

## Risk Management and Risk Psychology in Romanian Sme's

~ Ph. D. Assistant **Alexandra Irina Dănciulescu** (Romanian- American University, Romania)

E-mail: alexand\_irina@yahoo.com

**Abstract:** Risk is one of the biggest and most fascinating challenges of all times for humanity, because of its presence in all fields. Risk management as a component of modern management, has become a main concern for the modern world and one of the "key mechanisms" of economic development, a complex process that includes a series of activities meant to alleviate the impact of risk over business and planed or foreseen results. This paper wants to bring to attention the importance of risks and their management in today's economic crisis. The sector presented is the IT& C, especially software, because Romania had a growth in this area for a few years but beginning the crisis this segment in economy had known a serious decrease. This paper tries to connect risk management and risk psychology to Romanian economy, culture and mentality. The paper presents in short some of risk management characteristics, definitions and few opinions; why in Romania this subject is not treated with the appropriate attention. The paper at hand focuses on the psychology of risk and how it affects the life of individuals and the existence of companies, the importance it should have on day to day basis, especially in Romania.

**Key words:** risk management, risk psychology, IT industry, SME's (small and medium enterprises), emerging market, and global crisis.

**JEL Classification:** M16, M21, G32

## 1. Introduction

In the context of market expansion and consequences deriving from this process, there is a need for identifying specific elements of business risk that affect organizations and therefor economies.

Risk is inherent for every process and system. Whatever the mission, vision, goal, objectives, values or standards, risk and managing risk, is inevitable for analysis and implementation. Risk is an essential part in one's life. Individuals take chances whenever they travel the unknown, whenever life surprises you, giving you an unexpected situation.

Without knowing, one decision can affect your life, and as a consequence will create ripples, like an earthquake, that can lead to a positive or a negative situation. Therefore, no action, individual and no human action exists without risk. Because the manifestation of risk can lead to bankruptcy we have to define a safety instrument against risk to help the firm carry on with its objectives. This safety instrument is called risk management and it includes prevention and minimization of events that can affect the firms' activity, as well as identifying, evaluating and quantifying risks. Risk management increases the possibility of success and decreases the probability of failure, and also, decreases the uncertainty to not achieve the organization objectives.

Risk management should be a main component in organizational culture, with an efficient policy and a programme run by a team of experienced managers. The strategy should be translated into tactical and operational objectives to be shared with each and every manager and employee responsible with risk management, in order to sustain

responsibility, performance and reward by promoting operational efficiency at every level. Risk and risk psychology go hand in hand, or at least they should be, from our point of view, because they both are based on perception. Risk is the consequence of uncertainty that can be quantified by impact and probability which typically has a negative response from managers. That is why the existence of a correlation between risk management and risk psychology ought to be a "must".

## 2. Meaning of risk management

The current economic conditions generated the need for an international standard on risk management. This was completed with a guide of terms and definitions that insure the use of a unique terminology regarding risk. Following, these were united by a standard that addresses risk evaluating techniques. Together, these standards supply organizations with a set of instruments to address situations that can affect reaching their objectives.

Therefore, ISO/CEI 31010:2009, Risk management – Risk evaluating techniques, was developed by both, ISO (International Organization for Standardization) and IEC (International Electro technical Commission) and it represents a supportive standard for ISO 31 000.

Current studies dedicated to risks highlight the fact that, unlike the more traditional approaches based on how to counter attack risk, modern theories focus on predictions, simulations, making the transition from "reacting and counteracting" to "acting and preventing".

Risk management focuses on identifying and treating efficiently risks, the main

objective being added value to all activities of the company [1]. For an enterprise, for example, we must consider the effects of the real estate crisis, oil price, the impact of economic growth on the short and long term in India and China [2]. The International Organization for Standardization (ISO/IEC Guide 73), in Standards for Risk Management (Institute of Risk Management, 2002), defines risk as a combination of probabilities for an event to occur and its consequences, risk management focusing on the positive and negative side of risk. The International Federation of Accounting (1999, IFAC) published a study: The wealth of a stockholder through a better risk organization. The Romanian dictionary defines risk as „the possibility to be in danger, to have to deal with trouble or to have a loss” [3].

According to the Latin definition, risk refers not only to the chance of loss but also winning. Still, risk tends to be used daily with negative connotations, the danger of a loss. Literature defines risk as the threat of an action or event to affect the ability of an organization to achieve its objectives and to execute its strategies [4]. In 1921, Frank Knight published the book: Risk, Uncertainty and Profit; according to him, risk represents the uncertainty of the future but the possibility to estimate probabilities, while uncertainty represents the fact that you don't know the probabilities. Research for risk began through a series of publications, like: Risk society[5] (Beck, 1986, translated in Romanian in 1992), Risk[6] (Adams, 1995), Against the odds[7] (Bernstein, 1998), and the recent publication, Organized uncertainty[8] (Power, 2007).

IFAC report, 1999, defined risk as future events that influence strategic, operational and financial objectives of the organization.

This report translated the negative concept of risk into a positive concept that presented management of risk as an integral part that generates sustained value for stocks [9].

Risk is being defined as uncertainty of a result with a positive outcome or a threat, of actions or events that must be managed by combining the possibility that something may happen and the impact that this event could have if it happened.[10]. The purpose of risk management is to increase the value of the company. If it is understood, designed and implemented, risk management may possibly be the perfect framework for decision makers everywhere [9]. The existence [9] of an efficient risk management framework in a company leads to:

- increase capital efficiency by setting an objective for resource allocation;
- reducing allocated expenditure and exploiting the advantages of natural resources;
- support decision making by identifying areas with potential adverse impacts;
- identifying and exploiting decisions that present economic advantages;
- building investor confidence by establishing a process to normalize accounting results by protecting them from external influences and by demonstrating a proactive system health at risk.

### 3. Evolution of risk management

In recent years a new concept has emerged: enterprise risk management (ERM), which is based on the idea that risks should be looked at holistically across the enterprise, as well as managed in silos, and that the conclusions reached should influence corporate strategy and business development process.

Although many businesses round the world have now embraced this new concept, surveys have shown that many of them are finding implementation difficult [10].

The evolution of risk management is tied to the concept safety engineering, developed in the 60's that assumes a stronger relationship between engineers and risk managers that are part of developing projects [11]. Companies can avoid risk but it involves conducting operations in markets that are not at risk. In an open economy, this risk hedging opportunity is unlikely, because companies can avoid direct risk exposure through business relationship but they are inevitably exposed to risk. Risk management, applied formally appeared in the 20th century, Henry Fayol being one of the founders of this specific field of managing business [11].

Starting with the idea of Romanian economic evolution in the context of market expansion and the consequences that arise from this process we need to identify elements specific to risk and the way it affects organizations and economies. Although, the scientific importance of risk management is under evaluated by both Romanian PhDs and managers, there are specific business opportunities that could be exploited by adapting to requirements of business globalization and firms internationalisation. The lack of information, difficulties in research represent the main cause for an underdeveloped risk management. Identifying risk is the basis for the development of risk management and its control. Still, practice has shown that there are many difficulties because risks are most of the time, overlooked or ignored. Individual risks is less problematic, the difficulties appear between their relations, affecting the business on many levels.

The level of risk manifestation is directly linked to the probability in which it is achieved; therefor risk is classified according to the gravity and probability of achievement of the events.

In business, risk is different from risk in general because business risk is tied to earnings or profit. Managing risk is necessary to reduce accidents, but we mustn't avoid completely unless it cannot be controlled or supervised.

The level of reluctance of the decision maker towards risk causes an action *Vis a Vis* accepting the risks linked to and determined by the firms activity, as well as his reaction to not accept certain risks because it might cause the firm some loses.

Disparities between scientists theories are mostly documented, because the level of risk taking is considered to be linked to the personality of an individual, the attitude and perception of risk is dependent upon variables, such as: feelings, the way reality is presented, humour, etc.. Most of mankind achievements have been tied to risk manifestation by inventors and explorers. Business risk implies a series of internal economic factors linked to financial reports, decision making, structure and process of a company, communication, material and human resources, attention towards consumers, legislation and environment [12].

#### 4. Risk psychology

Most of modern theories on decisional theory start from the idea of general aversion towards risk of people, no matter what their jobs are, human beings choosing through their nature certainty of a result against an option without certainty that may lead

towards the same outcome [13]. Researching risk psychology is necessary because in management and especially in risk management the element of decision is present in a decisive ratio. Decision making for an individual, especially for a manger, depends on his personality, thus we need a psychological approach. Personality is a relative set of psychological characteristics that influence the way we interact with our environment. Modern theories show that personality has 5 distinct dimensions [9]:

**1. Extroversion** – the degree to which someone is sociable as opposed to someone who is shy. Extroverts feel good in social situations while introverts avoid.

**2. Emotional stability** – is the extent to which a person has an appropriate level of emotional control. People with good emotional stability are highly self-confident and have a strong consideration in relation to them. Those with a low emotional stability tend to self-doubt or are depressed. In crisis situations, especially in risk management a good emotional stability is essential.

**3. The degree of approval** - the extent to which a person is friendly and approachable. People who are more approachable are warm and caring. People less agreeable tend to be cold and distant.

**4. Diligence** - the degree to which a person is responsible and oriented towards achievements. They are people of hope and positive motivation. Less conscientious people are less open and are very unreliable.

**5. Opening to new** - the extent to which a person thinks is flexible and receptive to new ideas. People tend to be more open to creativity and innovation.

Assuming managerial decisions in conditions of risk in terms of the behaviour

patterns of decision-makers constituted the subject of several prestigious researchers such as H.A. Simon [14], with its concept of limited rationality and L.Festinger [15] the promoter of theories for organizational behaviour. Risk perception by the public is influenced by emotions. The social perception is based on observed data and the knowledge we have about people who belong to that group. There are four images of risk occurring in the public [16]:

**A. The impending danger (“the sword of Damocles”)**

Risk is considered a threat which can strike at any time and cause a disaster the risk source is artificial. The danger lies in the impossibility of predicting the accident (Example: public perception that nuclear power plants can cause disasters at every moment).

**B. Invisible Risk (“Pandora’s Box - SLOW KILLERS”)**

Risk is an invisible threat to public health and welfare. Delayed effects are unlikely and catastrophic. The public has no access to information it depends on extreme sources. The credibility of the source of information is crucial. Minor risk, but the tendency to blame those involved is strong (Example: preservatives, food additives, vegetables subjected her genetic engineering).

**C. Cost-benefit ratio (“Athena’s Balance”)**

The public perceives a risk as the difference between wins and losses. The perception of risk is limited to financial gains or losses. In these situations works probabilistic thinking (Example: gambling).

**D. Voluntary Risk (“THE MYTH OF HERCULES”)**

The risk is desired and actively exploited, exposure to risk is voluntary. There is a



perception that the subject can control the risk by using its skill. The consequences are not catastrophic (Example: sports more or less extreme).

The cultural theory of risk (with capital letters; not to be confused with culture theory), consists of a conceptual framework and an associated body of empirical studies that seek to explain societal conflict over risk, while other theories of risk perception stress economic and cognitive influences. Cultural Theory asserts that structures of social organization grant individuals with perceptions that reinforce those structures in competition against alternative ones. Cultural Theory of risk is based on the work of anthropologist Mary Douglas and political scientist Aaron Wildavsky first published in 1982, they outline four "ways of life" in a grid/group arrangement [17]. Each way of life corresponds to a specific social structure and a particular view on risk. This framework categorizes the degree to which people are controlled and confined to their social role. The tighter binding of social constraints limits individual negotiation, and group refers to the extent to which individuals are bounded by feelings of belonging or solidarity. The four ways of life include: Hierarchical, Individualist, Egalitarian, and Fatalist.

But, risk perception researchers have not yet accepted this version of cultural theory. Even Douglas says that the theory is controversial; it creates the danger of moving out of the favoured paradigm of individual rational choice of which many researchers are comfortable. Research also has found that, whereas risk and benefit tend to be positively correlated across hazardous activities in the world, they are negatively correlated in people's minds and judgements [18].

## 5. The landscape of Romanian SME's IT industry

Risk management in software engineering is related to the various future harms that could be possible on the software due to some minor or non-noticeable mistakes in software development project or process [19].

Romania is one of the most interesting markets in Europe for technology investment and trade, as well as a recognized partner for some of the world's most demanding customers in IT services outsourcing, call centre support and product development (an example is the company that developed Bit defender)[11].

Annual average inflation declined from 3.2% in 2013 to 1.4% in 2014 mainly reflecting a VAT cut for bread, a good harvest and lower global energy prices. It is forecast to remain at moderate levels and to reach an annual average of 1.2% in 2015, mainly due to the significant decline in energy prices, subdued inflation in the EU and lower inflation expectations; in 2016, inflation is forecast to accelerate to 2.5% as the recovery in domestic demand continues [20].

After the Romanian integration in the European Union and considering the consequences of the economic global crisis, the whole picture of small and medium enterprises (SME's) shows a great deal of vulnerabilities especially for SME's in Romania that are not properly prepared to compete on the European market [11].

Romania's labour market has been remarkably stable over the last few years, with employment and unemployment rates hovering around constant levels. Domestic employment in the private sector is expected to improve slightly against a slowly declining working-age population, accompanied by a drop in the unemployment rate over the forecast horizon, to 6.8% in 2016[20].

Major macroeconomic indicators in Romania [(f) =forecast]

	2012	2013	2014	2015(f)
GDP growth (%)	0.7	3.5	2.5	3.2
Inflation (yearly average) (%)	3.4	3.2	1.1	0.3
Budget balance (% GDP)*	-3.0	-2.2	-1.5	-2.5
Current account balance (% GDP)	-4.7	-1.4	-0.5	-1.6
Public debt (% GDP)	37.3	37.9	39	39

Source: <http://www.coface.ro/Studii-economice/Romania>

Romania's economy is dominated by small and medium-sized enterprises and has proportionally fewer micro-firms than the EU on the whole. Despite an increase in the number of business start-ups in recent years, the impact of micro-firms on the economy is still lower than average, providing about 23 % of private sector employment and only 13 % of economic added value. The manufacturing sector is very important for SMEs, accounting for a proportion of employment 30 % higher than the EU average. SMEs in the service sector dominate the economy far less. They focus on less knowledge-intensive activities such as retail and wholesale trade, food services and accommodation, travel agencies, rental and leasing services, land transport and courier services. The economic crisis has badly affected the business sector. SMEs in particular were badly affected, with real GDP decreasing sharply during the crisis (-6.6 %) and post-crisis recovery setting in late, with modest growth of 2.2 % in 2011 and 0.7 % in 2012[21]. However, growth picked up to 3.5 % in 2013, the highest rate of economic growth in the last five years. In general, large enterprises appear to recover from the crisis much faster than SMEs. This is because Romanian SMEs are less competitive, less

innovative and have a weaker technological base than their larger counterparts. Romania had a 'catching up' profile in 2013, with most areas scoring below average, but some progress in the past few years. Romania performs above average only in entrepreneurship, albeit by a large margin. The lack of innovation and a shortage of specialised skilled labour are the main obstacles to the business sector's competitiveness. Poor administrative capacity continues to hamper the growth of business.

Between January First and November 30th 2013, 56 722 companies were registered compared to 57 589 in the same period of the previous year, registering a slight decrease of 1.51%. At the same time the number of active enterprises has registered an increase of 8% in the first 11 months of 2013 compared to the annual average of 2009-2012, which means an accentuated rhythm of recovery in the SME's sector of Romania. In Romania, the turnover of SME's in 2011 was 4.1% down 1% compared to the previous year. The percentage of each sector in IT, in 2011, is divided as follows: Telecommunication 24.8% from Software and IT, 28% belonging to Hardware sub sector, total turnover being 47.2%.

Political factors, both nationally and on

a regional level, see business inception as a tool to promote economic development, innovation and a stimuli for firms with growth potential, based on new technologies.

Romania has registered a slight increase in SMEs number, for smaller enterprises it was a 10% growth and for small enterprises only 2%; this happened because of the dissolution of a large number of micro enterprises.

By 2013 at EU level, SMEs had recovered to pre-crisis levels only in terms of value added, while employment in 2013 was still 2.6% below levels registered in 2008. In 2013, for SMEs in the non-financial business sector, value added increased by 1.1%, while employment decreased by 0.5% and the number of enterprises decreased by 0.9% [21].

In 2015, Romania is number 17 in UE28 regarding total added value and is on the last position regarding density of SME's

in European Community. In the European landscape, the role of Romanian SME's is a minor one considering the above mentioned positions. Still, Romania has obtained the 8th position in UE28 regarding the number of employees. The percentage of microenterprises in Romania in the SME's total is with 88% lower than the average UE28 of 92%, while percentage of small enterprises is more consistent than EU, 10.4% compared to 6.4%. As main activity, commerce is the dominant of SME's in Romania, almost 40% of total, while EU has 28%. 2014 signalled the orientation of Romanian entrepreneurs to IT and education at the expense of agriculture.

Among non-financial sectors, the most popular sectors for Romanian start-ups in 2014 were education, 18.8% more registrations, information and communications, with 8.94%, and wholesale and retail 5, 38%.

Table no.1. Evolution of SME's 2008-2015

Employees		2008	2009	2010	2011	2012	2013	2014	2015
IT	0-9	18 349	18 048	16 119	14 694	15 156	15 951	16 475	16 995
	10-49	1 319	1 283	1 261	1 300	1 251	1 278	1 323	1 368
	50-249	272	257	245	266	261	267	275	282
	250+	59	50	53	57	57	59	61	62
	Total	20 049	19 638	17 678	16 317	16 724	17 554	18 134	18 708
	A 1 1 SME's	19 990	19 588	17 625	16 260	16 668	17 496	18 073	18 645

Source: Annual report on SME's 2014/ec.europa.eu

As you can see above, in Table no.1.(Evolution of SME's 2008-2015),from 2008 the number of SME's has dropped consistently from 19. 990 to 16. 260 in 2011, but in 2015 their number increased slowly but steady to approximately 3.06%, 18. 645 SME's.

Table no.2 Number of people employed in SME's

J: information and communication	0 - 9	34.939	33.609	30.712	29.566	31.408	33.617	34.788	35.949
	10 - 49	27.020	25.380	25.120	26.281	26.053	27.052	28.060	29.061
	50 - 249	27.090	26.149	25.379	27.188	27.423	28.548	29.423	30.286
	250 +	61.916	55.114	53.083	55.969	57.592	60.328	62.215	64.079
	Total	150.965	140.252	134.294	139.004	142.475	149.545	154.486	159.376
	All SMEs	89.049	85.138	81.211	83.035	84.884	89.217	92.271	95.296

Source: Annual report on SME's 2014/ec.europa.eu



Although the number of employees began to decrease slowly from 89 049, in 2008, to 84 884, in 2012, the number in 2015 is higher than 2008, 95 296 employees represents an increase of 3.17% (Table no. 2, Number of people employed in SME's).

IT is among top 5 sectors that are working in Romania, among:

- Health and social care;
- Other personal service activities;
- Other services rendered to enterprises;
- Financial intermediation.

## 6. Conclusions

Integrating risk management into the business planning process is an important component of enterprise risk management and ensures that the organization is able to take advantage of emerging opportunities while also being able to deal when something goes wrong. The focus on risk and strategy is that enterprise risk management is primarily concerned with the failure to achieve business objectives. Thus, integrating risk management with strategy leads to a focus on the "performance" rather than "conformance" aspect of risk.

Strategic planning and risk management should not be distinct activities. Strategies to manage risks and enhance opportunities should be incorporated into strategic plans and should be kept up-to-date. Both strategic and risk management plans will support specific projects and actions that provide the basis to take advantage of opportunities.

Managers should adopt a reactive management style, which means it is imperative to conceive and implement susceptible measures to alleviate risk manifestation. An

oriented reaction towards the future allows the company to surpass past risks, thus increasing the odds for achieving their objectives.

Risk management facilitates the efficient and effective achievement of objectives for the company. Obviously, knowing the threats allows a classification of them depending on the possibility of manifesting, on the impact over the objectives and costs that appear when we use measures in order to reduce risks or to limit their negative effects.

The Doing Business Index issued by the World Bank ([www.doingbusiness.org](http://www.doingbusiness.org)) expresses the ease of doing business in a particular country; this ranking places Romania on the 48th position in 2015 with Germany and Austria on the 14th and 21st position, respectively.

This index consists of ten different sub-indexes that determine whether laws or other regulations exist in certain areas and whether or how they are applied. For example, the subcategories deal with the payment of taxes, hiring of staff and the founding and closing of companies.

In the International Corruption Perceptions Index 2014 Romania was placed on the 69th position, while Germany was 12th and Austria 23rd.

The Corruption Perceptions Index is issued by Transparency International, and lists countries according to the perceived level of public sector corruption. This perception is based on surveys of managers and experts, and related solely to the public sector.

A risk assessment of Romania would look like in Table no. 3 (Weakness and strengths of Romania), below:

Table no.3 - Weakness and strengths of Romania

Weakness	Strengths
Shrinking population	Large domestic market
Failings in administration and justice	Sizeable agricultural potential
Large scale grey economy	Oil and gas production
Weak transport infrastructure	Diversified manufacturing base (automobile, etc.)
Issue with integration of Hungarian, Roma minorities	Stability of the leu against the euro
Education and mentality	Member of the EU and NATO

Source: COUNTRY ESSENTIALS ROMANIA, summer 2015

The main problem in the evolution and progress of Romania, and of course its businesses, is the „conservative” mentality. Because as we stated before, every individual has a different character and personality Romanians have a tendency to avoid risk or be in the other extreme, to completely embrace it. In literature the level of risk taking depends on: feelings, the way reality is presented, humour, but most of all from our point of view what holds Romania back is the reality of our society, the negative mentality that we embrace and promote to our children. As individuals we make decisions every day, based on our state of mind or based on feelings at that time. The level of

aversion to risk is determined, in our opinion, by education, moral principles and mentality. The communism heritage left us with doubts, but 25 years later, even though we embrace technology and information we are the same weakened country. The way we react to risk is the same way we live our lives, with fear of the unknown, because humanity has always had a fear for the unknown. Managers take decisions based on the level of education they had, but most of all based on their personality types and the perception they have on risk. Even though a European Union member, Romania still has a long way to go, from an economic point of view and from a cultural one as well.

## REFERENCES:

1. **Dănciulescu Alexandra**, *THE ROLE OF RISK MANAGEMENT AND TREATMENT METHODS APPLIED IN TODAY'S ECONOMY*, Romanian Economic and Business Review – Special issue ,December 2013;
2. **Collier Paul M**, *Fundamentals of Risk Management for Accountants and Managers-Tools and Techniques*, Elsevier Ltd, Great Britain, 2009;
3. **Breban Vasile**, *Dicționar al limbii române contemporane*, Bucharest, Publishing House Științifică and Enciclopedică, 1980;
4. **Griffiths Phil**, *Risk-Based Auditing*, Gower Publishing Limited, Aldershot, England, 1998, definition by Economist Intelligence Unit, British Government Department ,page. 17;

5. **Beck Ulrich**, *Risk Society: Towards a New Modernity*. London: Sage, (1992).
6. **Adams John**, *Risk*, UCL Press, London 1995;
7. **Bernstein, Peter L.** (1996). *Against The Gods: The Remarkable Story of Risk*. New York: John Wiley & Sons. ISBN 0-471-12104-5;
8. **Power, Michael** (2007) *Organized uncertainty: designing a world of risk management* Oxford University Press, Oxford, UK. ISBN 9780199253944;
9. **Dănciulescu Alexandra.**, *Risk Management in SME's in the current context of globalization and internationalization of firms*, Publishing House UNIVERSITARĂ, ISBN: 978-606-28-0292-9, Bucharest, 2015;
10. **Dănciulescu Alexandra Irina**, *Risk Management an Important Tool in ICT SME's in Romania*, Journal of Information Systems & Operations Management, ISSN: 1843-4711, 2014.
11. **Păun Cristi**, (et.co. all), *Gestiunea Riscului în Afacerile Internaționale*, Publishing House Universitară, 2009, pag.49;
12. **Petrescu M., Stegăroiu I., Năbârjoiu N., Duică A., Popa E.**, *Managementul schimbării și riscului*, Publishing House Bibliotheca, Bucharest, 2010, pag. 159;
13. **Opran C., Paraipan L.**, *Managementul riscului*, Publishing House Comunicare.ro, Bucharest, 2008, pag.37;
14. **Simon H.A.**, "A Behavioral Model of Rational Choice", Quarterly Journal of Economics, 1995, vol. 69, page 99–188;
15. [http://en.wikipedia.org/wiki/Leon\\_Festinger#Social\\_comparison\\_theory](http://en.wikipedia.org/wiki/Leon_Festinger#Social_comparison_theory);
16. **Druică E.**, *Economia riscului - Teorie și aplicații*, Publishing House Cartea Studențească, 2008;
17. **Douglas, Mary.** *Risk and Blame: Essays in Cultural theory*. New York: Routledge, 1992;
18. **Slovic, Paul** (December 2006). "Risk Perception and Affect". *Current Direction in Psychological Science* 15 (6): 322–325;
19. <http://ebookily.co/doc/business-process-management-software-free>;
20. 2014 SBA Fact Sheet, European Commission;
21. Annual report on SME's 2014/<http://ec.europa.eu>;
22. European Economic Forecast, European Economy 1 | 2015, Economic and Financial Affairs Winter 2015;
23. <http://www.coface.ro/Studii-economice/Romania>;
24. COUNTRY ESSENTIALS ROMANIA, summer 2015;