

BABEȘ-BOLYAI CLUJ NAPOCA UNIVERSITY
Faculty of Economics and Business Administration
Doctoral school of Economics and Business Administration

PHD THESIS

Summary

Sources of Improvement of the Romanian Management

Scientific coordinator:

Prof. Nistor Răzvan Liviu Ph.D.

Ph.D. Candidate:

Ec. Măluțan Daniel

2018

Table of Contents of summary

Keywords	2
Table of contents of PhD Thesis	3
Introduction	6
Objective and methodology of research	8
Field and stage of knowledge on the topic addressed	9
Structure of research	10
Chapters Synthesis	12
General conclusions, personal contributions, research limitations, future research directions and proposals	20
References	28

Keywords: organization, organizational culture, management, leadership, manager, leader, performance, courage in business, cultural intelligence, entrepreneurship, team spirit, early education.

Table of Contents of PhD Thesis

CHAPTER I	5
INTRODUCTION TO THE STUDY TOPIC	5
Introduction	5
1.1 Objective and methodology of research	6
1.2 Field and stage of knowledge on the topic addressed	7
1.3 Research structure	10
CHAPTER II	15
ORGANIZATION, MANAGER, MANAGEMENT AND PERFORMANCE	15
Introduction	15
2.1 Organization and organizational culture	16
2.1.1 Organization	16
2.1.1.1 The Concept of Organization, Definitions and Considerations	16
2.1.1.2 Classification of Organizations	18
2.1.1.3 Organization as Process Flow	19
2.1.1.4 The Life Cycle of Organizations	21
2.1.1.5 The Components of the Organization	21
2.1.1.6 Organization's Objectives	24
2.1.2 Organizational Culture	30
2.1.2.1 Organizational Culture, Definitions and Considerations	30
2.1.2.2 Characteristics and Types of Organizational Culture	32
2.1.2.3 Dimensions and Functions of Organizational Culture	35
2.2 the manager and the management	38
2.2.1 Manager and Leader	38
2.2.1.1 The Manager - Definitions and Considerations	38
2.2.1.2 Considerations and Definitions of the Leader	40
2.2.1.3 The Qualities of a Leader	40
2.2.1.4 Manager versus Leader	43
2.2.2 Management and Leadership	44
2.2.2.2 Management Functions	45
2.2.2.3 Leadership – Definitions and Considerations	49
2.3 management performance in the organization	58
2.3.1 Performance - Definitions and Considerations	58

2.3.2	Performance, a Dynamic Approach	60
2.3.3	Human Resource, Determining Factor of Performance	63
2.3.4	Performance Management	65
2.3.5	Performance Appraisal	66
2.3.5	Performance Measurement Tool, Balanced Scorecard	68
	Conclusions	71
	CHAPTER III	73
	BASIC CONCEPTS IN PERFECTING MANAGEMENT	73
3.1	Courage and basic values in management	73
3.1.1	Definitions and Considerations – Courage vs Dare	74
3.1.2	Personal and Organizational Core Values	75
3.1.3	Strength of Character and Basic Human Values	80
3.1.4	Manifestation and Increase of Courage	88
3.1.5	Fundamental Values of Romanians	92
3.2	cultural intelligence	98
3.2.1	Globalization and the Effect on Management	98
3.2.2	Cultural Intelligence: Definitions and Considerations	100
3.2.3	Cultural Intelligence, Factor for Influencing Performance	102
3.2.4	Management under the Pressure of Globalization and the Influences of Cultural Intelligence	104
3.2.5	The Impact of Cultural Intelligence on the Flow of Processes in the Organization	108
3.2.6	Increasing Cultural Intelligence	111
3.3	Multiplier leader and team spirit	113
3.3.1	Leader and Leadership	113
3.3.2	Team Spirit	117
3.3.3	The Concept of Multiplier Leader	119
3.3.4	Team Spirit in Romania	125
3.3.5	Increasing Team Spirit in Romanians	129
3.4	early education in entrepreneurship	133
3.4.1	Considerations and Definition of Early Education	133
3.4.2	Early education principles and Gardner's Theory	134
3.4.3	Entrepreneurship Considerations	136
3.4.4	Entrepreneur and Entrepreneurship Process	138
3.4.5	Early Education and Entrepreneurship Development	139
3.4.6	Entrepreneurship and Early Education in Romania	141

CHAPTER IV	143
EMPIRICAL STUDY "SUCCESS FACTORS OF MANAGEMENT PERFORMANCE"	143
Introduction	143
4.1 Research methodology	143
4.2 Focus group - performance in management	144
4.3 Organization of empirical study	149
4.3.1 Working Hypotheses	150
4.3.2 Questionnaire on Four Success Factors of Management Performance	150
4.3.3 Population and Sample Considerations and Specifications	153
4.3.4 Conditions, Limitations and Clarifications on the Empirical Study	154
4.4 Data analysis and hypotheses testing	158
4.4.1 Analysis of General Information	158
4.4.2 Courage and Fundamental Values in Business CB	162
4.4.3 Cultural Intelligence (CI)	170
4.4.4 Team Spirit (TS)	177
4.4.5 Early Education in Entrepreneurship (EEE)	183
CHAPTER V	190
GENERAL CONCLUSIONS, PERSONAL CONTRIBUTIONS, RESEARCH LIMITations, FUTURE RESEARCH DIRECTIONS AND PROPOSALS	190
Bibliography	200
Articles in journals / periodical literature	200
Books	204
ELECTRONIC SOURCES	208
List OF FIGURES	210
List OF TABLES	213
Anexes	214

Introduction

The past and the present prove that the changes of the world economy have caused an unprecedented evolution within the organizations. The phenomenon of globalization has removed the barriers from progress by eliminating both physical and psychological borders. The development of digital technology has seen spectacular leaps, facilitating considerable growth in all areas.

Access to information and free communication on a global scale were two of the most important elements that underpinned the education of the population and, implicitly, to its development.

The multitude of changes and their influence must trigger an openness and an attitude of organizational leaders in the harmonization of management processes. The great breakthroughs and best practices of international managers can be the spark for researchers to supplement the state of knowledge in every field, but also a practical applicability.

Romania's globalization is highly emphasized, and this has made possible an “invasion” of cultural diversity, which has led to an imposed or voluntary adjustment. The Romanian managers have been and are facing a competition for the import of brain matter from highly developed countries. To the same extent, employees of organizations from each hierarchical level were confronted with expatriate managers, and the need for knowledge and the need for new skills should constitute a priority in ensuring the level of performance.

Cultural changes have led to structural changes, therefore the predominant leadership style in Romania is conditioned on transformational elements. Skills such as “teamwork” are in the top searches for professional job recruitment ads.

The study conducted aims at identifying the new elements that can be transformed into sources of improvement of the Romanian management. The scientific and academic characteristics of research is intended to be shaped into practical features, found in personal development programs. Success factors identified: cultural intelligence, courage in business, team spirit and early education are the result of the research approach, offering an increased value to the PhD thesis and a high degree of novelty.

The study highlights the importance of management performance as a continuous process of refining through new sources.

The performance of a manager is monitored and assessed, whether we are talking about public or private organizations. The need for learning, for improvement and for change is continuous and increasingly growing, given the evolution on a global scale.

By interacting with organizations from other national and international cultures, I have been excited by the high level of organization, discipline, strategy and performance, observed in developed countries, especially from Europe and the United States. The first question I want to answer in this study is: "Is it possible for the Romanian managers to learn from what others have experienced?" The second question is related to the state of knowledge in the field of organizational management: "What can I contribute with to the current level of knowledge and what can I leave behind in a scientific and practical way?"

The role of management in the contemporary world is particularly important. Richard Farmer and Barry Richman (1965) said: "Management is one of the key factors explaining why a country is rich or poor" and "Importing management knowledge can be more productive than technology import."

The impact of research on the elements that characterize the performance of European management and its use in Romanian practices is intended to be strong. The main concepts studied are derived from the topic of the study by the condition of existentialism. Therefore, management requires the existence of the organization in which it manifests itself and which displays uniqueness through organizational culture. Management is also conditioned by the person who manages it, therefore the manager or the leader will have an impact on its performance.

In the scientific field, the impact of the proposed research will bring new elements into the curriculum stock of future managers, a bridge to new research topics, as well as scientific publications. Such an approach opens a wide field of research, especially for finding the sources and solutions specific to influencing management performance in general, and management Romanian in particular.

The motivation of research from the researcher's point of view contains two dimensions: (1) intrinsic by the desire to explore and identify new methods and sources of personal development in the field of management and (2) extrinsic by the desire to contribute to the stage of knowledge, supplementing literature with theoretical and practical aspects.

Objective and methodology of research

Starting from Peter Drucker's quote (1993) "Management is the main way to economic growth", the main objective of the research is the identification and stating of new elements that, together with the traditional concepts existing in the Romanian management, will lead to its improvement. Whether it is about elements, factors or sources of improvement, the most important step is their validation from a scientific and practical point of view.

The secondary objectives specific to this research topic are:

- Emphasizing the importance of the research topic in terms of adapting and changing the Romanian management under the conditions of globalization and the role of Romania as a member of the European Union;
- Highlighting the context and the common area between the international and the Romanian management, as well as sizing the current state of knowledge through an approach from the past to the present, from international to national;
- Theoretical substantiation of concepts related to performance, organizational culture, management systems and knowledge management;
- Presenting the principles and rules governing the organization of an entity's management system, focusing on performance and the need for improvement;
- Evolution of performance in the national context of Romania, to highlight the specific features of the management of commercial companies or organizations;
- Presentation of the advantages and disadvantages of using patterns, customs, concepts, systems and procedures taken from international management;
- Proposing and testing new concepts and tools for improving the Romanian management.

Research methods are the ones specific in this field, which are used by the vast majority of researchers, both qualitative and quantitative:

1. Documentation;
2. Focus group;
3. Case studies;
4. Comparative analysis;
5. Interdisciplinary research methods;
6. Statistical methods.

The present research has two facets: theoretical and empirical, and the chosen character is precedence. In this case, empirical research is used to verify the theory, and the research progress is ensured by a continuous alternation between the two.

Under conceptual terms, theoretical research contains the following actions: identifying concepts derived from the objective, formulating concepts, defining and classifying them, and also formulating working hypotheses as a result of theoretical interpretations. The empirical research contains specific organizational actions that determine the population, sample, variables, clarification and formulation of new discoveries, and, ultimately, the acknowledgement and validation of the working hypotheses respectively.

The research reasoning has drifted from deductive to inductive and vice versa. The deductive reasoning starts from theory, hypothesis, observation, analysis, testing and finally, confirmation, and on the contrary, the inductive reasoning starts from identification, observation, regularity, hypothesis, and ultimately theory.

Field and stage of knowledge on the topic addressed

Literature is the main source of investigations carried out, which converge to basic concepts. These are, according to the orientation, of four types: to results, to methods, to theory and to application. In the case of the study of the sources of refinement, all types were insisted on, given the theoretical and practical character assumed. The main area is management, and the secondary areas were psychological, financial, political and social issues, as appropriate.

The basic concepts studied are: organization and organizational culture, management and manager, leadership and leader, as well as the performance that created the criterion for selection of the literature reviewed.

The process of globalization is a reality for Romania included, and the alignment to this tendency through integration is a real one. Accession to the European Union has been a fundamental strategic step, and the issue of reforming managerial practices both at the level of the European Union and for our country as an integral part of the community is a topical issue.

The aim of the PhD thesis is to capture the two valences of understanding the performance of the management system, both from a general perspective and from a

Romanian perspective at the level of microclimate, mesoclimate, macroclimate, on the one hand, and by analysing the evolution of the managerial system on the other hand.

Structure of research

The study aims to analyse the important aspects of management improvement and perfecting process and, implicitly, the development of the manager. The process of professional development enhances skills and furthermore stimulates the creativity of human resources in organizations.

The primary objective of the research, as stated, is to identify viable sources for changing management in organizations as a prerequisite for success. Thus, in the literature, recognized specialists such as: Peters & Waterman, (1982), Drucker, (2001), Kotler, (2011) deem that the road to success passes through performance.

Performance can be seen as a key element of organizational construction towards the future, but also as an indicator of competitiveness.

The importance of the concept of performance is fundamental both in life and in organization management and this concept can be built on different dimensions: at a general level or at a specific level of detail. The logical scheme of the study is shown in the figure below. The structure of research consists of three parts: (i) Part I has two chapters, Chapter 1 which presents: the topics, the objectives, the stage of knowledge and the structure, and Chapter 2 is intended for the theoretical study of the thematic concepts, (ii) Part II has two chapters in which the theoretical conceptual study and the empirical study of four success factors are presented. Chapter 3 deal with the theoretical, qualitative research, as well as the state of knowledge from the two perspectives, namely general and Romanian. Chapter 4 is the empirical study of the four factors and deals with the statistical analysis of the data collected by the questionnaire method. (iii) Part III contains Chapter 5, annexes and bibliography. In this part the conclusions, proposals, personal contributions and study limitations are presented.

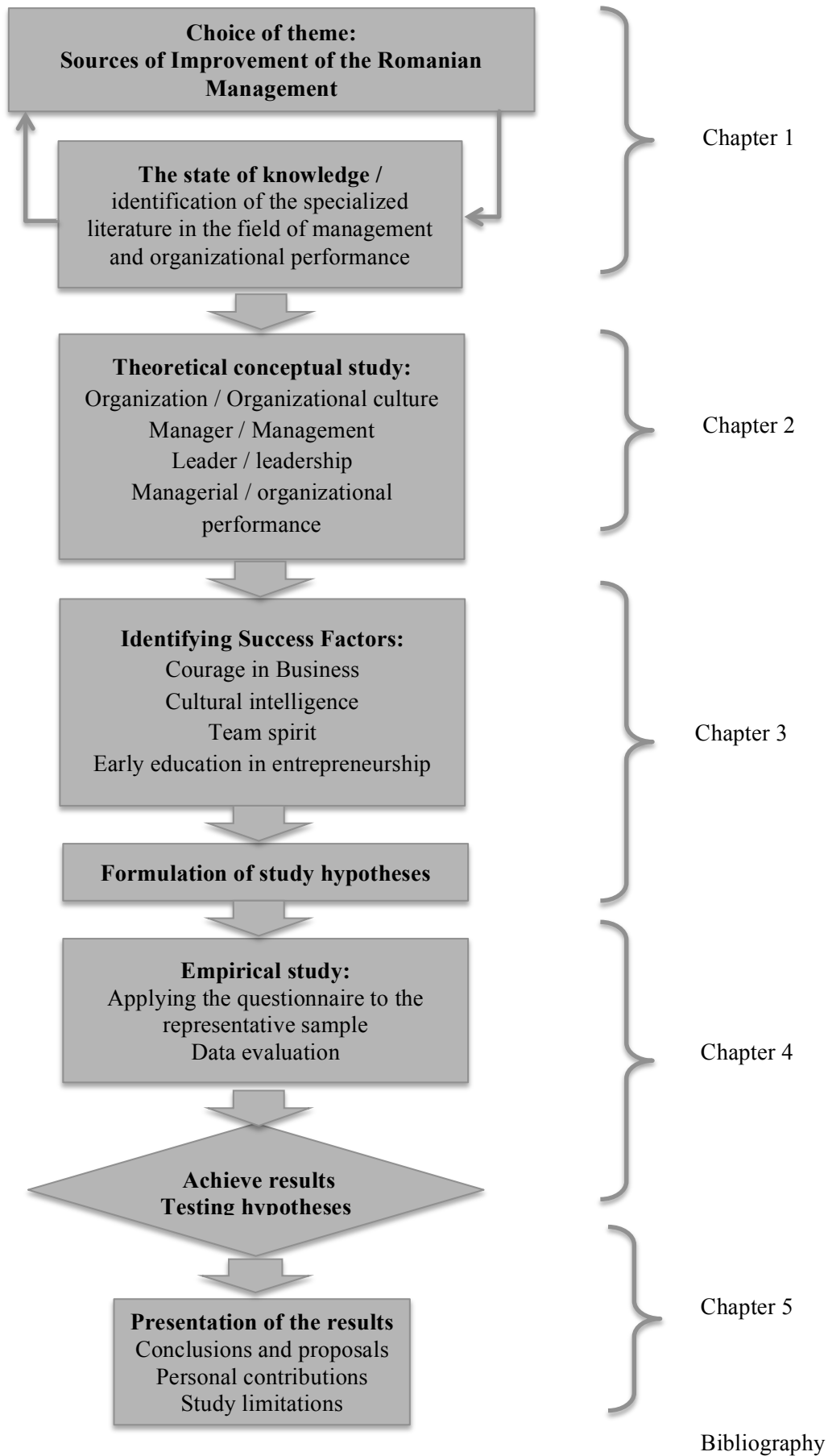


Figure 1 The logical scheme of the research study, Source: own

Chapters synthesis

Chapter 1 is intended for general information, the introductory part, the delimitation of the proposed scope for research, and the basic structure of the study conducted. From our point of view, the aim of this approach is to achieve two goals: the contribution to the knowledge stage in the field of the topic approached and the identification of new sources regarding the improvement of the Romanian management. The major objective of the PhD thesis is the adaptation of management to changes in the general conditions as a result of the globalization and accession of Romania to the EU, an adaptation that is vital especially if we take into account Peter Drucker's opinion "change or die".

Chapter 2 presents a clarification of the core domain, *management*, which features an existential condition through organization and manager. Moreover, the results of the management exercised by a manager in an organization are quantified through performance. This is broadly attributed to the organization, providing an image of success or failure, being called organizational performance.

Management is the science that studies work processes within the management of an organization. Henri Fayol was the first to develop in 1916 management functions in five categories existing even nowadays: planning (prediction), organization, coordination, motivation / training and control.

The first management theories emerged in the 19th century through various production techniques, standardization, procedures, cost accounting and planning activities. The first management manuals appeared in the 20th century, and authors like Drucker, Henry Fayol, Gilbreth, Alexander Church, J. Duncan and many others approached different branches of management, so in 1920 Harvard Business School offered the first Master of Business Administration "MBA". Management features principles of psychology, applied statistics and mathematics techniques, and towards the end of the 20th century other modern theories emerge based on information technology, developing dedicated software. General management is supplemented by other specialized branches, such as: financial management, human resources management, information technology management, marketing management, operations management, production management and strategic management. The 21st century brings a decrease in hierarchical

structures and democratic principles within management. The emergence of creativity and innovation is noticeable and the rise of globalization triggers the need for adaptability and collaboration among different organizations. This is how large corporations are developing, and traditional management suffers different mutations.

The evolution of the organization's leadership over time has added new concepts to give a comprehensive picture thereof. Thus, the following concepts have also been integrated into the research: organizational culture, leadership and leader.

This chapter aimed to identify and understand the aspects and traits that define and influence positively or negatively the concepts derived from the topic.

The defining elements, types of organizations, the classification of organizations, the basic system of the organization through inputs, processes, results and feedback were presented within the concept of "organization". Next, the life cycle of the organization was presented through five stages: (1) the entrepreneurial stage; (2) the collectivity stage; (3) the formalization and control stage; (4) the structure development stage; (5) the decrease stage.

The *organization* is a component of contemporary society created on the needs of mankind's existence, in a continuous structural development. The organization is based on objectives derived from missions and vision, which are also assumed by stakeholders. The most well-known models highlighted in the literature mentioned in this study are: Harold J. Leavitt model "Leavitt's Diamond" (Leavitt 1998) and Henry Mintzberg Model, (Mintzberg, 1979).

The concept of "organization" is present in various scientific works, which benefit from extensive literature. Consequently, the works of the authors: Cowley and Domb, (1997), Georges Lapassade (2006), Nicolescu & Verboncu (2007) Bennis & Nanus (1997), Robbins (1990), Parsons (1947), Rob Goffee & Garath Jones and many others point out that contemporary society is dominated by the organization, and the individual is educated in an organizational spirit. Rob Goffee and Garath Jones said the following: "We are born in organizations, we are educated in organizations, and most of us spend their lives working for organizations." The individual's ties with organizations are very tight from his / her appearance until his / her disappearance.

Organizational culture is the result of human interactions with the external environment in which the organization operates, with a mutual influence between its members and its creators. Shaper factors within the organization can cause changes in:

leadership style, decision-making, organizational structure, behavioural policies, customization of individual values, building specific organizational culture habits.

The following were highlighted within the organizational culture: types of organizational culture, different models, dimensions and functions of the organizational culture in order to identify the elements that will influence it.

The meaning of the term culture is caught in the literature through the shaping factors of the organization. The different models emerged over time, highlighted by organizational culture features, are: Jeffrey Sonnenfeld Model (2015), Deal & Kennedy Model (Deal & Kennedy 2000), Charles Handy Model (2005) and Mihaela Vlăsceanu Model (Vlăsceanu, 2003).

There is a high importance of the organizational culture manifested by managers through its functions, as they can significantly determine the functionality and performance of the organization.

The *manager* is the person who has the role of leader through specific functions and responsibilities, being considered the brain and energy of the organization. Associating people into groups or organizations involves the existence of a formal or informal leader. This is the manager or leader, who sets the path to reaching the goal and managing the available resources.

The manager's evolution follows the trends of management over time, such as: authority, rigidity, focus on correction, policy enforcement, loud voice or subordination, characteristics considered obsolete, nowadays the following are encountered: coaching, motivation, focusing on improvement, imposing productivity and collaboration.

Leadership and leader are two concepts highly intensive addresses, and the volume of literature is large and vast. On the one hand, leadership is a field of research, and on the other hand it is a practical skill that includes the ability of an individual, a leader to lead by motivation and personal example. Chapter 2 presents the leadership features and the qualities of the efficient leader. Authors such as Kouzes, J.M. & Pozner, B.Z. (1998), in their "Student leadership practices inventory", Wright & Taylor in "Improving Leadership Performance (1984)", Bass, Bass & Stogdill (1990) in Handbook of Leadership, Cole, (1997) in "Staff Management", John Maxwell (2007) in "The 21 Leader's Supreme Laws," and many others have exposed the concept of leadership in different terms, converging towards the same interpretation of effective leadership by positively influencing people to achieve an objective.

The theoretical approach of this subject sought to identify the elements that define leadership and leader, characteristics, types, styles, qualities, patterns, different considerations emphasized by specialists in domestic or international scientific works.

The impact of manager or leader through management activity is found in the organization through *managerial performance*. The organization's success image provides all stakeholders, in the light of performance, a benchmarking process and comparative analysis of the results against the expectations (Actual Results vs. Desired Results).

Performance can be considered a *sine qua non* element of the substantiation of any type of modern organization, but at the same time it fulfils its competitiveness indicator function, as presented in Chapter 2. According to Albu & Albu (2005), the performance of a company shows "its ability to progress thanks to on-going efforts". The notion of performance is associated with an ideology of progress, effort, and benevolence.

In 1996, Kaplan & Norton, following an audit in a large company, believe that influencing, measuring, and evaluating organizational performance target a series of financial, psychological and social goals. Thus, performance is defined by the success factors through financial and non-financial performance indicators.

A generous space has been allocated to management performance within the organization on two dimensions (1) performance management and (2) performance measurement, based on Tom Peters's opinion: "what gets measured gets done", or what can be measured, for sure it can be achieved.

The performance appraisal system is addressed in this chapter through the success factors and performance indicators set in the Performance Scorecard or Balanced Scorecard (Kaplan & Norton, 1996)

Chapter 3 is intended for the theoretical analysis of the four success factors identified as possible sources of improvement of the Romanian management.

At this stage of the scientific approach, the following features were identified and analysed by deductive and inductive methods: *business courage, cultural intelligence, team spirit and early education in entrepreneurship*.

The structure of the chapter contains four subchapters, in which the success factors have been defined and evaluated in terms of two perspectives: (1) general (foreign) management and (2) Romanian management. Their specific features and aspects have been highlighted according to the literature, observing the following:

1. Understanding the success factor;

2. Manifestation and increase of the success factor (general and Romanian perspective);
3. Statement of working hypotheses.

Comparative studies on the behaviour of several managers in European countries and Romania indicate major differences in the area of fundamental values. The strategic pyramid of vision and mission within an organization places the core values at the centre of influences. Courage along with integrity and character form the dimension of high importance values, according to Gus Lee & Diane Elliott-Lee Model, (2006). The impact of courage on organizational management from a general perspective has proven to be the one that makes the difference from **good** to **excellent**. The appreciation of the level of courage in business resulting from research on Romanian management is at a low level. Thus, following the theoretical evaluation, the following working hypothesis was stated: (1) *courage in business is a source of improvement of the Romanian management.*

The effect of the emphasised phenomenon of globalization in Romania has opened new horizons to influencing the Romanian management. The cultural differences faced by the Romanian society and, implicitly, the management are very strong. Thus, questions arise about the capacity of the Romanian manager to adapt to multiculturalism. "Cultural intelligence is motivated by the practical reality of globalization," says Early & Ang (2003), and in an interdependent world this is important for success at work, personal relationships and cultural diversity. Placed at the intersection of three dimensions: knowledge, competence and awareness, cultural intelligence led to a new working hypothesis. (2) *In an accentuated process of general globalization and with strong effects in Romania, the improvement of cultural intelligence is the source for increasing the performance and for improving the Romanian management.*

Effective leadership of organizations is the subject of several scientific approaches. Team spirit lies at the foundation of leadership, and the existence of the leader is conditioned by the presence of the human resource reunited in a team for a common purpose. The vast majority of studies show that the type of leadership practiced in Romania is transactional. The effects of this leadership style lead to the suppression of team spirit, which belongs predominantly to the transformational style.

Moreover, a clear conclusion emerged from a brief analysis of the skills sought by job recruitment announcements, team spirit being ranked first. The working hypothesis that has been stated is the following: (3) *Team spirit, a skill of human behaviour, is a source of*

improvement of the Romanian management through the influence of the multiplier leader or the transformational leader on the members of the organization.

Worldwide, there is a strong concern for systematized and institutionalized education from the earliest age. The importance of education is also highlighted by Nelson Mandela, who has claimed to be the most effective weapon in changing the world.

The scientific approach regarding the theoretical arguments on "early education in entrepreneurship as a source of improvement in the Romanian management" can be briefly summarized by the following statements:

1. Entrepreneurship is decisive in economic growth

From the reports of international organizations and national strategies of developed economies, one unanimously conclusion emerges, i.e. that entrepreneurship is the main generator of prosperity in society and the decisive element in economic growth.

2. Entrepreneurship education is the decisive factor for the development of entrepreneurship

The characteristics of entrepreneurship are gained through sustained education, and the solution that emerges from the research of worldwide, continental and national organization actions is the drafting of "national strategies for entrepreneurial education".

3. Early education is essential to the development of the child through acquiring various skills

Studies on early childhood education or early childhood development show that cooperative learning (Fluieraş, 2005) increases efficiency, increases the level of memory and creativity, generating inter-human relationships. The effects of correct early education are found throughout the life of the human being, thus harnessing the potential of this process.

4. Romania has a very low level of entrepreneurship

Reports and evaluations at the Romanian level on entrepreneurship education highlight a fragmented picture of success actions and initiatives. A systematic approach to introducing into the national education strategy and the curriculum of entrepreneurial notions is required, with success models throughout Europe.

Within the European Union surveys and reports on economic growth, one decisive factor is entrepreneurship. The statement of the working hypothesis number 4 is as follows: (4) *Early education in entrepreneurship is a decisive factor in the economic growth and a source of the improvement of the Romanian management.*

Chapter 4 is intended for the empirical study of the four success factors that resulted from the theoretical-conceptual study, being structured in 5 parts: (1) research methodology, (2) focus group results and analysis, (3) organization of the empirical study, (4) data analysis and hypothesis testing, (5) conclusions and proposals.

The results obtained by applying the questionnaire to the sample were statistically analysed and, in the end, the working hypotheses underwent an extensive testing process.

The objective of the scientific research was achieved by validating the working hypotheses, thus confirming four sources of improvement of the Romanian management. Statistical hypothesis testing has been achieved through several study directions, namely:

- (D1) comparing the general perception with the established standard;
- (D2) comparing the practical perception (Romanian perception) with the established standard;
- (D3) comparing the two types of perceptions;
- (D4) the study of the influence that it is possible for the general perception to have on the practical perception;
- (D5) the study of correlation between the two types of perception.

For directions 1 and 2, we will study the perception of each factor's influence on management by comparison with the established standard. Thus, three types of tests are highlighted:

- Bi-tailed test - *The perception on the influence of the factor does not differ from the standard*
- Right one-tailed test - *The perception of the influence of the factor exceeds the standard*
- Right one-tailed test- *Perception of factor influence does not exceed the standard*

In the case of direction 3 we will compare the two types of perceptions. For this we will compare the average scores of the population on the two types of perceptions:

- Two-tailed test - *The two types of perception do not differ significantly*
- Right one-tailed test - *The applied perception is under general perception*
- Right one-tailed test- *The applied perception exceeds the general one*

In the case of direction 4 we will study whether there is a link between the two types of perceptions, so the assumptions will be formulated as follows:

H₀: There is no link between the two types of perceptions

H₁: There is a link between the two types of perceptions

For direction 5, if the hypotheses under direction 4 confirm the existence of a link, we intend to study the correlation between the two types of perception.

When verifying these hypotheses, we will apply significance tests, that involve the following steps:

1. Formulation of hypotheses;
2. Establishing the level of significance α ;
3. Calculation of test statistics (z or t for D1, D2 and D3, χ^2 for D4);
4. Determining critical values;
5. Making the decision to reject or not the null hypothesis.

Considerations

- Applying a significance test involves knowing the distribution of the population from which the sample originates. Since the sampling volume is high ($n = 130$), population distribution can be approximated by normal distribution.
- The significance level α represents the probability of committing an error by rejecting the null hypothesis when it might be true. Generally, in economics the level of significance is set at 5%.
- In our research we used the StatGraphics Centurion XVI software.

The statistical results following the processing of the data obtained through the use of the questionnaire are summarized in the following table:

Success factor Parameter	Courage in Business		Cultural Intelligence		Team Spirit		Early Education in Entrepreneurship	
	general	Romanian	general	Romanian	general	Romanian	general	Romanian
Management Perspective								
Average value	4,53	3,38	4,96	4,07	5,27	4,507	3,76	2,89
Median value	5	3	5	4	6	5	4	3
The modal value	5	3	5	4	6	4	5	2
Average square deviation	1,208	1,383	1,05	1,35	1,03	1,24	1,12	1,42
Coefficient of variation	26,62%	40,86%	21,25%	33,26%	19,6%	27,6%	29,82%	49,13%
Lower quartile	4	2	5	4	5	4	3	2
Quartila superioară	6	4	6	5	6	5	5	4

The results obtained by testing the assumptions on the five directions and the two management perspectives are summarized in the following table:

Success factor Direction	Courage in Business	Cultural Intelligence	Team Spirit	Early Education in Entrepreneurship
D1. comparing the general perception with the established standard	$H_0: \mu=4,5;$ $H_1: \mu>4,5$ p-value = $0,3586 < \alpha$	$H_0: \mu=4,5;$ $H_1: \mu>4,5$ p-value = $7,7 \cdot 10^{-7} < \alpha$	$H_0: \mu=4,5;$ $H_1: \mu>4,5$ p-value = $1,71 \cdot 10^{-7} < \alpha$	$H_0: \mu=4,5;$ $H_1: \mu>4,5$ p-value = $1,22 \cdot 10^{-7} < \alpha$
D2. comparing the practical perception (Romanian perception) with the established standard;	$H_0: \mu=4,5;$ $H_1: \mu<4,5$ p-value = $1,6 \cdot 10^{-7} < \alpha$	$H_0: \mu=4,5;$ $H_1: \mu<4,5$ p-value = $0,0002 < \alpha$	$H_0: \mu>4,5;$ $H_1: \mu \neq 4,5$ p-value = $0,9440 > \alpha$	$H_0: \mu=4,5;$ $H_1: \mu<4,5$ p-value = $0,0000 < \alpha$
D3. comparing the two types of perceptions;	$H_0: \mu_1 - \mu_2 = 0$ $H_1: \mu_1 - \mu_2 > 0$ p-value = $4,11 \cdot 10^{-12} < \alpha$	$H_0: \mu_1 - \mu_2 = 0$ $H_1: \mu_1 - \mu_2 > 0$ p-value = $5,13 \cdot 10^{-9} < \alpha$	$H_0: \mu_1 - \mu_2 = 0$ $H_1: \mu_1 - \mu_2 > 0$ p-value = $7,08 \cdot 10^{-8} < \alpha$	$H_0: \mu_1 - \mu_2 = 0$ $H_1: \mu_1 - \mu_2 > 0$ p-value = $4,17 \cdot 10^{-12} < \alpha$
D4. the study of the influence that it is possible for the general perception to have on the practical one;	$H_0: \text{there is no connection}$ $H_1: \text{there is a connection}$ p-value = $0,0000 < \alpha$	$H_0: \text{there is no connection}$ $H_1: \text{there is a connection}$ p-value = $0,0000 < \alpha$	$H_0: \text{there is no connection}$ $H_1: \text{there is a connection}$ p-value = $0,0000 < \alpha$	$H_0: \text{there is no connection}$ $H_1: \text{there is a connection}$ p-value = $0,0000 < \alpha$
D5. the study of the correlation between the two types of perception.	(R-squared) 0,8357 83,75%	(R-squared) 0,9218 92,18%	(R-squared) 0,8880 88,80%	(R-squared) 0,8679 86,79%

Probability of 95%, $\alpha = 0.05$, standard= 4.5

Chapter 5 is a presentation of the final conclusions, suggestions, proposals, and main contributions of the study, limitations and prospective future research on this topic.

General conclusions, personal contributions, research limitations, future research directions and proposals

The objective of the present scientific approach is to identify the sources of improvement of the Romanian management, being carried out on two dimensions: (1) the

perspective of the manager in general and (2) the perspective of the Romanian manager. These sources were identified by factors that influence the manager's attitude and organizational performance.

The interest of researchers and managers is increased for this topic, given the vastness of the materials made public in written form or by audio and video.

Performance in any field is the image of personal and organizational success. Although the topic of the study was placed in the economic and business scope, its character is multidisciplinary and interdisciplinary. The duration of the specific research activities was relatively short, five years, due to the amount of available scientific materials.

Identifying sources of improvement is an important stage of the entire study. This stage was achieved through the "observation" method and confirmed by the "focus group organizing" method. The scientific research process has continued through the theoretical study of the following success factors: (1) business courage and core values, (2) cultural intelligence, (3) team spirit and, finally, (4) early education in entrepreneurship. By means of induction and deduction, the success factors were analysed according to the literature, concluding with the statement of the working hypotheses.

Success factors identified have been defined and scientific empirical research studies have identified their impact on the two dimensions mentioned above: from the point of view of management in general and from the point of view of the Romanian management.

Courage in business and core values

The image of courage in this work is detached from the significance of success in life and in business with the following elements that feed it: will, generosity, strength and reason. Courage or dare (positive) in business has sparked controversy during the research, a fact also found in literature, due to the negative connotation assigned to the dare term in various parts of the globe. Courage to the fullest or positive dare is built and demonstrated as a powerful factor in influencing the Romanian management, which according to studies has a poor presence in the Romanian society in general and in business.

The empirical study confirmed the conclusions of the conceptual study that the Romanian manager should develop in acquiring the characteristics of a courageous leader, such as: the ability to choose and decide, open to innovation and action, plans and communicates effectively, changes the direction when necessary, takes over and manages ambiguity, and eventually defeats his/her fear. The results obtained from the application of the questionnaire are relevant and supplement other scientific studies in this field and,

especially, courage in business and the fundamental values are a source of improvement of the Romanian management. Building this factor, as resulting from the questionnaire response analysis, should start very early through the organized educational system for children and as far as the adults are concerned is the method of continuous personal development through an appropriate curriculum. *Our final assertion about this success factor is: performance in organizational management is influenced by business courage.*

Cultural intelligence

Starting from a global and very strong phenomenon in Romania, globalization generates deep social and economic changes with effects on management, thus cultural intelligence was achieved, a capability to adapt to an unfamiliar cultural environment. Located at the intersection of three dimensions: cultural knowledge, awareness and specific skills, cultural intelligence is strongly motivated by the penetration and aggressive influence of multiculturalism in Romanian society. In the conceptual study, a series of four factors was presented that strengthen the level of cultural intelligence: the meta-cognitive coefficient, the cognitive dimension, the motivational dimension and the behaviour.

The empirical study on cultural intelligence is demonstrated by the results obtained and analysed from the application of the questionnaire, thus, the following conclusion can be drawn: the Romanian manager has the level of low cultural intelligence compared to that of the general manager perspective, and the approach of this competence in the education process was during the academic studies. *The need emerging from the research is to increase the level of cultural intelligence through personal education and development; this is our statement regarding the phenomenon of massive globalization in Romania.*

Globalization is the cause of many changes, and the need for adaptation is very strong. The conclusion of this concept fits in Peter Drucker's quotation "Tomorrow's world - it will be, for sure, a different one, who does not adapt must expect great unpleasant surprises".

Team spirit

Team Spirit has been approached in this effort due to the existence of leadership. Thus, team spirit is presented as an ability of an individual to think, make decisions, and work with others for a common purpose, being the foundation in the leadership pyramid. Its characteristics are presented in a comparative analysis with the characteristics of the multiplier leader or the transformational leadership, thus resulting in a primary condition of level increase.

<i>Multiplier characteristics</i>	<i>Team spirit characteristics</i>	<i>Diminisher characteristics</i>
<p>Creating a safe environment for the best thinking; Synergy and interaction; Appreciation of all genius regardless of the field; Use of all members at maximum capacity;</p>	<p>Building trust among team members Close cooperation between team members</p>	<p>Members' opinion is suppressed and members' confidence is very poor Ignoring knowledge from the group</p>
<p>Creating a positive environment of comfort, generating ideas and solutions Allowing members to make mistakes, then to learn; Challenging members for growth, liberating creativity and innovation</p>	<p>Creating a positive, optimistic working environment, mutual respect, transparency, loyalty and discipline;</p>	<p>Limiting the scope of action, and the working method is by creating a series of rules and procedures Material reward for success; Punishing those who make mistakes</p>
<p>Defining the right questions, training the work teams Involving all members in the organization's activities Communication of decisions and related judgments</p>	<p>Effective communication and effective time management;</p>	<p>Communication is directed to the leader through the obligation of members to inform him / her; The energy consumed in discovering what the leader thinks</p>
<p>Solving conflicts is pragmatic, first of all avoiding personal attacks, providing the environment for debate, challenging this process;</p>	<p>Effective solving and managing conflicts;</p>	<p>Sacrificing those who are not in the assent of the leader The diminishing leader is considered the supreme judge;</p>
<p>Leading the decision-making process by providing everyone the environment to think and get involved; Creating the consensus environment of the group; Decisions are assumed by all and finally the communication of the decision and the related judgments;</p>	<p>Establishing participatory processes especially in the decision-making process</p>	<p>The decision-making process is in the leader's hand, showing who is the supreme leader; Assigning responsibilities which are work orders; The image is "I know everything"</p>
<p>Instilling ownership and responsibility for the success of others; Debate on ideas by ensuring a safe climate for the best thinking; Group intelligence generates ideas and solutions Group challenge to action.</p>	<p>Motivating the group and the individual to achieve the goal;</p>	<p>The motivation of the group and the individual is very weak and transactional People will migrate to another organization leaving behind this leadership style The leader's intelligence is generating ideas and solutions</p>
<p>Connecting members to the organization's mission and opportunities; Collective participation in determining and assuming organizational and personal goals</p>	<p>Establishment of the common goal, the mission of each and the common objective through adequate assignment of work;</p>	<p>Determining the organization's goals from mission / vision and depending on the leader's capacity</p>

Tabel comparative synthesis of the team spirit characteristics

From the conceptual theoretical studies of literature, the following elements were identified that lead to the following conclusion: the team spirit in the Romanian management is very weak.

- the predominant leadership style in Romania is transactional, with the suppression of team skills;
- the psychological profile of the Romanian is negatively affected by mistrust in people, lack of cooperation, not using intellectual and creative potential, increased emotionality that amplifies frustration and scepticism, competitiveness not backed up by discipline;
- the most sought skill in recruitment announcements is teamwork.

In the applied questionnaire it was observed that the team spirit is the most appreciated success factor by the respondents.

The conclusion drawn from this study is the following: education and cultivation of team spirit as well as the approach of a transformational leadership is a source of improvement of the Romanian management.

Early education in entrepreneurship

Entrepreneurship education has undergone substantial changes since the beginning of the scientific process and its completion through the implementation of some national programs referred to in the paper. As for early education as defined at the age of 3, entrepreneurship in Romania is not present in the curriculum. This is a complex aspect because of the stakeholders involved in children's education: family, educators and teachers, governmental and non-governmental organizations. The situation in other developed countries is quite different from Romania, and the following conclusion can be drawn: *early education in entrepreneurship is a decisive factor in economic growth.*

The results obtained from applying the questionnaire confirm that early education in entrepreneurship is a success factor and most of the responses have led to the fact that entrepreneurship should be included into the curriculum even within kindergarten.

Empirical study

Within this purpose component of the scientific approach, the working hypotheses were confirmed by empirical assumptions. Thus, through an extensive questionnaire on the 4 success factors, the opinion of foreign managers with activities in Romania and that of

Romanian managers was demanded. The assumptions were validated and confirmed following statistical tests applied to the sample.

The paper provides a high degree of novelty on the two dimensions: the management perspective in general, but also the perspective of the Romanian management. This approach also contributes to the degree of knowledge in influencing organizational performance through the success factors studied. The results obtained are considered an added value for the Romanian manager and leader, offering scientifically confirmed improvement resources. The theoretical degree is supplemented by practical spirit, setting the premises of personal development.

The scientific approach has combined the theoretical research at the conceptual level with the empirical research, bringing a series of contributions of the literature and the good practices in the professional improvement of the managers.

Personal contributions of the study from a theoretical point of view

- synthesis of organization, organizational cultural, management, leadership, manager, and leader theories to identify factors that influence organizational performance.
- critical examination and comparative analysis of the main existential concepts of the Romanian management;
- identifying and highlighting the weaknesses, strengths respectively of the Romanian management;
- the scientific approach has highlighted that the globalization phenomenon has multi-level effects on management: the expatriate manager, the local manager and other employees within the organization, extending the influences from the expatriate manager to other people;
- in the theoretical analysis of courage and fundamental values, it has been demonstrated that the value of the organization is given by the fundamental values of the employees, extrapolating to mission and vision;
- acknowledging success factors by the methods used in the present conceptual approach: courage in business, cultural intelligence, team spirit and early education in entrepreneurship are validated as sources of improvement.

Personal contributions in terms of empirical study

- identifying the position as a level of influence in the general (foreign) management of courage in business, cultural intelligence, team spirit and early education in entrepreneurship, which is strong to very strong;
- identifying the position as a level of influence in the Romanian management of courage in business, cultural intelligence, team spirit and early education in entrepreneurship, which is moderate;
- comparing the perception of the success factors influence in the general management towards the Romanian management, identifying a difference, which offers possibilities for improvement;
- confirmation of success factors by statistical methods: courage in business, cultural intelligence, team spirit and early education in entrepreneurship are confirmed and validated as sources of improvement.

Personal contributions to the business environment

- identifying four sources of improvement of the Romanian management and increasing the performance;
- identifying practical solutions on the increase of success factors influence of courage in business, cultural intelligence, team spirit and early education in entrepreneurship for Romanian management;
- identification of other success factors that can influence the personal development of the Romanian manager / leader.

Limitations of the research study

The limitations of a scientific research study exist and are absolutely inherent, however grounded, creating the premises for further analyses and investigations. The vastness, complexity and availability of literature in the field can create other valid options. A summary of the limitations identified in the present research is the following:

- The international and Romanian literature used in this study is of 108 articles published in various well-known journals, books and writings amounting to 160, which can limit the perspectives and the results obtained.
- With regard to the empirical study, the question of the representativeness of the sample can be raised, given the indifference and the refusal of the managers to participate in the scientific approach. Moreover, a generalized phenomenon was

ascertained: the registration of some organizations in the "Total Romanian Companies" database with invalid email addresses or subsequently closed.

- The population defined in the study was limited by the introduction of business organizations with activity on the territory of Romania.

Perspectives for future research

"Scientific research is an investment in the future," said Marius Leordeanu, Doctor of Philosophy at Robotics, Carnegie Mellon University, so it can be emphasized that regardless of the field, research approaches are never completed, opening up other perspectives and possibilities for increasing knowledge. The limitations, drawbacks and results obtained can be transformed into new research topics and perspectives. Thus, in the course of the research process, new perspectives have been identified, which did not fit into the study's objective, but they can continue the research.

1. Extending the population into a new research study of all business, governmental or non-governmental organizations.
2. The research study focused on four success factors influencing organizational performance, with one factor above than the initial target. Within the "focus group" activity, the following factors have also been identified: discipline, perseverance in work, emotional intelligence and decision-making process, which can be scientifically studied in future approaches.
3. The questionnaire used opened new topic for the research of the sources of improvement through questions 45-48, which caused the respondent to specify a success factor present in the cultural-organizational environment from which he / she originates. These factors are: altruism, self-discipline, target alignment, constructive attitude, empathy, transparency of decision-making, innovation, personal branding and predictability that can create new research topics.
4. Repeating the study may bring new elements that, through a comparative analysis, supplement the results obtained by improving organizational performance.

Finally, it can be ascertained that the research performed achieved its objective by contributing to the theory and practice of Romanian management. The results obtained contribute to the state of knowledge in this field, being useful to researchers, managers and leaders. Practically, the elements studied can be used in personal development plans.

References

Journals

1. Alon, I., & Higgins, J. (2005). *Global Leadership Success Through Emotional and Cultural Intelligences*, Business Horizons;
2. Ang, S., & Van Dyne, L., & Koh, S.K. (2006), *Personality correlates of the four-factor model of cultural intelligence*. Group and Organization Management;
3. Ang, S., & Van. Dyne, L., & Koh, C., (2004). *The Measurement of Cultural Intelligence*. Paper presented at the 2004, Academy of Management Meetings Symposium on Cultural Intelligence in the 21st Century, New Orleans;
4. Ang, S., & Van. Dyne, L., & Koh, C., & Templer, K.J., & Tay, C., & Chandrasekar, N.A. (2007). *Cultural Intelligence: Its measurement and Effects on Cultural Judgment and Decision Making*, Cultural Adaptation, and Task Performance. Management and Organization Review;
5. Antonakis, J., & Avolio, B. J., & Sivasubramaniam, N. , (2003), *Context and leadership: An examination of the nine- factor full-range leadership theory using the multifactor leadership questionnaire*. The Leadership Quarterly;
6. Arora, P., & Rohmetra, N., (2010), *Cultural Intelligence: Leveraging Differences to Bridge the Gap in the International Hospitality Industry*, International Review of Business Research Papers Vol 6;
7. Arthur W., & Chickering, A.W., & Gamson, Z.F., (1987), *Seven principles for good practice in undergraduate education*, Journals Articles(080), AAHE Bulletin, Denver;
8. Avolio, B. J., & Bass, B.M., (2004), *Multifactor leadership questionnaire: Third edition manual and sampler set*. Redwood City, Mind Garden;
9. Bandura, A. (1977), *Self-efficacy: Toward a unifying theory of behavioral change*, Psychological Review;
10. Bass, B.M., (1990), *From transactional to transformational leadership: Learning to share the vision*, Organizational Dynamics;
11. Bass, B.M., & Avolio, B. J., (1990), *Multifactor Leadership Questionnaire*, Consulting Psychologists Press, Palo Alto, CA;
12. Bass, B.M., & Avolio, B.J., (1993), *Transformational leadership: a response to critiques*, in Chemers, M.M., *Leadership Theory and Research: Perspectives and Directions*, Academic Press, San Diego;
13. Bass, B.M. (1990), *From transactional to transformational leadership: learning to share the vision*, Organizational Dynamics, Vol. 18;
14. Beck, A.T., (1976), *Cognitive therapy and the emotional disorders*, International University Press, New York;
15. Benjamin, L., & Flynn, F.J., (2006), *Leadership style and regulatory mode: Value from fit?*, Organizational Behavior and Human Decision Processes;
16. Berkowitz, M.W., (1997), *The complete moral person: Anatomy and formation*, In J. M. Dubois (Ed.), *Moral issues in psychology: Personalist contributions to selected problems*. Lanham, MD: University Press of America;
17. Bescos, P-L., & Cauvin , E., (2004). *Performance measurement in French companies: An empirical study*, Studies in Managerial and Financial Accounting;
18. Birren, J.E., & Fisher, L.M., (1990), *The elements of wisdom: Overview and integration*, In R. J. Sternberg (Ed.), *Wisdom: Its nature, origins, and development*, Cambridge University Press, New York;
19. Blocher, D., & Chickering, A. W., & Gamson, Z.F., (1987), *Seven Principles for good practice in undergraduate education*, American Association for Higher Education, Washington;
20. Cawley, M.J., & Martin, J.E., & Johnson, J.A. (2000), *A virtues approach to personality*, Personality and Individual Differences, 28;
21. Collins, J., (2001), *Good to Great: Why Some Companies Make the Leap . . . and Others Don't*, HarperCollins, New York;
22. Comisia Europeana, (2012), *Dezvoltarea competențelor cheie în școlile din Europa: provocări și oportunități pentru politică* , Luxemburg: Oficiul pentru Publicații al Uniunii Europene;
23. Costa, P.T., Jr., & McCrae, R.R., (1988), *From catalog to classification: Murray's needs and the five-factor model*, Journal of Personality and Social Psychology;

24. Costachescu, A., (2010), *Quelques Lexèmes En Voyage*, Annals of the University of Craiova. Series Philology, Linguistics;
25. Cristian Radu, (2009), *Valentele unei sintagme: Era a comunicării, Facultatea de Științe Politice, Administrative și ale Comunicării, Universitatea “Babeș-Bolyai”, Cluj-Napoca;*
26. David, D., & Lynn, S.J., & Ellis, A., (2010), *Rational and irrational beliefs*, Research, theory, and clinical practice, Oxford University Press;
27. Den-Hartog, D.N., & Van-Muijen, J.J., & Koopman, P. L., (1997), *Transactional versus transformational leadership: An analysis of the MLQ*, Journal of Occupational psychology;
28. Dr. Subramaniam A.L., & Sri-Ramalu, S., & Wei, C.C., & Rose, C.R., (2011), *The Effects of Cultural Intelligence on Cross-Cultural Adjustment and Job Performance amongst Expatriates in Malaysia*, International Journal of Business and Social Science Vol. 2 No. 9;
29. Dreher, A. (2006). *Does Globalization Affect Growth?*, Applied Economics;
30. Dumbravă, M., (2010), *Model de analiză a performanței firmei*, Economie teoretică și aplicată, 8.
31. Earley, P.C., & Ang, S., (2003). *Cultural intelligence: Individual interactions across cultures*, Palo Alto, CA: Stanford University Press;
32. Ellison, C., (1992), *Are religious people nice people?*, Evidence from the national survey on Black Americans. Social Forces, 71;
33. Enright, R.D., & Gassin, L.A., & Wu, C., (1992), *Forgiveness: A developmental view*, Journal of Moral Education, 21;
34. Enright, R.D., & Coyle, C.T., (1998). *Researching the process model of forgiveness within psychological interventions*, In E. L. Worthington (Ed.), Dimensions of forgiveness: Psychological research and theological perspectives, Philadelphia: Templeton Foundation Press;
35. Enright, R.D., & Gassin, L.A., & Wu, C., (1992). *Forgiveness: A developmental view*, Journal of Moral Education;
36. Fitzgerald, P., (1998), *Gratitude and justice*, Ethics, 109;
37. Fleenor, John W., (2001), *Review of the Multifactor Leadership Questionnaire*, Center for Creative Leadership, Greensboro, NC;
38. Gangel, K.O., (1987) *Leadership: Coping with Cultural Corruption*, Bibliotheca Sacra 144;
39. Goleman, D., & Richard Boyatzis, R., & McKee, A., (2000), *Primal leadership*, Harvard Business School Publing, Massachusetts;
40. Gruia, D.F., & Banc, P., (2005), *Delimitări teoretice cu privire la conceptul de eficiență și formele sale*, Simpozionul Național Studentesc, Universitatea 1 Decembrie 1918, Alba Iulia;
41. Guido, M., (1997), *Interdisciplinarity and the Organization of Knowledge in Europe*, Interdisciplinarity and the Social Sciences, Cambridge;
42. Guzzo, R.A., & Dickson, M.W., (1996). *Teams in organizations: Recent research on performance and effectiveness*, Annual Review of Psychology;
43. Hackman, J.R., (2002). *Leading teams: Setting the stage for great performances*, Harvard Business School Press, Boston;
44. Haidt, J. (2003), *Elevation and the positive psychology of morality*, In C. L. M. Keyes & J. Haidt (Eds.), Flourishing: Positive psychology and the life well-lived, American Psychological Association;
45. Harris, P.R., (2004), *Success in the European Union depends upon culture and business*, European Business Review Vol 16;
46. Harris, P.R., (2004), *Success in the European Union depends upon culture and business*. European Business Review Vol 16(6);
47. Herman, S., (1971), *Toward a more authentic manager*, Training and Development Journal, 25;
48. Hinkin, T. R., & Tracey, J. B., (1999), *The relevance of charisma for transformational leadership in stable organizations*, Cornell University, School of Hospitality Administration site: <http://scholarship.sha.cornell.edu/articles/666>;
49. Hisrich, R.D., & Ramadani, V., (2017), *Effective Entrepreneurial Management Strategy, Planning, Risk Management, and Organization*, Springer International Publishing;
50. Hofstede, G., (2011) *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations, 2nd Edition*. Thousand Oaks CA: Sage Publications;
51. Howell, J. M., & Frost, P. J. (1989), *A laboratory study of charismatic leadership*, Organizational Behavior & Human Decision Processes;
52. Ilgen, D.R., & Hollenbeck, J.R., & Johnson, M., & Jundt, D., (2005). *Teams in organizations: From input-process-output models to IMOI models*. Annual Review of Psychology, 56;
53. Isac, F., (2006), *Teză de Doctorat: Leadershipul în cultura organizațională*, Universitatea de Vest Timișoara;

54. Jago, A.G.,(1982), *Leadership: Perspectives in theory and research*, Management Science, Vol.28;
55. Jarvenpa, R., & Brumbach, H.(1988), *Socio-Spatial Organization and Decision-Making Processes: Observations from the Chipewyan*, American Anthropologist, 90(3);
56. Judge, A.T., & Picolo, R.F., (2004)*Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity*, Journal of Applied Psychology, Florida;
57. Kateb,G., (2004), *Courage as a Virtue*, *The New School*, Social research, Vol 71;
58. Katzenbach, J.R., & Smith, D.K., (2005), The high performance organization, The discipline of teams, Harvard Business Review;
59. Kavanagh, E., (2010), *Three Leadership Models: Kurt Lewin, Hershey and Blanchard, and Edwin Friedman*, University Canada West Business School, Vancouver;
60. Kearney, A.T., (2007), The Globalization Index 2007. Foreign Policy Magazine;
61. Koopman, A., (1991), *Transcultural Management, How to Unlock Global Resources*, Basil Blackwell Inc.,3 Cambridge Center Cambridge;
62. Kozlowski, S.W.J., & Bell, B.S., (2003), *Work groups and teams in organizations. In W. C. Borman, D. R. Ilgen & R. J. Klimoski (Eds.)*, Handbook of psychology: Industrial and organizational psycholog, Vol. 12, London;
63. Levin, P., Kent, I., (2001), *Draft manual on teamwork tutoring: 28 questions and answers for academics on teamwork in universities*; http://www.teamwork.ac.uk/MGS_teamwork_tutoring_draft_manual.pdf. (acesat 15 Ausust 2015);
64. Lynn, R., & Meisenberg, G., (2010), *National Iqs calculated and validated for 108 nations*, Intelligence journal;
65. Lynn, R., & Vanhanen, T., (2002), IQ and the wealth of nations. Westport: Praeger, ScienceDirect Intelligence 34;
66. Lubbers, R.F.M & Koorevaar, J.G, (1999), *The dynamic of globalization, Primary Globalisation, Secondary Globalisation, and the Sustainable Development Paradigm – Opposing Forces in the 21st Century* OECD forum for future, (Conference on 21st Centyry social dynamics towards the creative society), Berlin;
67. Mackintosh, N.J., (1998), *IQ and human intelligence*, Oxford University Press, Oxford;
68. Maksoud, A., & Asada, T., & Si-Nakagawa, M. (2008), *Performance measures, managerial practices and manufacturing technologies in Japan manufacturing firms State of art*, International Journal of business Performance Management;
69. Malutan, D, (2012), *Improving cultural intelligence as management improvement source*, Proceedings of the 6th international management conference “approaches in organisational management” , Bucharest, Romania;
70. Malutan, D, (2013), *Performance Management Mechanism and Balanced Scorecard Implementation in CSi Romania*, Managerial Challenges of the Contemporary Society. Proceedings; Cluj-Napoca Vol. 5, : 141-148. Cluj-Napoca: Babes Bolyai University;
71. Malutan, D, (2014), *Gumption (nerve) in business creates winners*, , Managerial Challenges of the Contemporary Society. Proceedings; Cluj-Napoca Vol. 7, Cluj-Napoca: Babes Bolyai University
72. Malutan, D, (2018), *The core values determines, the effect of achieving high performance*, Managerial Challenges of the Contemporary Society. Proceedings; Cluj-Napoca Vol. 10, Cluj-Napoca: Babes Bolyai University
73. Martin, R.A., (1996), *The Situational Humor Response Questionnaire (SHRQ) and Coping Humor Scale (CHS): A decade of research findings*, Humor, 9;
74. Martin, R.A., (2001), *Humor, laughter, and physical health: Methodological issues and research findings*, Psychological Bulletin;
75. Masi, R.J., & Cooke, R.A., (2000), *Effects of transformational leadership on subordinate motivation, empowering norms, and organizational productivity*, International Journal of Organizational Analysis;
76. McClelland, D.C., (1973), *Testing for competence rather than intelligence*, American Psychologist, No.28;
77. McClelland, D.C., (1987), *Characteristics of successful entrepreneurs*, Journal of Creative Behavior, 21;
78. McGannon, D. H., (2012), *American Broadcasting Executive (1920-1984)*, World Financial Group, Toronto;
79. Miller, D.M., (1984), *Profitability = productivity + price recovery*, Harvard Business Review, Vol. 62 Nr. 3;
80. Mitu I., & Mitu N.E., (2007), *Metodologia de reprezentare a performanței*, Revista Tribuna Economică, nr. 2;

81. Newbert, S.L., (2003), *Realizing the Spirit and Impact of Adam Smith's Capitalism through Entrepreneurship*, Journal of Business Ethics, Volum 46;
82. Parakhina, V., & Boris, O.. (2014), *Specific problems of management of socially oriented innovative enterprises*. RAJ, 27(1),
83. Pastor, I., (2010), *Resursele Umane - elemente strategice ale organizațiilor*, Revista Antreprenariat Transilvan, Publicația 3/2010, Cluj Napoca;
84. Reynolds, P.D., (1986). *Organizational culture as related to industry, position, and performance: A preliminary report*, Journal of Management Studies, May;
85. Robu, V., & Vasilescu C. (2010), *Îmbunătățirea sistemului de guvernantă corporativă – strategie de creștere a performanței globale a întreprinderii*, Contabilitate și informatică de gestiune, nr. 10;
86. Ruch, W., & Köhler, G., (1998), *A temperament approach to humor*. In W. Ruch (Ed.), *The sense of humor: Explorations of a personality characteristic* New York: Mouton de Gruyter;
87. Ryff, C.D., & Singer, B., (1998), *The contours of positive mental health*, Psychological Inquiry, 9;
88. Schein, E.H, (2009), *Organizational Culture and Leadership*, Softcover, Wiley & Sons Australia, Limited, John;
89. Schwartz, A.J., (2013), *Searching for courage: exploring the idea of a courageous mindset*, Widener University, Oskin Leadership Institute;
90. Schwartz, B., (2000), *Self-determination: The tyranny of freedom*. American Psychologist, 55;
91. Schwartz, S.H., & Bardi, A., (2001), *Value hierarchies across culture: Taking a similarities perspective*, Journal of Cross-Cultural Psychology;
92. Schwarz, S., (1999), *A Theory of Cultural Value and Some Implications for Work*, Applied Psychology: An International Review, 48;
93. Shamir, B., & Zakay, E., & Breinin, E., & Popper, M., (1998), *Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance*, Academy of Management Journal, 41;
94. Sherblom, S.A., (1997), *Moral sensibility and experience in young children: A relational study in moral development*. Unpublished doctoral dissertation, Harvard University, Cambridge, MA;
95. Singh, A. K., Muncherji, N. (2007), *Team effectiveness and its measurement: A framework*, Global Business Review, 8;
96. Stainer, A., (1997), *Capital input and total productivity management*, Management Decision, Vol. 35 Nr. 3;
97. Tangen, S., (2002), *Theoretical Foundation for Productivity Measurement and Improvement of Automatic Assembly Systems*, Lucrare de licență, Stockholm: Royal Institute of Technology, cap. 3;
98. Tangen, S., (2005), *Demystifying productivity and performance*, International Journal of Productivity and Performance Management, Vol. 54, Nr. 1;
99. Trinna S., & Frever, T.S., (2011), *Adaptive Interplay: L.M. Montgomery, William Shakespeare, and Virginia Woolf's Shakespearean Sister*, Toronto: University of Toronto Press, http://www.canadianshakespeares.ca/multimedia/pdf/l_m_montgomery.pdf
100. Vaillant, G.E., (1993), *The wisdom of the ego*, MA: Harvard University Press, Cambridge;
101. Van Scotter, J.R., (2000), *Relationships of task performance and contextual performance with turnover, job satisfaction and affective commitment*, Human Resource Management Review;
102. Van Woensel, C., (2010), *Unity in diversity: the cross-Europe debates surrounding key skills and competences*. In: S.M. Stoney, ed. 2010. *Beyond Lisbon 2010: Perspectives from Research and Development for Education Policy in Europe* (CIDREE Yearbook 2010). Slough: NFER;
103. Van-Dyne, L., & Ang, S., & Livermore, D., (2008), *Cultural Intelligence: A Pathway for Leading in a Rapidly Globalizing World*, The Sub-Dimensions of the Four Factor Model of Cultural Intelligence. Technical Report. Cultural Intelligence Center <http://www.culturalq.com>
104. Verghese, V., & D'Netto, B., (2011), *Cultural Intelligence and Openness: Essential Elements of Effective Global Leadership*, International Review of Business Research Papers Vol. 7. No. 1;
105. Vujakovic, P., (2010), *How to Measure Globalisation? A New Globalisation Index (NGI)*,46;
106. Weber, M., (1947), *The theory of social and economic organization*. (A. M. Henderson & T. Parsons, Trans.), New York: Free Press. (Original work published 1921);
107. Wuthnow, R., (1991), *Acts of compassion: Caring for others and helping ourselves*. Princeton, NJ: Princeton University Press;
108. Yammarino, F.J., & Dubinsky, A.J., (1994), *Transformational leadership theory: using levels of analysis to determine boundary conditions*, Personnel Psychology, 4;

Books

1. Adler, Nancy J., (1997). *International Dimensions of Organizational Behaviour*, SouthWestern College Publishing, Cincinnati;
2. Albu, N., Albu, C., (2005), *Soluții practice de eficientizare a activităților și de creștere a performanței organizaționale*, Editura CECCAR, București;
3. Andronic, B.C., (2000), *Performanța firmei, Abordare transdisciplinară în analiza microeconomică*, Editura Polirom, Iași;
4. Avolio, B. J., & Bass, B. M. (2004), *Multifactor leadership questionnaire: Third edition manual and sampler set*, Mind Garden, Redwood;
5. Avolio, B.J., Bass, B.M., (1991), *The full range leadership development programs: basic and advanced manuals*. Binghamton, Bass & Avolio Associates, New York;
6. Avoliu, B.J., & Bass, B.M., & Iliescu, D., & Beldean, F., & Sintion, F., (2007), MLQ, *Multifactor leadership Questionnaire. Manual tehnic și interpretativ*, Sinapsis, Cluj Napoca;
7. Bannock, G., (2005), *Economics and management of small business: an international perspective*, Routledge, London;
8. Bărbulescu, C., & Bâgu, C., (2001), *Managementul producției, vol. II - Politici manageriale de producție*, Editura Economică, București;
9. Bărbulescu, C., Bâgu, C., (2001), *Managementul producției, vol. II - Politici manageriale de producție*, Editura Economică, București;
10. Bari, I.T., (2003), *Probleme globale contemporane*, Editura Economică, București;
11. Bass, B. M., (1985), *Leadership and performance beyond expectations*, Free Press, New York;
12. Bass, B., & Stogdill, R.M., (1990) *Handbook of Leadership*, The Free Press, New York; 1990
13. Bass, B.M. & Avolio, B.J. (1993), *Transformational leadership: a response to critiques*”, in *Chemers, M.M. (Ed.), Leadership Theory and Research: Perspectives and Directions*, Academic Press, San Diego;
14. Bass, B.M. & Avolio, B.J. (1994), *Improving Organizational Effectiveness through Transformational Leadership*, Sage, Thousand Oaks;
15. Bass, B.M., Avolio, B.J., (1994), *Improving Organizational Effectiveness through Transformational Leadership*, Sage, Thousand Oaks;
16. Beatty, J., (1998), *Lumea în viziunea lui Peter Drucker*, Teora, București;
17. Belbin, M.R., (2010), *Team roles at Work*, Tylor&Francis, New York;
18. Bennis, W., Nanus, B., (1985), *Leaders: The Strategies For Taking Charge*, Harper & Row, New York;
19. Bennis, W.G., Nanus, B., (1985), *An invented life: reflections on leadership and change*, MA Addison –Wesley, New York;
20. Bennis, W.G., Nanus, B., (1985), *Leaders: The Strategies for Taking Charge*, Harper & Row, New York;
21. Bennis, W.G., Nanus, B., (2003), *Leadership-strategies for taking charge*, Collins Business Essentials, New York;
22. Bernard, M., & Bass, B.M., (1990), *Leadership: theory. Research & Managerial Application. 3rd edition*, The Free Press, New York;
23. Berkley, J.D., ed., (2007), *Leadership Handbook of Management & Administration*, Grand Rapids: Baker Books;
24. Birch, P., (1999), *Instant leadership*, Kogan page Limited, Lodon;
25. Blau, P.M., Scott, W.R., (2003), *Formal Organizations: A Comparative Approach*, Stanford Business Classics, Stanford;
26. Bodea, D., (2013), *Valoarea angajaților români*, Result, București;
27. Bodea, D., (2014), *Manager, Leader sau Antreprenor?*, Monitorul oficial, București;
28. Borgogni, L., Petitia, L., Barbanelli, C., Pitariu, H., Vercelino, D., Iliescu, D., Iliescu, D., (2009), *Manual tehnic pentru Testul de orientare Motivațională*, Odiseea, Cluj Napoca;
29. Bourne, N. (2013). *Bourne on company law*. Routledge-Cavendish, New York;
30. Brown, H.J., & Spizman, R.F., 1996, *A Hero in Every Heart: Champions from All Walks of Life Share Powerful Messages to Inspire the Hero in Each of Us*, Thomas Nelson publishers, London
31. Bryman, A., (2007), *Effective Leadership in Higher Education. Final Report*. Leadership Foundation for Higher Education, London;

31. Brzezinski, Z.K., (1980), *Between two Ages: America's role in the technetronic era*, Viking Press, New York.
32. Burns, J.M., (1977), *Leadership*, New York Harper & Row, Publishers, New York
33. Burns, J.M., (1978), *Leadership*, Harper Row, New York;
34. Carey, M. A., (1994), „*The Group Effect în Focus Groups: Planning, Implementing and Interpreting Focus Group Research*”, în Janice M. Morse (ed.), op.cit.,
35. Chirică , S. (1996), *Psihologia organizațională, Modele de diagnoza și intervenție*, Casa de editura și Consultanță, “Studiul organizării”, Cluj-Napoca;
36. Coffman, W.C., Sorensen K., (2013). *Culture Eats Strategy for Lunch: The Secret of Extraordinary Results*, The offman Organization, Inc. Denver;
37. Cokins, G. ,(2010), *Performance management*, Hoboken, John Wiley, New York;
38. Cole, G.A., (1997) *Managementul personalului*, Editura Știința, București;
39. Collins, J., (2001), *Good to Great: Why Some Companies Make the Leap . . . and Others Don't*, Harper Collins, New York;
40. Cornescu, V., (2004), *Management de la teorie la practică*, Editura Universității, București;
41. Cowley, M., Domb, E., (1997), *Beyond Strategic Vision*, Routledge, Londonand, New York;
42. Cristea-Enache, C., (2007), *Convorbiri cu Octavian Paler*, Corint, București;
43. Cucos, C., (1998), *Pedagogie*, Editura Polirom, Iași;
44. D'Hainaut, L., (1981), *Programe de învățământ și educație permanentă*, E.D.P., București;
45. Daskal, L., (2016), *The Leadership Gap: What Gets Between You and Your Greatness*, Penguin Publishing Group, New York;
46. David , D., (2015), *Psihologia poporului român*, Paidea, București;
47. Deal, T., Kennedy, A., Kennedy, A.A., Terrence E. Deal, T.E, (2000), *Corporate Cultures: The Rites and Rituals of Corporate Life*, Perseus Publishing Cambridge, Massachusettes;
48. Derlogea, Ș., (2006), *Teambuilding*, Editura Amaltea, București;
49. Dijmărescu I., (2010), *Restructurarea firmelor în condiții de criză*, Editura. C.H.Beck, București;
50. Drucker, P., (1954), *The Practice of Management*, Harper Collins Publishers, New York;
51. Drucker, P., (1993), *Inovația și sistemul antreprenorial*, Editura Enciclopedică, București
52. Drucker, P., (1999), *Societatea post-capitalistă*, Editura Image, București
53. Drucker, P., (2001), *The Essential Drucker*, Harper Collins Publishers, New York;
54. Druker, P., (2011), *The frontiers of management*, Routledge, New York;
55. Earley, P. C., & Ang, S. (2003), *Cultural intelligence: Individual interactions across culture*, Palo Alto, CA: Stanford University Press
56. Evans, J.L., & Myers, R.G., & Ilfred, E.M., (2000), *Early childhood counts*, The world bank, Washington D.C.;
57. Ezechil, L., Păiși Lăzărescu, M., (2002), *Laborator preșcolar*, Editura V&I Integral, București;
58. Farrell, L.C., (2008), *Cum să devii antreprenor*, Editura Curtea veche, București;
59. Farmer, R.N. & Barry M. Richman B.M, (1965), *Comparative management and economic progress*, Richard D. Irwin, Homewood;
60. Fayol. H., (1916), citat de Costance Storrs, *General and Industrial Management*, Martino Publishing, (2013)
61. Fitzgerald, P., (1998), *Gratitude and justice Ethics*, New York;
62. Fluieras,V., (2005), *Teoria și practica învățării prin cooperare*, Editura C.C. de știință, Cluj Napoca;
63. Friedman, T.L., (2005), *The world is flat: A brief history of the twenty-first century*, Farrar, Straus and Giroux, New York
64. Gardner, H., (1986), *Frames of Mind, The Theory of Multiple Intelligences*, Basic Books, New York;
65. Gardner, H., (1999), *Multiple Intelligences*, Basic Books, New York;
66. Gary ,Y., (1994), *Leadership in Organizations, 3rd Edition*, Englewood Heights: Prentice Hall, New York;
67. Goffee, R., (2000), „*Diversitatea culturală*“, *IDM International*, London, Business School, The Wharton School of the University of Pennsylvania, trad. de Cristina Dogaru, Luiza Kraft oi Oana Popescu, Rentrop & Straton, București;
68. Goffee, R., Garath, J., (2015), *Why should anyone work here*, Business and Economics, Harward;
69. Goleman,D., & Boyatzis,R., & McKee, A., (2000), *Primal leadership*, Harvard Business School Publing, Massachusettes;

70. Handy, C., (2005), *Understanding Organizations*, Penguin Global, Mishawaka;
71. Harold J. Leavitt, H.J., Bahrami, H., (1988), *Managerial Psychology: Managing Behavior in Organizations*, University of Chicago Press, Chicago;
72. Hartle, F., (1995), *How to re-engineer your performance management process*, Kogan Page London;
73. Hisrich, R.D., (1986), *Entrepreneurship and Intrapreneurship: Methods for Creating New Companies That Have an Impact on the Economic Renaissance of an Area*, In Entrepreneurship, Intrapreneurship, and Venture Capital. Edit. Robert D. Hisrich Lexington;
74. Hofstede, G., (1994), *Uncommon Sense about Organizations: Cases, Studies and Field Observations*, Sage Publications, Thousand Oaks;
75. Hofstede, G., (1996), *Managementul structurilor multi-culturale: Software-ul gândirii*, Editura Economică, București
76. Hofstede, G., Hofstede, G.J., Minkov, M., (2010), *Cultures and Organizations: Software of the Mind. Revised and expanded 3rd Edition*, McGraw-Hill, New York;
77. Hofstede, G.J., Paul B. Pedersen, P.B., Hofstede, G., (2002), *Exploring Culture: Exercises, Stories and Synthetic Cultures*, Maine: Intercultural Press, Yarmouth
78. Iluț, P., (2009), *Psihologie socială și sociopsihologie*, Editura Polirom, Iași;
79. Jahoda, M., (1958), *Current concepts of positive mental health*, New York: Basic Books, New York;
80. Kaplan R., Norton D., (1996), *The Balanced Scorecard – Translating Strategy Into Action*, Editura Harvard Business school press, Massachusetts;
81. Kaplan, R., Norton D., (1993), *Putting the Balanced Scorecard to Work*, Harvard Business Review, Boston;
82. Katzenbach, J.R., Smith, D.K., (1993), *The Wisdom of Teams: Creating the High-performance Organization*, Harvard Business Press, Massachusetts;
83. Katzenbach, J.R., Smith, D.K., (2001), *The discipline of teams, A Mindbook-Workbook for Delivering Small Group Performance*, Joyh Wiley&Sans Inc, New York;
84. Klein, M., Napier, R., (2003), *The Courage to Act: 5 Factors of Courage to Transform Business*, Davies-Black Publishing, mountsin View;
85. Kotler, P., (2011), *Marketing Management*, Person education, București
86. Kouzes, J.M., & Pozner, B.Z., (1998) *Student leadership practices inventory*, San Francisco, Jossey-Bass Publishers, San Francisco;
87. Krueger R.A., & Casey M.A., (2005), *Metoda focus-grup. Ghid practic pentru cercetarea aplicată, trad. Rom. Cristina Popa, Polirom, Iași (ediție originală 2000, Sage Publications), 2005*
88. Lacey, M., (2015), *Philosophy for A2: Ethics and Philosophy of Mind*, Routledge, New York;
89. Landsberg, M., (2000), *The Tools Of Leadership: Vision, Inspiration, Momentum*, Profile books ltd, London;
90. Lazăr, I., & Mortan, M., & Lazăr, P., (2000), *Management general*, Antel SRL, Alba Iulia;
91. Le Petit R., (2013), *Dictionnaires le Robert (French Edition)*, Paris;
92. Lee, G., Elliott-Lee, D., (2006), *Courage The Backbone of Leadership*, Jossey-Bass, San Francisco;
93. Lester R.B., (1991), *Right on Time! The complete guide for time-pressured managers*, McGraw-Hill Inc., New York;
94. Levine, N.G., (1976), *Yes You Can*, National Underwriter Co, New York;
95. Lynch, R., (2002), - *Strategia corporativă*, Editura Arc, Chișinău;
96. David Livermore, 2011, *The Cultural intelligence*, American Management association, New York,
97. Manolescu, M., (2005), *Curriculum. Teorie și practică*, Universitatea București;
98. Marcu, F., (1978), *Dictionar de neologisme*, Editura Academiei R.S.R, Bucuresti;
99. Martin, R.A., (1998), *Approaches to the sense of humor: A historical review. In W. Ruch (Ed.), The sense of humor: Explorations of a personality characteristic*, Mouton de Gruyter, New York;
100. Maxwell, J.C., (2007), *Cele 21 de legi supreme ale liderului*, Amaltea, București;
101. Maxwell, J.C., (2003), *Cele 17 legi ale muncii în echipă*. Editura Amaltea, București;
102. McGannon, D.H., (1984), *American Broadcasting Executive*, New York;
103. McKenzie, J., (2001), *Perform or Else: From Discipline to Performance*, Routledge, London
104. McLuhan, M., & Fiore Q., (2000), *War and Peace in the Global Village*, Ginko press, New York;
105. Mihuleac, E., (2002) *Managerul și principalele activități manageriale*, Universitatea Spiru Haret, București
106. Miller, T., (1995), *How to want what you have*, New York: Avon, New York;

107. Miller, W.I.,(2002), *The mystery of courage*, Harvard Univesity Press, Massachusetts;
108. MINER, B.Y., (1988), *Organizational Behavior: Performance and Productivity*, Oxford University Press Inc, Oxford;
109. Minkov, M. (2007), *What makes us different and similar: A new interpretation of the World*; Emerald, Bingley, UK;
110. Minkov, M. (2011), *Cultural differences in a globalizing world*, Emerald, Bingley, UK;
111. Mintzberg, H., (1979), *The Structuring of Organizations: A Synthesis of the Research*, Prentice-Hall, Englewood Cliffs;
112. Mintzberg, H., (2006), *Manager nu MBA*, Editura Meteor Press, București;
113. Montgomery, L.M., (1987), *Anne of Green Gables*, Bantam Books, New York;
114. Montgomery, L.M., *Anne of the Island*, (1991), Penguin Books, New York;
115. Montgomery, L.M.,(1984), *Anne of Avonlea. Bantam Classic Edition*, Bantam Books, New York;
116. Morritz, J., (1998), *Armata și societatea. Culegere de texte de sociologie militară*, Editura Info-Team, București;
117. Muncherji, N., & Gopalakrishanan, C., & Dhar, U., (2009), *Partners in success, Strategic HR and entrepreneurship*, Excel Books, New Delhi;
118. Nanus, B., Bennis, W., (1997), *Leaders: Strategies for Taking Charge*, Harper Business, New York;
119. Nicolescu, O., Ion Verboncu, I., (2007), *Managementul organizației*, Editura Universitară, București;
120. Niculescu, M., Lavalette, G., (1999), *Strategii de creștere*, Editura Economică, București;
121. Niculescu, R., (1999), *Pedagogie preșcolară*, Ed. Pro Humanitate, București;
122. Northouse, P.G, (1997), *Leadership: Theory and Practice, 4th edition*, Sage Publications, Thousand Oaks;
123. Parsons, T., (1947), *Max Weber: the theory of social and economic organization*, Oxford university press, New York;
124. Pascale R.T., Athos A.G., (1981)*The art of Japanese management : Aplications for American Executives*, Simon&Schuster, New York;
125. Păun, E., Potolea, D., (2002), *Pedagogie. Fundamentări teoretice și demersuri aplicative*, Editura Polirom, Iași;
126. Peters, T., & Nancy Austin, N., (1986), *A Passion for Excellence. The Leadership Difference*, Fontana, London;
127. Peters, T.J., Waterman, R.H.Jr., (1982), *In search of excellence: Lessons from America's best-run companies*,Harper & Row, New York;
128. Peterson, B., (2004), *Cultural Intelligence. A Guide to Working with People from Other Cultures*, Nicholas Brealey Publishing, London;
129. Peterson, C., & Seligman, M.,E., 2004, *Character strenghts and virtues*, American Psychological Association, Washington
130. Petrescu, I., (2004) *Management European*, Ed. Expert, București;
131. Petrescu, I., s.a., (2000), *Teorie și Aplicații în Managementul General*, Ed. Lux Libris, Brașov;
132. Pitariu, H. D., & Virgă, D. (2007), *Stresul ocupațional. In Z. Bogáthy (coord.). Manual de tehnici și metode în psihologia muncii și organizațională*, Editura Polirom, Iași;
133. Porter M., (1985), *Competitive Advantage: Creating and Sustaining Superior Performance*, Edit. The Free Press, New York;
134. Postelnicu Gh., Postelnicu C., (2000), *Globalizarea economiei*, Editura Economică, București;
135. Putnam, D., (2004), *Psychological Courage*, University Press of America, Lanham;
136. Radu, C., (2011), *Comunicare, persuasiune, manipulare*, Universitatea Babeș-Bolyai, Facultatea de Științe Politice, Administrative și ale Comunicării, Cluj Napoca;
137. Rădulescu-Motru, C., (1999), *Psihologia poporului român*, Paideia, București;
138. Rhonda Hess, (2014), *Got Gumption? It's More Powerful Than Confidence!*
<http://www.prosperouscoachblog.com/gumption-powerful-confidence/>;
139. Robbins, S.P., (1990), *Organization Theory: Structures, Designs, And Applications*, Pearson Education Limited, Harlow;
140. Robbins, S.P., Judge,T.A., (2016), *Organizational Behavior (17th Edition) - Standalone book*, Pearson Education Limited, Harlow;
141. Robinson, M., (1992), *Absence of Mind* Yale University press New Haven, Lodon;

142. Ruch, W., (1998), *The sense of humor: Explorations of a personality characteristic*, Mouton de Gruyter, New York;
143. Sabău, G.L., (2001), *Societatea cunoașterii. O perspectivă românească*, Editura Economică, București;
144. Sanchez, R., Heene, A. (2004), *The New Strategic Management*, Edit. John Wiley & Sons Inc., Hoboken, New Jersey;
145. Schein, E.H., (2009), *The Corporate Culture Survival Guide : Sense and Nonsense about Culture Change*, Wiley & Sons Incorporated, New Jersey;
146. Schuler, H., Thornton III, G.C, Frintrup, A., Mueller-Hanson, R., Miclăuș, L., Iliescu, D., (2007), *AMI: Achievement motivation inventory, Manual tehnic de utilizare*, Sinapsis, Cluj Napoca;
147. Siegel, D.J., (2014), *Brainstorm: The Power and Purpose of the Teenage Brain*, Penguin Group Penguin Group, New York;
148. Spriegel, W., (1947), *Industrial Management*, Gyan Books Pvt. Ltd. Delhi;
149. Ștefănescu, A., (2005), *Performanța financiară a întreprinderii între realitate și creativitate*, Editura Economică, București;
150. Terry, G.R., Stephen, Franklin, G., (1994), *Principles Of Management (8th Edition)*, A I T B S Publishers & Distributors, Delhi;
151. Thomas, D., Inkson, K., (2004), *Cultural intelligence*, Berrett-Koehler Publishers, San Francisco;
152. Tomșa, G., (2005), *Psihopedagogie preșcolară și școlară*, M.E.C, București;
153. Torrance P.E. & Iliescu, D. & Dincă, M. & Panc I, (2008), *Teste Torrance de gândire creative, manual tehnic și interpretative*, Sinapsis, Cluj Napoca;
154. Ungureanu, D., (1999), *Teoria curriculum-ului*, Editura Mitron, Timișoara;
155. Vaillant, G.E., (2000), *Aging well*. Little, Brown, Boston;
156. Verboncu, I., Zalman, M., (2005), *Management și performanțe*, Editura Universitară, București;
157. Vlăsceanu, M., (2003), *Organizatii si comportament organizational*, Editura Polirom, Iasi;
158. Vrășmaș, E.A., (1999), *Educația copilului preșcolar*, Ed. Pro Humanitate, București;
158. Weber, M., (1968), *On charisma and institution building*, S. Eisenstadt, editor, The University of Chicago Press, Chicago;
159. Wiseman, L., & Mckeown, G., (2010), *Multipliers, How the best leader Make Everyone Smarter*, Harper Collins Publishers, New York;
160. Wright, P. L., & Taylor, D.S., (1984), *Improving Leadership Performance*. Great Britain: Prentice-Hall International Ltd, Englewood Cliffs;
161. Zamfir, C., Vlăsceanu, L., (1998), *Dicționar de sociologie*, Editura Babel, București;

Electronic sources

1. *** Dictionar Explicativ al Limbii Române, Editura Univers Enciclopedic, Bucuresti, 1998;
2. *** Dicționarul explicativ al limbii române, Editura Univers Enciclopedic, 1996;
3. *** Entrepreneurship in Romania, 2010 Country Report, Global Entrepreneurship Monitor
4. *** Oxford Advanced Learner's Dictionary, Oxford University Press, 2000, p. 939
5. *** Viziunea Strategică 2010 – Armata României, Editura Militară, București, 2001;
6. *** <http://incomemagazine.ro/articole/cercetarea-stiintifica-o-investitie-in-viitorul-nostru>, 19.06.2017;
7. *** http://mrcard.org/Mystery%20Disease/teamwork_skills.pdf, 2016;
8. *** <http://www.aleman.ro/cum-sa-evaluezi-performanta-manageriala-.aspx>
9. *** Massachusetts Small Business Development Center Network Got The gumption? Essential Trait Every Entrepreneur needs <http://www.msbdsc.com/got-gumption-essential-trait-every-entrepreneur-needs/>, 23.10.2015;
10. *** Understanding the Impact of Organizational Culture in Veterinary Practices https://www.aaha.org/public_documents/professional/resources/aaha_2016_state_of_the_industry_presentation.pdf, 02.04.2016;
11. *** University Press. eNotes.com. 2006, disponibil la adresa web: <http://www.enotes.com/econencyclopedia>

12. *** www.unicef.org/romania/ro/children, 2016;
13. *** CD Baza de date Lista Firme, Borg Design Total firme, Versiunea 11.0.0, 2014;
14. *** Entrepreneurship 2020 Action Plan, http://ec.europa.eu/enterprise/policies/sme/public-consultation/index_en.htm, 23.11.2016;
15. *** <http://antreprenoriat.upm.ro/antreprenoriat-transilvan/resursele-umane-elemente-strategice-ale-organizatiilor~22.html>
16. *** <http://globalization.kof.ethz.ch>, 2014, 2015, 2016;
17. *** http://www.cnfpa.ro/Files/Asigurarea%20calitatii%20FPA/rap_romana.pdf
18. *** <http://www.ebalancedscorecard.ro/pages/conceptul-bsc/>, 2015,2017;
19. *** <http://www.gemconsortium.org/report/romania>, 03.04.2015;
20. *** <http://www.globalindexinternational.com>, 2015, 2016, 2017;
21. *** http://www.managementhelp.org/emp_perf/emp_perf.htm
22. *** http://www.managementhelp.org/emp_perf/emp_perf.htm, 2015
23. *** <http://www.totalfirme.com/disclaimer.php>, 2014;
24. *** The Oxford Dictionary of Economics, Ed. John Black, Oxford
25. *** www.edu.ro, 2016;
26. *** www.see-educoop.net, 2017;
27. ***The Oxford Dictionary of Economics, Ed. John Black, Oxford University Press. eNotes.com. 2006, accesat în data de 09.09.2010, disponibil la adresa web:<http://www.enotes.com/econ-encyclopedia>
28. *** Analele Univesitatii din Craiova, (2002), *Seria Stiinte filologice, Lingvistica* ISSN 1224-5712;
29. Clark, D.,(2016), sursă electronică: <http://donaldclarkplanb.blogspot.ro/2010/02/learning-styles-final-nail-in-coffin.html>, 03.05.2016;
30. Eisenhower, D., (2016), sursă electronică:
<https://www.brainyquote.com/quotes/quotes/d/dwightdei149102.html>, 08.12.2016;
31. Filip, A., (2016), sursă electronică: <http://andrefilip.com/integritate/>, 07.12.2016;
32. Handy, C., (1993), sursă electronică accesată 2017
<http://managementhelp.org/organizations/culture.htm>, 05.01.2017
33. Hartzell, S., (2017), sursă electronică: <http://study.com/academy/lesson/management-vs-leadership-the-difference-between-a-manager-leader.html>, 05.01.2017;
34. Hoffer, E., (2016), sursă electronică:
<https://www.brainyquote.com/quotes/quotes/e/erichoffer163330.html>, 05.12.2016;
35. KPMG, (2017), sursă electronică:
<http://mcr.doingbusiness.ro/uploads/529879b1e45a1Megatendinte%20in%20dezvoltarea%20globala.pdf>,24.01.2017
36. Mackay, H., (2015), sursă electronică: <http://www.harveymackay.com>, 23.17.2015;
37. McNamara, C., (1997), sursă electronică: Organizational Culture. disponibil la
<https://managementhelp.org/organizations/culture.htm>
38. Nelson, M., (2016), sursă electronică:
<https://www.brainyquote.com/quotes/quotes/n/nelsonmand157855.html>
39. Pleșu, A., (2016), sursă electronică: <http://dilemaveche.ro/sectiune/situatiunea/articol/autenticitate>, 12.12.2016;
40. Sonnenfeld, J., (2015), sursă electronică: <https://managementhelp.org/organizations/culture.htm>
41. Toboșaru, M., (2017), sursă electronica: 2017,<https://polifilosofie.wordpress.com/istoria-filosofiei/>, 05.01.2017;
42. Williams, M., (2016), sursă electronică: <https://romaniafarajustitie.wordpress.com/2014/09/26/ce-este-integritatea/>, 20.04.2016
43. Zafiu, R., (2015), sursă electronică: <http://dilemaveche.ro/autor/rodica-zafiu>, 30.03.2015;