

**BABEȘ-BOLYAI UNIVERSITY**  
**FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION**  
**DEPARTMENT OF MANAGEMENT**

**Title of thesis**

**PROJECT MANAGEMENT IMPLEMENTATION IN ROMANIAN PUBLIC  
ADMINISTRATION**

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## SUMMARY

In the contemporary period, any activity is seen as a modern project that requires a new vision project from needs analysis through to efficient reuse of results. As a result, appeared in the literature the term project management as a tool for planning, coordination, implementation and monitoring of project activities undertaken in different sectors of society. In general, development of a project is associated with the existence of needs within an organization / institution / company or society, in other words it is an answer to a problem arising, therefore, one of the most striking features of the project is new to . Every project brings a new element, a change from the situation. The need for scientific study projects arose from failures in implementation, often seeing a discrepancy between the goals set and results in many projects. A project that has time-bound targets for a responsible and means allocated, allowing the gradual introduction of a culture oriented towards achieving results in a given period.

The applicability of the concept of project management is highly diversified in the current period, and areas that can be developed are very different projects (construction projects, IT projects, research projects, innovation, engineering and human resources development) and refers to both the general project aimed at the development (of an organization, community or people) and projects aimed at sharing experiences, organizing seminars etc. In general, before any action, paid or voluntary, within a company, an NGO, the government, the family, etc., should be considered whether the application of project management.

Projects occurring at all levels of the organization. They can involve a person or team of people. The need to develop and manage projects within local government was born of the need to adapt modern techniques and working to attract new financial resources for solving problems arising in local communities. Introducing an organizational culture oriented towards achieving positive results requires a project with deadlines and targets, accurate means allocated.

When referring to Romanian realities, especially in the context in which they operate state institutions, it is clear that the current structures fail to satisfy the requirements of a dynamic market and its economic and social effects, because of the multitude of bureaucratic rules and hierarchies rigid. Therefore, flexible organizational structures are needed to enable rapid response to the environment, market orientation, assimilate and process new information in a

timely manner, to be innovative and find new solutions. In other words, we have developed managerial concepts enabling personal involvement of employees and personal accountability, individual.

To this end, project management, as part of a modern concept of organizational management can be a first step towards asserting employees in the spirit of cooperation and openness to new. In the implementation of various programs and projects, an important source of government adaptation refers to the interactions between internal forces and external environment of the organization. The public has long been known that all professional organizations, the idea of project management, which proved of some specific elements:

- reorganizing management service - it is a problem to be solved, a number of tasks to be performed, a time consuming activity, the possession of knowledge and specific means;
- implementation of an endowment plan with new equipment;
- adapting towards administrative procedure - requires caution, reflection and mobilizes many actors, translating to the instructions, documents and public information.

Therefore, the use of project management in public administration can present considerable advantages:

- overcoming hierarchical routine operation and administration
- close units / services, collaborating usually too little.

Therefore, public administration in Romania must consider the impact that a changing environment may have on them and identifying the mission, goals and organizational goals is not only a management strategy, but also a way of survival. In addition to the already mentioned is worthy of consideration that the financial assistance of the European Union member countries is based, in relation countries - final beneficiaries, based allocation amounts for development projects. Pressure on administrative systems shall be double because public institutions are structures managing development programs and can also be beneficiaries of funds to develop, implement projects aiming to solve various problems that manifest themselves in the society. If we refer only to public administration in Romania, after 1990 subject to many changes and a constant pressure for reform, it is at the end of the first planning cycle as a member of the European Union. How these processes were carried out in the last seven years has raised many debates, analyzes and polemics. Topic of interest and

because of dependence on foreign capital flows needed for the development of the Romanian society.

PhD thesis entitled „Project management implementation in Romanian public administration” examines capacity development, planning, implementation of existing projects in public administration in Romania. To this effect we use the analysis of the way in which they were initiated, planned, implemented projects financed from European Union sources in the programming cycle 2007 - 2013. The success or failure of these efforts is a harsh impact on the general development of the country. The lessons learned from this period can make a significant contribution to improving the specific mechanisms that will be used in the project development cycle from 2014 to 2020. The paper is structured into three distinct parts. The first part is devoted to the analysis of literature in the field of project management. The purpose of this first part is to identify the essential elements that must be followed in the process of project. The theoretical part of the thesis is divided into six chapters, which we want to present concepts, techniques, methods used in project management. The second part of the paper, the practice we want to look at how they are developed and implemented projects carried out by public bodies in Romania. In the third round we try to synthesize those elements on which specific public projects in Romania processes can be improved in the future.

From a methodological perspective the paper we use the analysis of documents, secondary data analysis of official data in this area. Also, using a semi-structured interview wish to complete the analysis by studying the actual quality level of a number of 40 projects funded from public sources (national and European) and implemented by public bodies. Applied research was conducted on two levels: national quantitative research to see the context in which they are planned and implemented European funded projects undertaken by public institutions, complemented by a qualitative research conducted in the county of Cluj and deepens a series of elements found in the quantitative part. In this paper we mean by public bodies:

- Institutions of central government,
- Devolved or decentralized units of the central government,
- Kings autonomous companies owned by the state or local government,
- A State educational and research,
- Hospitals,

- Intercommunity Development Associations.

As mentioned above, the first step of the research is considering quantitative aspects and highlights the types of organizations benefit from European funding programs, distribution of European funds from the public and private sectors, at national, regional and county and types of public institutions that benefited from EU funds to determine if such funding was supported development effort or local administration.

In this first research aiming at a quantitative component, we try to determine how much and what types of public organizations have received funding from the European funding programs. In essence, here we show the distribution of European funds from the public and private sectors, at national, regional and county level, what kinds of public institutions have benefited from European funding, to determine if such funding was supported effort development of central or local government. In this regard, it is interesting to see to what extent investigated through these grants to support the redistribution of wealth and increase cohesion between developed areas and less developed. In a first step we determine the six operational programs (ROP, HRD, POSDCA, SOP, SOP Transport, POSCCE) many projects have been funded, which is the national report and who were the performers of this period, how many and what programs have attracted more resources for development projects undertaken by the government. In the first research to use secondary data analysis to determine the allocation of European funds in Romania structural and accessing their progress on 1 January 2007 to 30 April 2014. present research has not discussed Sectoral Operational Programme Technical Assistance (POS-AT) and Territorial Cooperation Programmes (here mention the CBC Programmes, Transnational Cooperation Programmes and Interregional Cooperation Programme) as the first program mentioned POS-AT does not finance projects, but the purchase of services and goods with the main objective to ensure that the implementation of Structural Instruments in Romania in accordance with the principles and rules on partnership, programming, evaluation, communication, management, including financial management, monitoring and control on the basis of responsibilities shared between the Member States and the Commission European and latest programs involving cooperation regions of Romania to neighboring regions (cross-border cooperation) with regions of a certain geographical area (in the transnational cooperation) and regions in any Member State of the European Union (the interregional cooperation) through projects managed and administered jointly by the partners participating states. Consequently, these types of programs have been integrated in our analysis due to the difficulty of establishing major share

of their budget that each beneficiary has Romanian and their contribution in the budget management of projects developed. How not been able to determine this information, analyzing these programs is irrelevant to us in paper targets.

Finally, it is important to note that the database, which was the basis of our analysis was conducted at national level and includes all projects contracted six operational programs (ROP HRD, POSDCA, SOP, SOP Transport , POSCCE) grouped by counties and regions, specifying each type of beneficiary side and financial value of each project and the sector to which it belongs (public sector, private sector, private sector profit and non-profit) until 30 April 2014 so we can say that our approach is extremely innovative because it is a radiography of all projects contracted (reference until April 30, 2014 and except contracted projects SOP-AT and Territorial Cooperation Programmes) 2007-2013 programming cycle nationally.

In the second part of the research we conduct a qualitative approach that is designed to determine environmental and designed, developed and implemented projects financed from EU sources. Especially in this part we will analyze the arguments on which project managers are selected if they are related, in particular, the position and the role they occupy in public institutions and less, the issues of quality, skills and abilities necessary to perform that function, continuing with aspects of planning and implementation of European funded projects run by public institutions through which we identify as factors favoring the success of these approaches and issues that hinder development process implementation projects. Particular attention will be given to the study of the three dimensions of these projects, namely the way in which projects are conceived and planned elements on which are elected / appointed project managers, the skills that they have, but also studying the processes of implementation.

Essentially the second part of the research aimed to deepen a number of relevant issues in secondary analysis of data held in the first sequence of the research and the method used was semi-structured interview, and the interview guide instrument. Because we are talking about semi-structured interview, we proposed to discuss a number of issues raised intentionally five more generally. These are:

- Determination of the place and role of the project manager in charge of public entities implementing projects from EU funds.
- The constitution and operation of the project teams.

- Determination of the correlation between projects and strategic planning processes of public institutions.
- The main problems that occur in the life cycle of projects and causes.
- Impact of monitoring and evaluation used in the projects.

Were made of 40 interviews with project managers and people in the project team from Cluj county. The first 12 interviews were conducted during 2010, and 28 in 2014 I chose to come back with a second round of interviews, because after 2010 were a significant number of projects contracted in the county of Cluj. Also, as the argument for this approach we can say that in 2010 we were halfway programming cycle, and in 2014 near the end of it.