment in agriculture, as this situation is encountered also in non-agricultural sectors. Actually, it is natural to regard a large part of these self-employed workers as dependent self-employed workers not strictly from the fiscal viewpoint, as done by the current Romanian legislation, but more generally from the economic viewpoint. Dependent self-employed workers are paid less and more vulnerable regarding job security and less protected against abuse than employees and they have also much less means to defend their interests (Guga 2016). These vulnerabilities are important for employees as well, since just like those working based on fixed-term contracts or with fractions of time, the precariousness of dependent self-employment represents an indirect source of vulnerability for all those active in the labour market, including here the pressure on wages and working conditions for the employees with labour contracts for undetermined periods of time.

Figure 7 Employed population structure according to professional statutes in 2015



Data source: Romania's Statistical Yearbook 2016, National Institute of Statistics

If, by the end of 2015 the issue of labour force deficit in Romania was seldom mentioned on the working agenda of the legal bodies in the field, by the beginning of 2017 it became, next to the minimum wage the main topic in debates about the labour market in Romania.

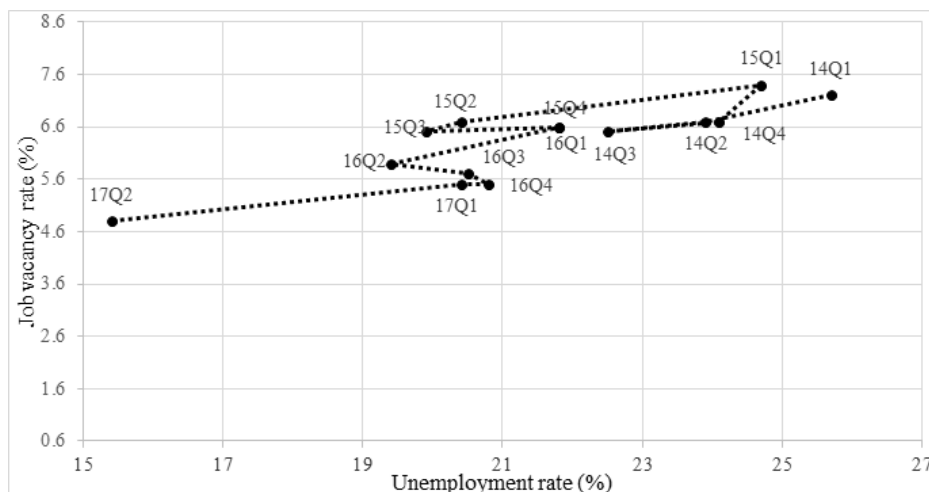
Employers, in particular, show increasing concern over the low availability of labour force especially when considering future investments. The performed surveys show a significantly higher concern among Romanian employers as compared with other countries. Thus, according to a survey realised by PricewaterhouseCoopers (PWC 2016) "the availability of personnel with key-competences" represents a major issue of concern for 85% from the Romanian respondents, against a global average of 72%. At the same time, a Manpower Survey (Manpower Group 2017) places Romania on the third position at global level regarding the difficulties employers encounter in identifying adequate labour force. The situation seems the more paradoxical since unemployment remains an

issue and employment continues to be much under the level of the year 2008 and a large part of the employed population continues to be in non-wage employment.

The issue needs to be analysed both from the quantitative (effective diminishment of labour force supply) and the qualitative (the so-called "mismatch of competences") viewpoint (the mismatch between the competences demanded by the employer and those available to individuals seeking jobs). Regarded strictly from the quantitative point of view, the situation in general does not justify the hypothesis of such a crisis. If, indeed, as of 2012 is noticed an increase in the vacancies' rate (or of the demand on labour market), the level was still much lower than the one before the crisis in 2016 (Figure 8).

The fact that unemployment did not decrease at the same quick pace in the same period is not necessarily surprising, especially if we consider the proliferation of fixed-term contracts, part-time contracts and temporary work agency contracts. However, a decrease of unemployment is noticed in 2016

Figure 8 The Beveridge-curve for EU-28, youths with ages between 15 and 24 years, Q 1/2014 - Q 2/2017



Data source: Eurostat statistics, (online code: [jvs_a_nace2] and [une_rt_q], author's own processingsa

cumulated with a slight increase in the number of vacancies.

Conclusions

A characteristic of the labour force market at national level is that the labour resources recorded an increase by 0.55 pp. in the year 2016, against 2015, and that the employment rate had an oscillating evolution with slight increases as of 2013 and reaching 61.6% in the year 2016.

The highest level of the employment rate for the working age population was recorded in 2016 for higher education graduates (86.2%). At the same time, 65.2% from the persons with secondary level were employed and 41.0% from those with lower education.

As compared with 2015, the numbers decreased for persons working in

Agriculture, Forestry and Fishing (-232 thousand persons), just as the numbers for those working in Education (-9 thousand persons), Public administration and defence (-8 thousand persons), Extractive industry, Information and Communications and Real estate transactions (all on decrease by 4 thousand persons against the preceding year) in 2016. The most significant increases against the preceding year were recorded by the Manufacturing industry (+46 thousand persons), Constructions (+42 thousand persons), Trade (+28 thousand persons) and Hotels and restaurants (+19 thousand persons) for the above-mentioned year.

Romania has a favourable position among the European Union member-states with an unemployment rate of 5.9% in the year 2016 (on decrease against the preceding year: 6.8% in 2015), ranked on the sixth position in the top of the countries with the

smallest unemployment rates, with a better position for unemployment than countries like France, Poland and even the Netherlands.

Next to atypical work based on labour contracts, dependent self-employment continues to weigh heavily on the Romanian labour market.

On genders, the difference between the two unemployment rates was of 1.6 pp (6.6% for men against 5.0 for women), and on areas of residence by 0.7 pp (6.3% in the rural area, against 5.6% in the urban area).


The fact that unemployment decreased at a high pace in the same period is not necessarily surprising, especially if we take into account the proliferation of fixed-term

contracts, part-time contracts and temporary agency contracts. However, a decrease of unemployment is noticed for 2016 which is cumulated with the slight increase of the vacancies' rate. Still, from both perspectives the Romanian labour market is still far from the situation of the year 2008.

The exhaustion of the labour force pool with matching competences, to the extent in which this issue might be considered, could have as reason the combination between the increasing demand (as result of investments) and the decrease of supply (due to demographic ageing and skilled workers' migration).

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Schools of Thought: The Case of Entrepreneurship

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Abstract: *The level of interest in entrepreneurship among policy makers, researchers, academics and businessmen has significantly raised in the last decades. During its evolution, the concept of entrepreneurship has been embedded in many various schools of thought on entrepreneurship. As entrepreneurship is interdisciplinary, it puts together knowledge and combines concepts from different fields of study and schools of thought. The aims of the paper are to briefly define the concept of school of thought and to exemplify its use in the field of entrepreneurship. The paper is based on a quantitative research method. It shows that the existence of the schools of thought on entrepreneurship proved to be beneficial for the development of entrepreneurship.*

Keywords: schools of thought on entrepreneurship, entrepreneurship, macro view, micro view

JEL Classification: L26

1. Introduction

The level of interest in entrepreneurship among policy makers, researchers, academics and businessmen has significantly raised in the last decades. The reason of this growth resides in the fact that entrepreneurship has become one of the key drivers of the global economy (Dana, 2004). This is why the conceptualization of entrepreneurship has gained appreciable prominence in the literature in recent years (Sørensen et al., 2007; Moroz and Hindle, 2011).

The academic field of entrepreneurship research has grown at an exponential rate and now supports a multitude of conferences and scientific journals all over the world (Bruyat and Julien, 2000; Shane and Venkataraman, 2000; Shane, 2007; Aldrich, 2012). As a result, several thousands of books, articles and reports about entrepreneurship are published yearly (Chandra, 2018).

During its evolution, the concept of entrepreneurship has been embedded in many various schools of thought on entrepreneurship. As entrepreneurship is interdisciplinary, it puts together knowledge and combines concepts from different fields of study and schools of thought. The so-called 'schools-of-thought' approach splits entrepreneurship into particular processes and activities (Frederick et al., 2016).

The aims of the paper are to briefly define the concept of school of thought and to exemplify its use in the field of entrepreneurship. The paper is based on a quantitative research method.

The paper is structured in three sections. The next section presents the literature review. The third section deals with the main schools of thought on entrepreneurship. The paper ends with conclusions.

2. Literature review

There is a multitude of theoretical approaches regarding the concept of school of thought. A school of thought is defined as:

- "a socially constructed and informal community of researchers building on each other's ideas and sharing similar interests and who consequentially share patterns of citation in their work" (Upham et al., 2010, pp. 557-558)
- "an entity that comprises both a system of thought and its member practitioners" (Negru, 2013, p. 983).
- "a body of belief, literature or theory that is accepted as authoritative by a group of scholars or writers" (Frederick et al., 2016, p. 15).
- "any idea that a group strongly believes in, be it through practicing this idea in their everyday life or through fighting for its adoption" (Business Dictionary, 2018, p. 1).
- "a set of ideas or opinions that a group of people share about a matter" (Cambridge Dictionary, 2018, p. 1).
- "a set of ideas that are held by a group of people, also a doctrine by which to live by" (The Law Dictionary, 2018, p. 1).

The above mentioned definitions allow the pinpointing of several features of a school of thought. First, a school of thought comprises a community of people (e.g., scholars, researchers). Second, its member share similar opinions, beliefs, ideas and interests. Third, a school of thought has to differentiate from other schools and to express coherence. Fourth, a school of thought is by itself a knowledge generator.

3. Schools of thought on entrepreneurship

There are numerous approaches to entrepreneurship in the literature that belong to different schools of thought (Table no. 1). It is said that “a school-of-thought approach divides entrepreneurship into specific activities, either macro or micro in viewpoint, but

both address the conceptual nature of entrepreneurship” (Kuratko, 2017, p. 8). The macro view of entrepreneurship presents the external factors that are mostly beyond the control of the entrepreneur whereas the micro view focuses on the factors that are specific to the entrepreneur’s ability to control, direct or adjust their influence (Kuratko et al., 2015).

Table no. 1. Schools of thought on entrepreneurship: an overview

No.	Authors	Name of the school of thought	Key ideas
1.	Cunningham, J. B., Lischeron, J. (1991)	I. Assessing personal qualities	
		The “Great Person” School of Entrepreneurship	The entrepreneur possesses some traits and instincts he is born with.
		The Psychological Characteristics school of Entrepreneurship	The entrepreneur has specific values, attitudes, and needs which drive him.
		II. Recognizing opportunities	
		The Classical School of Entrepreneurship	Innovation lies at the heart of the entrepreneurial behaviour.
		III. Acting and managing	
		The Management School of Entrepreneurship	The entrepreneur is an individual who owns, organizes, and manages an economic venture.
		The Leadership School of Entrepreneurship	Entrepreneurs are leaders of people.
		IV. Reassessing and adapting	
		The Intrapreneurship School of Entrepreneurship	The entrepreneurial skills are seen as useful in complex organizations.

2.	Grebel, T. (2004)	The French School: R. Cantillon, F. Quesnay, N. Baudeau, A.-R. J. Turgot, J.-B. Say	The undertaker has the willingness to deal with uncertainty as he produces or buys goods at a certain price and sells them for an uncertain price.
		The British Classical School: A. Smith, D. Ricardo, J. S. Mill, T. R. Malthus, A. Marshall, J. Bentham	The undertaker, decision-maker or projector, is an economic agent that puts his capital at stake.
		The German Classics and the German Historic School: J. H. von Thünen, H. K. von Mangoldt, G. Hufeland, F. Hermann, A. Riedel, W. G. F. Roscher, B. Hildebrand, K. Knies, G. Schmoller	The undertaker increases his own risk by reducing uncertainty for other risk-averse economic agents.
		The Austrian School: C. Menger, E. von Böhm-Bawerk, F. F. von Wieser, L. E. von Mises, J. A. Schumpeter, F. Knight, I. M. Kirzner	Uncertainty represents an economic feature that affects all economic actors. The entrepreneur causes creative destruction.
3.	Peverelli, P. J., Song, J. (2012)	Economic approach	The entrepreneur is the person who coordinates various factors of production.
		Trait approach	In order to become a successful entrepreneur a person needs to possess a set of particular traits.
		Social identity approach	The entrepreneurial identity is constituted through the interaction among three actors: the individual, the society and the culture.
4.	Kuratko, D. F. (2017)	I. Macro view	
		Environmental School of Thought	This school analyses the external factors (e.g., institutions) that influence a potential entrepreneur's lifestyle.
		Financial/Capital School of Thought	This school deals with the capital-seeking process and expresses the financial management standpoint.
		Displacement School of Thought	This school presents the negative side of group phenomena (e.g., political and/or cultural displacement).
		II. Micro view	

	Entrepreneurial Trait School of Thought (People School)	This school identifies and studies traits common (e.g., creativity) to successful entrepreneurs.
	Venture Opportunity School of Thought	This school analyses the opportunity facet of venture development.
	Strategic Formulation School of Thought	This school focuses on the planning process in the development of successful ventures.

These schools of thought express different views on entrepreneurship. In spite of the differences among these schools, they ease the understanding of entrepreneurship, an interdisciplinary domain. Also, the multiple perspectives provided by these schools illustrate the richness of ideas that are to be found in the field of entrepreneurship.

Conclusions

The emergence and development of entrepreneurship as a discipline and a field of study led to the establishment and expansion

of the schools of thought on entrepreneurship. On the other hand, these schools of thought have continuously enriched the entrepreneurial domain.

The paper contributes to the development of the literature related to entrepreneurship. First, it provides the theoretical foundation of the concept of school of thought by emphasizing some of its main features. Also, it shows that the existence of the schools of thought on entrepreneurship proved to be beneficial for the development of entrepreneurship.

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Migration And The Complicated Effects Of The Chaotic War On The Sustainability Of Sustainable Development

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Abstract: *The advances of knowledge and science are immense, and the development based on them follows a galloping trend, even aggressive and precipitous, as a breakage of clouds. However, from the point of view of the security of systems, processes, society, economy and life, the world does not follow a straight-forward, good, safe and precise direction, but a very complicated one in which the predictable, desired and calculated with rigor and precision effects are largely faded and even canceled by those that are chaotic and unpredictable. The strategic balance of mankind is a precarious one, based rather on balancing the threat than controlling it and its vulnerabilities. Of course, responsible people are aware of this dangerous trend and do their best to control it. But the chances of success in this increasingly uneven and increasingly vulnerable environment are, in turn, more and more controversial. And yet, such chances still exist.*

Keywords: migration, development, war, security, sustainability

JEL Classificatio: Q01, O15, F220, F52, H56

1. Introduction

The 21st century began exactly as the twentieth century ended: with crises and conflicts of all kinds, with endogenous civilian inequalities and endless struggles, through all forms and formulas known throughout the millennia - from fratricide wars, thus led by people against people, to unrelenting economic and social competitions - for resources, markets, power, influence and for almost anything, including for ... peace. Even though the twentieth century was marked by two World Wars which have horrified mankind and seriously damaged humanity, the people's society progressed tremendously. Nuclear energy was rediscovered - and its summum was the creation of the atomic bomb, which at the end of the war, unnecessarily destroyed two gorgeous Japanese cities - Hiroshima and Nagasaki (nowadays, both are reborn and could possibly be considered as part of the most beautiful and modern cities in the world), more than 50 million people lost their lives, half of whom were Russians (today, Russia, which has only 142 million inhabitants, is once again is armed with resources), the Middle East somehow sees flaming winds, and there is a war between the Western and Muslim civilization, the one spoken about by the famous Harvard professor Samuel P. Huntington in his book *Clash of Civilizations and Restoration of World Order*¹, a work that developed a famous article published in 1993 in *Foreign Affairs*, and translated into almost all languages, including Romanian.

Why this war broke out, what forms it has, what are the real belligerents and what is the stage it's in are difficult to answer

¹ Samuel P. Huntington, *Ciocnirea civilizațiilor și refacerea ordinii mondiale*, Editura: Antet, 2016

questions, because in such a confrontation - which does not follow the rules of (past) wars so far, but is part of a borderless and limitless conflagration that violates all known laws and does not care about any morality, the law of peace and war, international law, customary law or any other right that ever existed on Earth. The US Military-Security Complex has developed new ultra-sophisticated weapon systems, the Pentagon spoke at the time of urban wars and so on; the Neoliberalism of the beginning of the millenium was in need of an armed arm - Claude Serafi wrote in 2003 - precisely to prove that arming, under the given circumstances, is a necessary thing

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The Theory of Unlimited War was developed, through an exceptional strategic reflection exercise, by two Chinese Air Force colonels - Liang Qiao and Xiangsui Wang - in a paper bearing this very title, written in 2006 and also translated into English and French. Such a confrontation existed during the Cold War and covered all (most) areas (economic, financial, religious, ecological, cognitive, etc.). Nowadays, it is continued and developed only on new high-tech and IT coordinates and especially through an appropriate conceptualization. This unlimited (limitless) war is so sophisticated and infinite (boundless) that most people on the planet do not even realize that they are, without a doubt, both permanent and fearless fighters and unconscious victims.

The careful analysis of the international situation in the last quarter of the century shows that humanity lives one of the most terrible civilizational paradoxes ever

² Claude SERFATI, *La Guerre sans limite à l'ère de la mondialisation du capital*, <http://libertaire.free.fr/Serfati02.html>

since it exists on Earth. On the one hand, our multi-millennial civilization progresses at an accelerated pace towards an epistemological epoch, called, in some works, *cognocivilization*³, which could install a sort of dynamic conceptualization of human existence and a synergic connection somewhere, abstractly, reorienting the effort of cognitive investigation through an exogenous dimension to other universes and, on the other hand, strives to invent the most sophisticated weapons and combat means of all kinds, including economic and cognitive, in an endogenous dimension that, aimed at conquering and holding the absolute power by a group of countries and / or powerful people, blinded by power and developing an unlimited war in this respect, will lead to a guaranteed and complete self-destruction.

2. Migration And Chaos, The Destruction Of Peaceful Horizons

In this paradox of unlimited boundaries, our course, progress of human civilization is registered toward nowhere. The consumer society in which we live and which offers us virtually everything we want, of course, in exchange for ourselves, for our long-term enslavement and re-enslavement, is approaching, with very quick steps, its superior limit of competence and, soon enough, it will probably suffocate in its own development. Already the huge number of cars makes traffic more and more difficult, the planes studied the sky and generate cohorts of toxic clouds, the financial system - as far as we can imply something like that actually exists - has virtually exceeded any limits, detaching

³ *Cognocivilizația și posibilele ei provocări*, în revista *Univers Strategic* nr. 3(27)/2016, <http://iss.ucdc.ro/revista-pdf/us27.pdf>

itself almost completely from its purpose and even its own essence related to the concept of material production and commodity circulation, and generating vortexes that can trigger at any time hybrid disasters with effects that are impossible to assess and, above all, control and manage.

The asymmetric demographic explosion makes this reality even more terrifying, in which migration has reached hallucinatory odds. The war in Syria, triggered in the trend of the Arab Spring conflicts, virtually emptied this country of its natives, making room for the Islamic State war cohorts - one of the most terrible terrorist organizations to this date - of Muslim civilization factions that are battling themselves for centuries, and for other geopolitical and geostrategic interests, very important in the perspective of repositioning forces, means, devices, and, above all, strategic commandments for future confrontations. Moreover, in view of the war of the future - a mosaic war, unlimited and unregulated, everyone is alert. The United States, China, Russia, Turkey, Saudi Arabia, Israel, North Korea, Brazil and other countries in Latin America and all continents are arming themselves. The hyperstrategic means of the two nuclear superpowers - the United States and Russia - exceed, according to some evaluations, the figure of 16,000 vectors, with how many ogives they want, which shows that, at a single sign or at a single moment of inattention or irresponsibility, the civilization of the people on Earth can be pulverized in the name of its salvation or for the destruction of endogenous evil. And even if the nuclear warheads of the two strategic world superpowers' super-nuclears are thoroughly guarded and the procedures for launching the nuclear war are subject to drastic maximum security

rules, the dangers of destruction or self-destruction of humankind's horizons continue to be great. In his book *The Hidden Face of the Western World*⁴, Thierry P. Millemann shows that, in fact, one of the greatest threats to mankind, among those that exist, is not just war, but even ... demography.

The West devised a strategic policy for each major region on the planet in response to four fundamental questions, which relate to:

- how to preserve its supremacy and preserve its liberties and Western way of life in a constantly evolving world;
- how to preserve and ensure production and supply control with vital resources, especially energy, for its own use but at the expense of producing countries;
- how to take advantage of the benefits of selling the raw materials belonging to producing countries so that they (in turn) never reach the ability to be able to compete;
- how to control the exponential curve of demographic growth, especially in third world countries.

The fact is that the Earth's population currently exceeds 7.5 billion inhabitants, and the most significant demographic explosions occur in third world countries and especially in the Islamic civilization.

The West conceived, at one point and following the American model, a scenario of agitation in the Middle East, so that the latter would not be able to solve the conflicts that have been grinding it for centuries and then to reunite its forces, means and resources against the western civilization, which (it is

known that it) always had expansionist and domineering tendencies, even though it did so for the export of modernity, knowledge and advanced technology.

Desigur, migrația musulmană masivă a anulat, în mare parte, avantajele acestui spațiu, dar efectele discriminatorii în interiorul aceleiași identități europene, umilitoare și nedrepte pentru cele două state ajunse la periferie continentului – România și Bulgaria – rămân. This offensive-expansive "civilizationist" policy belongs not only to the United States, Great Britain, France, Spain and other (once) colonial countries, but also to the European Union, an extremely modern group that created, even within itself, an essentially discriminatory space - The Shengen Area - which divides the countries of the Union into eligible countries to be part of this privileged space and countries that are not, or are still not yet, fit for such a state within the state. Of course, the massive Muslim migration largely overturned the advantages of this space, but the discriminatory effects within the same European identity, somewhat offensive and unjust for the two states at the periphery of the continent - Romania and Bulgaria - remain.

The non-acceptance of Romania and Bulgaria in this area is due to the lack of performance in fulfilling the European requirements and, in the countries of the Union, the lack of consensus. Of course, as it is well known, countries that opposed the admission of Romania and Bulgaria to Shengen - although they met the conditions imposed - had and still have certain interests in the two countries, at least in Romania, such as the concession of the Constanta port, and the latter have not yet been willing to give up the last infrastructures and resources that remain

⁴ Thierry P. Millemann, traducere din limba franceză de Mihai Constantinescu, *Fața ascunsă a lumii occidentale*, Pro Editură și Tipografie, București, 2008, p. 13

under national control. They are probably going to in the months or years to come because, as far as the former relations between European countries are concerned, it seems that nothing has changed, but has only been integrated into a newer, more communal coat.

The sustainable development of a country - member - or non-member of the European Union - is not just about the way it listens to and obeys the recommendations coming from different international institutions, other countries or interest groups, but how it solves the economic and financial problems of that country, the way in which it uses its economic resources and capabilities to achieve the strategic balance needed to build good relations with its business partners, to create all the conditions for the freedom, prosperity and security of its own citizens, of course, in an European and international context. Well, the indiscriminate disposal (submittal) of the resources to contenders who, from certain points of view (the wood processing industry, the oil industry, the metallurgical industry, the scientific research in agriculture, the shipping industry, etc.), as well as the fraudulent privatizations probably born out of lack of competence, were in the detriment of the Romanian people and of the Romanian business environment, all of these (and not to be wrongly understood) for the conditions imposed to be admitted to NATO and the European Union. This combined with the massive migration of the qualified Romanian population in search of a job outside the country shows, after a quarter of a century, the destructive face, and disastrous effects that are probably irreclaimable. Today, there is (almost) no longer a highly skilled labor force in the country, and

the opening or reopening of any manufacturing enterprise is, *ab initio*, completely devoid of that non-degradable intellectual potential, meaning the human capital.

It is the most dramatic destruction within the Romanian space, and if and only if we have peace, tranquility, external support and necessary wisdom, we will succeed, over the next fifty years, to rebuild what we have destroyed with irrationality and irresponsibility. The Romanian migration was not a solution for Romania, but only a very painful reality that brought to ruin a nation of hard-working people, a culture and a civilization, without receiving anything in return, except for some precarious security guarantees. But the most important and most urgent security guarantee is human security, and this means the thorough preparation of the population to carry out activities useful to the country, the community, the family and the individual, to the strategic economic, political, social, cognitive and military balance, ensuring optimal national control over the economy and, above all, of the resources, good relations with neighbors, partners, the European Union, NATO and all other countries around the world.

None of this is in normal dimensions (parameters), besides, perhaps, the exemplary mode in which our soldiers are doing their duty in the theaters of operations in which we are called upon to act together with our strategic partners. But at the level of a country's performance, these successes in theaters of operations, far from the country and its major economic, social, educational, legal and moral issues, are only niche successes. Even though this may not look as such, this is an optimistic view over the situation, small clusters of success being registered across the fields and by gifted individuals.

3. The Difficult Recovery Of The Lost Potential

The economic, social and professional losses of the last quarter of a century - a few thousand useful businesses with cutting-edge technology (at that time) destroyed and simply "banishing" the skilled population from the country desperately seeking work elsewhere (mostly) in Europe - are quite impossible to recover. Readdressing the situation means, in fact, the reconstruction of the destroyed Romanian economic potential from scratch. But even this also seems to be impossible because our relations with foreign partners, financial institutions, multinationals, NATO and the European Union are not being built up or configured from the position like that of a sovereign country with resources, infrastructures, economic, financial, intellectual and human potential that are well-defined, strengthened and progressive, but from the position of a country that has gone through a devastating war in which everything has been destroyed, over a million and a half people simply vanishing in this vortex and, alongside them, also disappearing the country's brand, culture, confidence, optimism and leadership capacity to generate safety, quietness, enthusiastic confidence, or even that bit of optimism needed for survival. Moreover, it sometimes seems that Romanian (higher) education does not prepare future specialists with the mentality of pulling the country's bull's horns, but rather for the intellectual and brain potential for big corporations, for the great capitals of the world, where the able and well-trained are courted, respected, chosen and well paid.

It has been tried and there are struggles to find solutions so as to restore what is left to be restored. But it seems like there

are still different languages spoken between the few and the many, there is not yet a reliable economic, politic, legislative, legal, cognitive or psycho-emotional roof over our heads. Sometimes, those that actually work and think are blamed, poorly paid and banished, the control over the exploitation of the Romanian strategic resources seeming as absent in class. There are still reforms to be made, altered and made again and it seems like it will still take a while until we switch from the formula of illiteracy (back) to our holy culture and to the supreme rank of Romanian civilization, a civilization that exists here on this Earth since the beginning of the beginnings, and which resisted and retaliated, as pointed out by Ilie Bădescu and Dan Dungăciu⁵, in their exceptional treaty of sociology and geopolitics of the frontier, through culture.

The restoration of the teaching potential of schools (and of the beneficiaries of the school system), the Romanian intellectual potential, of the capacity of all Romanians, but especially those who have responsibilities in the country's management, is not a narrow nationalism, but an equation with complicated but absolutely necessary solutions, a European and world requirement, a vital condition to "de-victimize" Romania, to bring it back to that universe of sincerity, hospitality and trust in which we have lived and deserve to live together.

How can we, God, get out of this catastrophic effect of our own emigration? To this question, the answer is not simple. Political and strategic lucidity is needed, alongside understanding the new context

⁵ Ilie Bădescu, Dan Dungăciu, *Sociologia și Geopolitica frontierei*, Editura Floare Albastră, București, 1995, pp. 21-22

created by the geopolitical and geostrategic environment and, above all, assuming our responsibilities towards ourselves, the country, its multimillenary history, and our condition of member with full rights and obligations of the European Union and NATO.

There is the confidence, despite this dramatic situation, that in the next stage of our existence in this Godly beautiful and generous space, we will find those highly needed and through centuries deserved solutions.

4. Conclusions

Even though all of us are human, we are not the same. What separates us identifies us, what identifies us individualizes us, what individualizes us honors us and thereby unites us. Migration is, alike, a disastrous effect of the chaotic war, of the impact of both separatist

and globalist policies, as well as of the excessive division of the world into the North and South, East and West, and, into interests and antagonistic fallacies and crevices, irreconcilable and even warrior-like. Migration also means uprooting, but also implantation into another soil, which obeys other rules and other angles in which the Planets, the Sun and the Universe observe us. We cannot easily escape (get out of) "what" we are, who we need to be, from our designation (mission) to this world. We are all indebted to the ancestors, to those who died so that we can live at home, free and worthy of honor and with respect for other people, other cultures and other civilizations. And even if we are all humans, we are not the same. What separates us identifies us, what identifies us, individualizes us, what individualizes us, honors us and, thereby, unites us.

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