

## Interactive Ideas

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### Abstract

*We are going to continue with the presentation of an international successful project entitled “Organisational Change Management Models by Reengineering in Romanian SMEs in Knowledge Based Management Context” coordinated by full professor PhD Verboncu Ion from the Bucharest Academy of Economic Studies. We have included two international events: one of it represents an international lecture presented by a visiting professor from Turkey and the other is an international programme dedicated to the staff management of the universities. The editorial event presents the review of one book entitled “International trade” which was written by Irina Radulescu.*

**Key words:** *project, international conference, editorial event*

### Successful Project

#### Project identification

**Project name:** Organisational Change Management Models by Reengineering in Romanian SMEs in Knowledge Based Management Context

**Project type:** CNCSIS Grant

**Period:** 2010-2012

**Project manager:** Professor PhD Verboncu Ion, Bucharest Academy of Economic Studies

#### Project description

Without no doubt, in ensemble more and more complex, sophisticated and efficient managerial elements, which characterized competitive organization at the beginning of III millennium, systems, methods and managerial techniques exercises an increasing role. The functional amplification and the firms competitiveness in a contradictory context of actual internalization is result of the sensible progress in the imaging plan and in the implementation of the organization managerial instrumental. The organizations performances in contemporaneous area are strong conditioned by the coverage sphere and by the way of system utilization, managerial methods and techniques used by them. Local SME are in an incipient stadium injudicious use of principal content on professional methodological-managerial elements. In the increase internationalization context of economics activities, of Romanian integration in European

Union, concurrence for the autochthon SME, both in international market and in internal one, will continue to increase very much. From the presented, results with pertinence that the solution for the substantial increase of the competitiveness in Romanian firms, regardless of size, profit or geographic zone, is constituted by the management professionalism (professionalism) within the system appeal, the managerial methods and techniques are holding a central interest.

Insurance of functional and efficacy of methodological-managerial system it can't be realized in empiric mode, only on institution, talent, experience and improvisation base. Their distinctive complexity and specification impose an elaborate approach, professional one, guaranteeing the organization endowment with functional and efficacy methodological-managerial system. The management increase professionalism include in a natural way all their components, in which a central position is hold by systems, methods and techniques used by the managers in organization management. On international plan, the essential contributions in this area are tracked down by Adsit D. (Tools for Managing Complex Change, in Strategy & Leadership), Barjou B (Manager par projet, ESF Editeur Paris), Bartelett C., Ghoshal.S (Matrix Management, Not. a Structure, a Frame of Mind), Chauvet A.(Methodes de management, les Editions d'organisations, Paris), Drinka D., Sun M., Murray B., Multiple A. (Objective Embedded Network Model for Human Resource and Implementation of the Techebycheff, in Decision Science), Harison B. (How to Fail at Reengineering, in Directors & Boards), Reynal S. (Le management par projet, les Editions d'organisation Paris), iar pe plan national in lucrurile lui Barbulescu C. (Metode si tehnici de optimizare a productiei in unitati industriale, Editura Politica, Bucuresti), Ionita I. (Ingineria valorii, Editura Economica), Mihuleac E. (Stiinta conducerii. Metodologie si metode de conducere, Editura Didactica si Pedagogica), Mihut I. (Autoconducere si creativitate, Editura Dacia, Cluj-Napoca), Nicolescu.O., Verboncu. I (Fundamentele conducerii microeconomice, Editura Stiintifica si Enciclopedica), Nicolescu O. (coord.) (Sisteme, metode si tehnici de management, Editura Economica), Nicolescu O. (Managementul intreprinderilor mici si mijlocii, Editura Economica), Nicolescu O. (Economia, firma si managementul bazate pe cunostinte, Editura Tribuna Economica), Nicolescu O., Verboncu I. (Managementul pe baza centrelor de profit, Editura Tribuna Economica), Nicolescu O., Verboncu I. (Management, Editura Economica), Russu C. (Management, Editura Expert), Verboncu I. (Tabloul de bord, Editura Tehnica), Verboncu I., Popa I. (Diagnosticarea firmei, Editura Tehnica).

Narrowly in managerial reengineering area, authors like Champy J (Reengineering the Corporation, Edition Dunod, Paris, 1998), Buckingham M, Manager contra curentului, Ed. Alfa, Bucuresti, 2004, Hammer M, Reengineeringul companiei, Ed. Teora, Bucuresti, 1997, Coates Ch, Managerul total, Editura Teora, Bucuresti, 1997, Harison B. (How to Fail at Reengineering, in Directors & Boards) have been remarked by their innovational works. Also Romanian specialists were concerned about reengineering issue as a managerial instrument for obtaining performance like: Verboncu I, (Management si performante, Ed. Universitara, 2005), Dan V, Isaic Maniu R, Mitran D, Stan E (Strategii si structuri industriale competitive, Ed. All Educational, Bucuresti, 1997), Dumitrescu M, (Managementul performantei, Ed. Fundatia de Maine, Bucuresti, 1999) putting on the local approach in domain.

Main elements of knowledge based management are represented by knowledge. Now, it's recorded a so-called „knowledge revolution”. Even is a strong relation between informational revolution and knowledge revolution, last is different in dimension, nature and finality level. So, knowledge revolution is define as a fundamental change on management and economics based on raw materials to knowledge based management The most important role in this process is represented by knowledge in contemporary economy. Last decade reveals a growth of technological information, economic processes, human capital, capabilities and organizational competences on economic area. Each factor reveals important pragmatical consequences. They represent ways to implement and individualize those factors. Results of knowledge revolution

are represented by knowledge management. Well known specialist B. Jones, A. Stewart, I. Nanoka, D. Kim, A. Gupta, J. Watson appreciate that in first half of XX1 century knowledge revolution will be intensified and as result knowledge management will spread on global level. Peter Drucker mentioned growing importance of employee who posses significant knowledge and Alan Burton- James stipulated that dominant scientific tendency is: services and goods production will recorded a decline in favor of knowledge who strongly influence productivity and economic growth and increase of total occupation will appear on managerial and professional areas. Causes for knowledge management appearance are found in economical and social levels determined by technological progress, computers, telecommunications, Internet, nanotechnologies, biotechnologies, human resources trainings etc. Many organizations, even they don't produce high tech, unfold activity on related areas and utilize on large scale those new technologies. This new type of management, knowledge based management reports both at new organizational models and new technologies. Presently, more people work in knowledge and information domains based on intellectual capital being less engaging on goods production. In the future, this ratio will grow on overwhelming level. Accordingly, essential on knowledge based management are innovation, distribution and usage, apportion, learning and protection of knowledge. If isn't clear enough why is necessary a new economical science (see Kay (2001)vs Kelly (1998), or Gaudeul and Jullien (2001) for an example of classic economical science usage on a specific situation of knowledge economy) there's no doubt about the necessity of a new paradigm in management process. Main ideas of knowledge based management are focused on stimulants for creation and transfer of knowledge, intellectual property, intangible actives views as economical goods although with some distinctive characteristics. Researches performed by romanian specialists- unfortunately a very few (D. Daianu, O. Nicolescu, Bianca Panca, D. Paslaru, G. Turlea, T. Mereuta s.a)- reveals that Romania is situated on the bottom of evolution to knowledge based management. More definitely, a comparative analysis of Romania and EU and candidate countries reveals that Romania is placed on the last position on 10 from 20 parameters involved. Transition to knowledge based management represent for Romania a big opportunity because in relative short period of time we can reclaim a large part from gap between Romania and advanced countries. Simultaneously, it represents a large thereat because if this opportunity is not fulfilled, Romanian gap is intensified. Human kind foster point out to a new type of economy, management and organization- generally named knowledge based economy, learning organization and knowledge based management (O. Nicolescu and Luminita Nicolescu, *Economy, firm and management based on knowledge*, Economic Ed., Bucharest, 2005, Daniele Archibugi, B.A. Lundwal, *The Globalizing Learning Economy*, Oxford University Press, Oxford, 2001). Building these elements is a priority for European Union, reflected in impelentation and adoption of Lisbon Strategy in 2000. English professor report R. Saphir (*An Agenda for Growing Europe – Making the New System Deliver*, Report of an Independent High Level Stuy Group, established on the initiative of the President of the European Commission, Bruxelles, 2003), accomplished on European Commission demand, distinguish actual stage of Lisbon strategy and propose substantial improvement referring to performance and progress acceleration.

Knowledge based management necessitate new strategies, based on a specific conceptual apparatus. So, like Smith Zack (*Developing Knowing Strategy*, in *California Management Review*, vol.41, nr.3, 1999) say, strategies based on knowledge had tow new elements: knowledge became most important resources of organization and learning represent main capacity of any system. Professors M. Nohria and T. Tierney (*What is Your Strategy for Managing Knowledge*, in *Harvard Business Review*, nr.2, 1999) from Harvard Business School identifies and recommended new types of strategies- codification, personalization- additionally those based on vision, professional and emergent studies, who are capable to generate solutions with competitive advantages both on national and international levels. In public health services necessity of an approach from a knowledge perspective is sharp, because of the place and importance of this segment on social level. This implies approaches and strategies based on

knowledge in order to turn account on high level innovative aspects of SMEs activity. Transition to knowledge based management and economy will arise problems to SMEs managers for at last three reasons: 1. serious lacks on knowing elements referring to knowledge based management; lack of awareness for transformation brought by this new type of management; 3. Absence of adequate instruments, made on a methodological-scientific ground.

The fundamental objective of the *Organisational Change Management Models by Reengineering in Romanian SME's in Knowledge Based Management Context* project is to realize the first native managerial tool for Romanian SMES, a organizational change models for knowledge based management, considering world and especially European Union trends, for the first time in a rigorous and complex approach. Through this type of project is targeted the knowledge development, both fundamental and advanced research for solving complex issues, which require an interdisciplinary approach, which made it eligible for the program.

The general objectives of *Organisational Change Management Models by Reengineering in Romanian SME's in Knowledge Based Management Context* are:

Objective	Knowledge stage
1. Assesement of transformations in SMES management in the knowledge based management transition	<p>O. Nicolescu, L. Nicolescu, <i>Economia, firma si managementul bazate pe cunostinte</i>, Ed. Economica, Bucuresti, 2005, Daniele Archibugi, B.A. Lundwal, <i>The Globalizing Learning Economy</i>, Oxford University Press, Oxford, 2001).</p> <p>R. Saphir (An Agenda for Growing Europe – Making the New System Deliver, Report of an Independent High Level Stuy Group, Bruxelles, 2003),</p> <p>D. Daianu, Bianca Panco, D. Paslaru, Geanina Turlea, L. Voinea, <i>Romania – o evaluare a indeplinirii Agendei Lisabona, din cadrul Societatii Romane de Economie</i>, Bucuresti, 2004).</p> <p>Smith Zack (Developing Knowing Strategy, in <i>California Management Review</i>, vol.41, nr.3, 1999)</p> <p>M. Nohia si T. Tierney (What is Your Strategy for Managing Knowledge, in <i>Harvard Business Review</i>, nr.2, 1999)</p> <p>Towards Enterprise Europe (Towards Enterprise Europe program de lucru pentru politica de intreprindere 2000-2005. COM (2000) 771)</p> <p>European Charter for Small Enterprises, adoptata de Consiliul pentru Chestiuni Generale</p> <p>Mihai Drăgănescu - <i>Perspectivile Societății Cunoașterii În România, Societatea Informațională și a Cunoașterii. Vectorii Societății Cunoașterii, studiu pentru Proiectul SI-SC (Societatea Informațională - Societatea Cunoșterii) al Academiei Române</i>, București, 9 iulie 2001.,</p> <p>Florin Gh. Filip, <i>Societatea informațională-Societatea cunoașterii. Concepte, soluții și strategii pentru România</i>, Academia Română, 2002,</p> <p>Dan Nica, Guvern, Cetățean, <i>Societate informațională</i>, Editura SEMNE, 2001, Doina Banciu, <i>Cartea Electronică</i>, Editura AGER, București, 2001,</p> <p>Varujan Pambuccian, expunere la lansarea Programului Societatea Informațională – Societatea cunoașterii (SISC), Academia Română, 10 aprilie 2001, Filip, F.G., Dragomirescu, H. (Sisteme de asistare inteligentă a activității manageriale. In <i>Sistemul informațional managerial al organizației (O. Nicolescu – coord.)</i>, Editura Economică, București, 2001).</p>
2. Romanian SMEs sector diagnosis	Although there are several papers regarding Romanian SMEs sector, there are not, both national and international, regarding a co-relative approach with knowledge based management.

3. Establishment of know-how and good practices regarding knowledge based management identified in SMES from European Union, able to be transferred in health units in Romania	Champy J (Reengineering the Corporation, Edition Dunod, Paris, 1998), Buckingham M, Manager contra curentului, Ed. Alfa, Bucuresti, 2004, Hammer M, Reengineeringul companiei, Ed. Teora, Bucuresti, 1997, Coates Ch, Managerul total, Editura Teora, Bucuresti, 1997, Harison B. (How to Fail at Reengineering, in Directors & Boards) Verboncu I, (Management si performante, Ed. Universitara, 2005), Dan V, Isaic Maniu R, Mitran D, Stan E (Strategii si structuri industriale competitive, Ed. All Educational, Bucuresti, 1997), Dumitrescu M, (Managementul performantei, Ed. Fundatia de Maine, Bucuresti, 1999)
4. Organisational change models elaboration for Romanian SMES in knowledge based management context.	Although there are many papers and works regarding model elaboration in many areas, our project is the first to propose change models for the Romanian SMEs in the knowledge based management context
5. Organizational change models implementation and dissemination	There are any.

The impact of the project *Organisational Change Management Models by Reengineering in Romanian SME's in Knowledge Based Management Context* is direct, through activities implemented and results obtained and indirect by applying these in different sectors: economic, social, technical, scientific.

Impact to the environment: the results of the project will give for the first time an global image of the knowledge management in Romanian SMES sector; there will be an evaluation of the managerial factors which influence the competitiveness of the Romanian SMES; it will contribute to an favorable environment or to development of the know how management , by transferring good practices models identified in EU, and utilizing the organizational change models and the implementation guide of the model.

Economic impact: increase the potential of the SMEs sector ; Romanian SMES will benefit directly from the research outputs, SMES will be able to elaborate and implement change and development strategies focused on knowledge ; they can adopt measures to guide actions in those directions with an higher vulnerability at risk ; they will be efficient in using the investment funds through an realistic planning of the investment by ranking those fields with strong points and weak points of the implementation of the know how management ; it will increase the level of the revenue to the state budget following the incensement of the economical and financial performance of the SMEs .

Social impact: it will create a know how base for interdisciplinary education and training in knowledge based management, change management and entrepreneurial management ; amplifying the know how transfer by using the EU know how management model in Romania, and by disseminating the best practices in different fields identified by the specialists from the project and disseminated in articles, studies, workshops, international conferences, study visits; it will create new opportunities for learning by consolidating the Romanian scientific research school system and focusing on know how management; it will increase the efficacy of the social partners by utilizing the model, the guide, know how etc - resulted from the project.

The project rigorously assesses the development stage of the knowledge based management in Romania SMEs sector, identifying perspectives from passing to knowledge based management, using a scientific tool and a comparative approach with EU. 2. Identify the main internal and external variables to Romania that influence its passing to knowledge based management, within SMES sector. 3. Determinates an assembly of elements of scientific, economic, technical, managerial, institutional, juridical know-how referring to knowledge based

management in EU that recommend to be transferred, adapted and used in the next years for the management and companies from Romania. 4. It conceives the first organizational change models for the development of knowledge based management in Romania, in correlation with the approaches from EU. 5. It designs an organizational change models for achieving the knowledge based management in Romanian SMEs sector that makes it available for policy makers in the view of a better grounding of national decisions regarding this area 6. It designs and disseminates an assembly of instruments for the valuing and dissemination of the main results of the project: studies published in country and abroad, a bilingual volume, site, master focused in this field, bilingual review focused on knowledge based management, organization and management. 7. Organizes regional and national debates with political, administrative, economic agents, trade unions. in the view of awareness and promotion of tools and solutions elaborated within the project, in the view of increasing the economic performances and creation of new jobs. 8. It contributes to the training of specialists and creation of a Romanian school of education and scientific research in the field of knowledge based management. 9. Facilitates a better connection of Romanian scientific research to the evolutions from EU in the vision of Lisbon strategy and in the context of operating the F7 Program.

The impact of the *Organisational Change Management Models by Reengineering in Romanian SME's in Knowledge Based Management Context* project is both direct, by the achieved activities and the results in which they have materialized and indirect by their use in economic, social, technical and scientific field. As a synthesis, the project impact can be emphasized in the following way:

- Contributes to the achievement in Romania of a favorable environment in its overall or to the following the valuable know-how transfer identified in EU, to the use of organisational change models and of the strategy type implementation for the development of the knowledge based management, resulted from the project. It will also accelerate the development of the knowledge based management, at the same time with its accomplishment at high level from the point of view of functionality and performances;
- Amplify the know-how transfer targeting the knowledge based management, from EU to Romania, based on dissemination of the best practises in the field of knowledge based management, organization and management, identified by project specialists and disseminated through articles, studies, regional seminars and national conference;
- Many SMEs will take advantage of the research results, directly, being able to elaborate and implement development strategies based on knowledge for their organisations. Consequently, the potential of SMES will increase;
- Creates new opportunities for learning, by creating a Romanian school of scientific research and for training, focused on knowledge based management, including here the master that will be designed, accelerating the training of specialists in this field at EU level.

The *Organisational Change Management Models by Reengineering in Romanian SME's in Knowledge Based Management Context* presents a high degree of complexity as:

- Approaches a very complex field, knowledge based management, that refers to all components of national management;
- Involves a cross-field approach – economic, technical, informatics, juridical, sociological, psychological;
- Needs international comparative analysis among Romania and EU countries;
- Realizes the cooperation among 6 organizations situated in 4 country areas and of dozens of specialists;

- Needs identification, processing and analysis of a huge volume of information and knowledge from Romania, EU and other countries;
- Combines processes of scientific fundamental and development research.

At the same time, the project is characterized by a special novelty as:

- It is the first project from Romania that targets to elaborate a organizational change models and a strategy for development of knowledge based management, adapted to Romanian conditions, based on sound scientific research;
- Achieves first large national consortium focused on the development of a strong R-D network in this field.

Targets the development of a Romanian scientific research school focused on the building of knowledge based management, connected to the approaches from EU, by the lens of Lisbon strategy

The viability and the success sources of the project are high because:

1. There is a good know-how, pointed out especially through books and studies, participations in national and international projects in reengineering and knowledge based management
2. The 4 participating organizations have a vast expertise in key fields involved in the project (models, guides, IT, informatics etc)
3. The involved partners have a relevant experience in the management of national and international projects.
4. The participant organizations have a large informatics data base and many information in the field of management, especially international data bases for the easing of the research designing and it's efficient running
5. A part of the involved organizations and specialists have participated in the completion of scientific research projects on an international scale.
6. The experts involved in that project have a few connections with the specialists in that domain from anther countries, especially from Bulgaria, Germany, Spain, Poland, Hungary, etc. witch they can cooperate in activities that supposed the research to the EU level.
7. A part of the involved partnerships benefit also from cooperation relations with numerous Romanian organizations, by activity type (we refers here both at National Institute for SME and at researchers from ASE, partners of National council of SME from Romania).

The sustainability and the success of the project is higher taking in consideration:

1. All 5 partners involved in the project have an excellent expertise in key fields of the project (study cases, guides, manuals, project management, IT, methods for qualitative and quantitative analysis, economical - mathematical modeling);
2. There is a relevant experience in managing national and international projects for all the partners involved in this project;
3. There is a very good know-how taking in consideration different studies, manuals, participation in different international projects in the field of know how management, scientific research for all the members from the partners involved;
4. Some of the organizations and specialists participated in different projects for international scientific research
5. The specialists involved in the project have good relation and collaboration network with others specialists from EU countries special in the research field.

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**International Events****Programme international: Renforcement de l'excellence universitaire, partenariats, relations avec les entreprises**

Pendant la période 22 – 25 novembre 2009, M. Vlad ULMANU, Recteur de l'Université Pétrole – Gaz de Ploiești, M. Liviu DUMITRAȘCU, Vice – Recteur de l'Université Pétrole – Gaz de Ploiești et M. Mihai Pascu COLOJA Vice – Recteur de l'Université Pétrole – Gaz de Ploiești ont été invités à l'Université de Strasbourg dans le cadre du Programme *Renforcement de l'excellence universitaire, partenariats, relations avec les entreprises* (actions d'appui à la Gouvernance universitaire, le Bureau central et oriental, en partenariat avec le Comité de pilotage de la Conférence des Recteurs des universités membres AUF dans l'Europe centrale et orientale) à l'échange des bonnes pratiques dans les suivants domaines: *mobilités Erasmus/Socrates, masterats internationaux, projets internationaux*.

Pendant les trois jours, les dirigeants de l'UPG Ploiești ont visité les suivantes institutions: *L'Université de Strasbourg; La Chambre de Commerce et d'Industrie Strasbourg Bas – Rhin; Le Pôle formation Chambre de Commerce CCI; L'Ecole européenne de Chimie, Polymères et Matériaux de Strasbourg*.

A l'occasion de cette mission, les trois dirigeants de l'UPG Ploiești ont réussi à faire de bonnes liaisons dans tous les domaines proposés comme objectif (mobilités Erasmus, masterats internationaux, projets internationaux, doctorats etc.).

A la suite nous présentons le point 3. *Conclusions finales* du Rapport de mission des cadres universitaires de la part de M. Vlad Ulmanu, Recteur de l'Université Pétrole – Gaz de Ploiești, M. Liviu DUMITRAȘCU, Vice – Recteur de l'Université Pétrole – Gaz de Ploiești et M. Mihai Pascu COLOJA Vice – Recteur de l'Université Pétrole – Gaz de Ploiești:

- ✓ Des opportunités de coopération avec l'Université de Strasbourg:
  - *Des mobilités des étudiants et des enseignants:*
    - ARTS, LETTRES, LANGUES - Langues, Littératures et Civilisations Etrangères;
    - DROIT, ECONOMIE, GESTION - Administration Publique, AES Comptabilité, Economie Gestion, Mathématiques Economie;
    - SCIENCES HUMAINES ET SOCIALES - Psychologie, Sciences de l'Education;
    - SCIENCES, TECHNOLOGIES, SANTE - Mathématiques, Informatique;
  - *Collaboration dans les masters internationaux:*
    - Stratégie et affaires internationales (à UPG Ploiești);
    - Paneuropean Postgraduate College Economics Litigations Management (à UPG Ploiești);
- ✓ Des opportunités de coopération avec POLE FORMATION CCI Strasbourg:
  - *L'enseignement des cours;*

- *La réalisation en collaboration d'un pôle d'excellence dans le domaine de la recherche scientifique.*

Maître de conférence Irina Radulescu  
Responsable AUF – UPG Ploiesti

### **International lecture: The Background to European Union Regional Policy**

Last month, assistant professor S. Yaman Koçak from the Pamukkale University, Department of Political Science and Public Administration was invited as a Visiting Professor in the framework of Erasmus Programme mobilities.

Professor Koçak has presented an interesting topic regarding the European Union Regional Policy in front of the students enrolled at one of the Master Programme - *Strategies in International Business* - of the Faculty of Economic Sciences.

He showed that the main objective of the common regional policy is the reduction of existing regional disparities and the prevention of further regional imbalances in the EU by transferring Community resources to problem regions using the financial instruments of the Community known as the Structural Funds. The common regional policy of the EU does not seek to supersede national regional policies. In accordance with



the principle of subsidiarity, the member states through their own regional policies are the first ones who must solve the problems in their regions by promoting infrastructures and supporting job-creating investments. However, the common regional policy coordinates national regional policies by formulating guidelines and establishing certain principles in order to avoid competition for regional aid between member states. It also coordinates the various policies and financial instruments of the EU to give them a regional dimension and thus more impact on the regions most in need.

Since 'the treaty of Rome', many reforms, agreements, funding mechanisms have been established to coordinate national regional policies by formulating guidelines and setting priorities at European level, which effectively helped to close the gap between regions. In this lecture, the background of EU regional policy-making was examined by dividing into the time periods such as the establishment of the ERDF, 1979 and 1984 changes, the 1988 reform of Structural Funds, the 1993 reforms, the creation of the Cohesion Fund, and discussion of the 1994-99 and 2000-06 programming periods.

The amount and the objectives for EU regional policy have developed considerably since the rudimentary attempts of the 1960s and 1970s. The pressures within the EU have increased considerably as the EU has grown. The EU has laid the foundations of a more interventionist approach to regional policy since 1988 and the principles agreed then have stayed in place. Because of the deep-seated nature of many regional problems, it is unrealistic to imagine that

there would be rapid growth and development across the whole EU. On the other hand it is politically, socially and economically unacceptable not to attempt to reduce the disparities that do exist.

The Structural Funds can only achieve a limited amount because they continue to represent only a small share of total resources. It is important that all the economic policies proposed and adopted by the EU are coordinated to achieve cohesion. With further enlargements, EU regional policy would be subject to new challenges and major changes in order to achieve cohesion in the whole union.

Associate Professor Irina Radulescu  
Department of Administration and Economy Business

## National Events

### Gaudeamus International Exhibition – Book for study

The sixteen edition of the Gaudeamus International Exhibition-Book for study, an ample cultural manifestation, at which attended over 400 exhibitors, took place in Bucharest, between 25-29 of November 2009.

More than 100.000 visitors attracted by the celebration of the book had the opportunity to find thousands of volumes displayed with generosity in the stalls of the publishing houses which attended this meeting.

The Romanian Society of Radio, the organizer of the manifestation unfolds a complex programme supporting the Romanian educational market, the programme LECTURA (Reading) whose main components are:

- ✓ Gaudeamus International Exhibition – Book for study;
- ✓ Gaudeamus Caravan;
- ✓ Gaudeamus School Book Exhibition.

Gaudeamus International Exhibition Book for study was organized in collaboration with Romexpo S.A and today it is recognized as one of the most important displaying event from Romania, devoted to education. The structure of exhibitors is representative in this way: publishing houses, institutions of education, books and newspapers distributing agencies, printing press, enterprises in education and multimedia, non-governmental organizations.

Gaudeamus International Exhibition – Book for study has the following main objectives concerning the educational offer:



- ✓ launching the Romanian book market by creating some major events for the public;
- ✓ promoting in Romania some educational methods and supports aligned to European standards;
- ✓ presenting a complete educational offer in a competitive framework, largely advertised in the media;
- ✓ connecting the Romanian

educational offer with its main component at the international level, the principal target being the control of Eastern European market;

- ✓ supporting some exceptional editorial projects and educational programmes of major importance for the national culture.

The exhibition had five sections:

- ✓ The educational and professional offer stock of private and public institutions;
- ✓ Gaudeamus Arts Exhibition;
- ✓ The National Invention Drawing-Room for Young People;
- ✓ The Romanian Press National Drawing-Room;
- ✓ The Educational Multimedia Section.

The impact of the event can be discovered in the significant growth of the sales volume from one edition to another as well as the member of the events organized by the participants mainly through meetings with writers or book releases.

At the current edition of the exhibition Petroleum-Gas University of Ploiesti has participated with its own stall in which the book production of the Petroleum-Gas University of Ploiesti publishing house was displayed.

With this occasion it was observed a great interest for several scientific books published by our university. This aspect was highlighted by the great number of visitors which have stopped and asked for information and purchased numerous books.

We consider that this year experience justifies our future participation at this kind of events which contributes significantly to a better knowledge of the didactic and scientific activities developed at Petroleum-Gas University of Ploiesti.

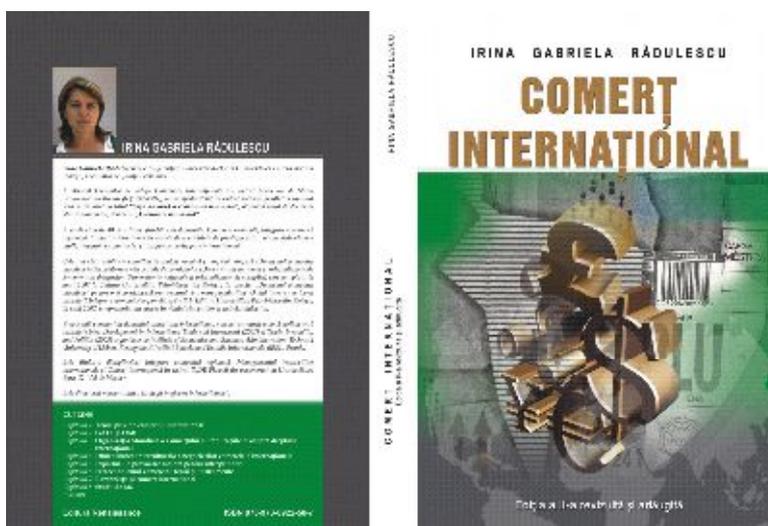
Director of Petroleum-Gas University of Ploiesti Publishing House  
Prof. PhD. Șerban Vasilescu

## Editorial Event

### International Trade

by Irina Gabriela Radulescu

The present economic crisis, that started in 2008 in the USA and rapidly spread all over Europe and other parts of the world, has a significant impact not only on the global financial system and economic structures, but also on international trade exchanges. The reduction of the GDP value at world level requires a restructuring of world economy and a reduction of the volume of trade exchanges all over the world. In 2009, for the first time after 1982, the volume



of international trade was reduced according to the World Bank. IMF projections forecast a reduction of the volume of imported goods by developed countries by 3.1 percent, while developing countries will experiment an unseen reduction of -1 percent as far as the volume of exports is concerned. These projections appear to be optimistic since, according to the latest statistics, the volume of trade exchanges in the first trimester of 2009 dropped by more than 20 percent.

Under such circumstances, one may deeply welcome the publication of a book on international trade. This book includes both regular topics in the field of international trade (GATT, OMC, UNCTAD) and topics that are not always the center of interest in specialty books, such as the intercultural dimension of international commercial negotiations, present-day trends in commercial protectionism or electronic trade. All these topics are covered and presented professionally and seriously.

The author of the book, Irina Gabriela Rădulescu, is not trying for the first time such a presentation since this is the second edition, revised and added, of the book entitled *International Trade* that was published for the first time in 2008. The second edition of the book is much richer than the first one since new chapters and subchapters were included to add value to the topics discussed. This is the case of Chapter 7, *E-transactions and international trade* dealing with two sections, "Electronic transactions" and "Strategies of Internet trade", and Chapter 8, *Case studies* that brings new examples of the development in the French and Romanian electronic trade, the appearance of e-banking as well as new strategies of penetrating external markets and strategies of global locations for multinational companies.

The book may be useful to all students studying Economics and to all those who are interested in a better understanding of the mechanisms, evolutions and trends in international trade. Everybody, including the students in the Faculty of Economic Sciences within the Petroleum-Gas University of Ploiești, will read a rich text that is also well-structured and presented in a modern and attractive graphic form. This is an invitation not only to reading, but also to enhance knowledge.

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## Opinii interactive

### Rezumat

*Continuăm cu prezentarea unui proiect internațional de succes intitulat "Modele ale managementului schimbării organizaționale prin re-engineering în IMM-urile românești în contextul managementului bazat pe cunoaștere", coordonat de profesor universitar Verboncu Ion de la Academia de Studii Economice din București. Am inclus două evenimente internaționale: unul din ele reprezintă o prelegere internațională susținută de un profesor invitat din Turcia, iar cel de-al doilea este un program internațional dedicat managementului conducerii universităților. Evenimentul editorial prezintă recenzia cărții "Comerț internațional", scrisă de Irina Rădulescu.*