

A NEW MANAGEMENT STRATEGY, INTO A CHANGING WORLD

MARIAN VIOREL FOTACHE

George Bacovia University from Bacau, ROMANIA
marian.fotache@ugb.ro

GABRIELA FOTACHE

George Bacovia University from Bacau, ROMANIA
gabriela.fotache@ugb.ro

Abstract: *The knowledge society supposes a radical change of the institutions of all the political, economical and educational fields. The progresses registered within the field of science and technology enable nowadays a strong personalization of production, the scale or the mass production being replaced by the small series production or even by unique productions, under the same conditions of efficiency and rationality, in contrast with the situation registered at the beginning of the industrialization – when, for example, Henry Ford said that “the client can choose any color of automobile as long as this one is black”, referring to the automobile produced by his firm. Today by contrast to that period, the products are much more differentiated, even within the framework of the same series, creating the impression of the unique.*

This study appears as a result of the researches from the project “Qualifications and European standard in social work”, contract POSDRU/18/1.2./G/11966.

Keywords: *new management, information technology, knowledge, information management*

It is more and more evident the necessity of adapting the managerial theories to the new economic changes. It is the age of the things otherwise done, everything becoming a personal matter, the whole machinery of the capitalism must be animated of something generating not only financial value but also an emotional and human one.

The knowledge society supposes a radical change of the institutions in all the political, economical educational fields. The institutions of the knowledge society must become more and more flexible and adaptable structures according to a perpetual changing reality. It supposes a new way of taking decisions at a macro, mezzo, and micro – economic level, a process of remodeling the behaviors, of the ways of acting.

How new is the new economy

The euphoria of the economic boom which marked the end of the 20th century and the beginning of the 21st one made most people think that only the sky is the limit of the economic growth, but there come the moment of the wakening up, a moment cruel and ruthless, when the rhythm of the economic growth was very alert, but at the same time there were registered losses of trillions of dollars. The euphoria of the economic boom that marked the end of the 20th century and the 21st one made many people consider that only the sky is the limit of the economic growth, but there was a cruel and ruthless wakening up, demonstrating that the rapid growth of a day was soon followed by a loss of trillion of dollars.

The investors and the entrepreneurs were forced to realize that the fundamental economic principles were still functioning, that the new economy did not reinvented the basic dogmas of the past, being as new as the new physics and biology.

It is naturally to make the question if the social changes processes of the past were not based upon the progresses of the knowledge. Naturally the answer is yes, the only difference being that nowadays, the news is represented by the speed at which the knowledge are renewed every five years, and the interval tends to become even smaller.

The progresses in the field of sciences and technologies enable nowadays a strong

personalization of the production, the scale and mass production, being replaced by the small series production or even by the unique ones, under the same efficiency and rationality conditions, in contrast with the situation registered at the beginning of the industrialization – when, example Henry Ford said that “the client can choose any color for his automobile as long as this one be black”, referring to the automobiles produced by his firm. Nowadays, in contrast to that period, the products are much more different, even within the framework of the same series, creating the impression of a unique thing.

We are living in a more and more dynamic world where the currents, the ideologies, the ideas have a life cycle more and more reduced. The managerial orientation of the past century was based upon the saying “more means better”, changing us from real products consumers, into perfect consumers. The philosophic statement “Je pense donc je suis”¹ changing into the grotesque “*I shop therefore I am*”².

From a study realized on the life cycles of the managerial currents after 1950, it results that the trends present the same characteristics as any other product interchanging the stage of growth with that of decline, and as the life of a product diminished the same happens with the life duration of the ideas. Fifty years ago a managerial current, from its concept period and its applying, had to go through a period of 15 years, and by the end of the years 90 this period was of three years.

The shortening of the life cycle presents an enormous risk because the validity of evaluation is much aggravated and also the utility of those theories constituting the base of some ideas. This is one of the causes of the present economy financial crisis.

After the liberalization of the financial markets, there have been invented all kinds of banking products which proved to be extremely dangerous for the financial system. The subprime credits are just such a innovator banking product which permitted the access to credits of some *ninja* (no income, no job, no assets ...). The value of the shares was growing, the bankers were taking their stimulants and everyone was happy and this until the deadline point or more precisely until the *n* deadline. Thus banks and industries that survived both world wars did not face liberty. Because liberty is good but without responsibility it means anarchy and chaos.

The current tendencies of the digitalizing, globalization and deregulation have led to the alteration of the equilibrium between forces, between sellers and buyers, respectively between the capital investors and those of competence.

The social and economic reality of the last years, even if at a symbolical level, is marked by two tendencies absolutely divergent: infra-national aspirations (regionalisms, cultural particularities, ethnic and political-economical ones), a concrete example being what happened in Kosovo and what it is trying to do in the Szekerland, respectively the integrationist tendencies, supra-national ones, going even until the federalization and the access to trans – border structures.

In the second case it is naturally that the best example is represented by the European construction at which, with great efforts, Romania also adhered. In such political projects the reason is an economic or a strategic one (geographic or military) and the accent is put upon the trans – borders cooperation focusing the efforts towards the reduction of the nationalist tensions.

It is more and more evident during the last period that the source of the nationalist tensions is not the ethnic, cultural component but sooner the economic, technological and informational growth. Within the context of the more and more rapid globalization of the information society (post – industrial one), in which there are governmental or nongovernmental actors, both at national, supra – national and continental level, generating changes within the structures of the socio – economical systems, the problem of keeping the unity within the diversity reveal the actuality of the reassembling the structures of the economic and social life.

Lately there have been rumors about a digital division of the world, saw as a symptom of ever greater and complex problems which will deepen even greater the inequities between the developed countries and those under – developed leading to a persistence of the poverty. Mehra and others³, consider that the main factors which can increase or decrease the digital gap are: the socio – economic

¹ René Descartes – A discourse on Method (1637), better known in the Latin version - *Cogito Ergo Sum* Philosophical Principles (1644)

² slogan on a print magazine of the Tate in 1987 belonging to Barbara Kruger, *I shop therefore I am* in original

³ Mehra, Bharat; Merkel, Cecelia; Bishop, Ann P., *The Internet for empowerment of minority and marginalized users*, New Media and Society, 2004

status, influenced directly by incomes, educational level and race, besides other factors associated with the capacity of a country to assimilate new technologies.

We can look at the technological development as emancipation, and it never stops having no terminus point, a genial idea generating other ideas more or less genial, pushing us upper and upper towards the Maslow's needs hierarchy.

We are tempted to see the technological progress in precise terms, mechanical ones, but we identify a less rigid side, which help us to better know us, to reinvent ourselves as human beings, to find out easier an answer to the question about what we are, getting a new dimension of our self, thus it is not erroneously, although paradoxically, to consider that the technological progress, as it manifests itself today, can individualize.

In an idealistic way, which finally proved to be more ideational, there existed opinions considering that the technological progress can play an aligning role, a role through which the gap between the developed states and the rest of the world can be diminished. The things are not exactly as this and a suggestive example in this direction can be what happens between the USA and the EU. It is well known the strategy declared and assumed by the Lisbon Agenda, of diminishing the economic and technological gap against the USA. The year 2012 is getting closer and if the fear of apocalypse is just one (or more, as in fact there were launched 4 films having the same subject within the last year) film script, the anxieties that the above mentioned strategy will not be fulfilled haunt the "sleep" of Brussels. Europe is not only getting farther from the leader position but there exists the risk to lose even the challenger position, in favor of the purchaser identified as being China, as declared Dominique Strauss – Khan, the head of IMF, during his visit to Bucharest in spring 2010, relegating for the "second league" of the economic powers in ten or twenty years, if it does not wake up in time, losing its competition with the USA and Asia.

The main impact of the technological progress in the post – industrialized world is plenary experienced within the informatics field and of the communication technologies. That is why the most appropriate instruments through which the degree of assimilation of the new technologies can be measured are the number of Internet users, the number of the mobile phone users and the number of computer users.

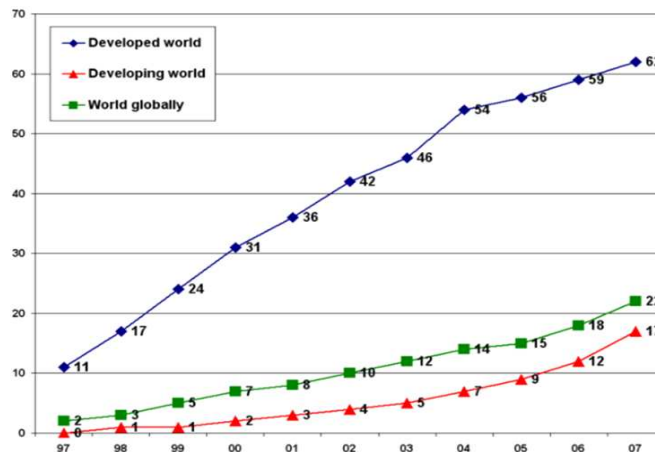


Figure. 1. The number of Internet users for 100 inhabitants during the period 1997 - 2007
Source - International Telecommunication Union

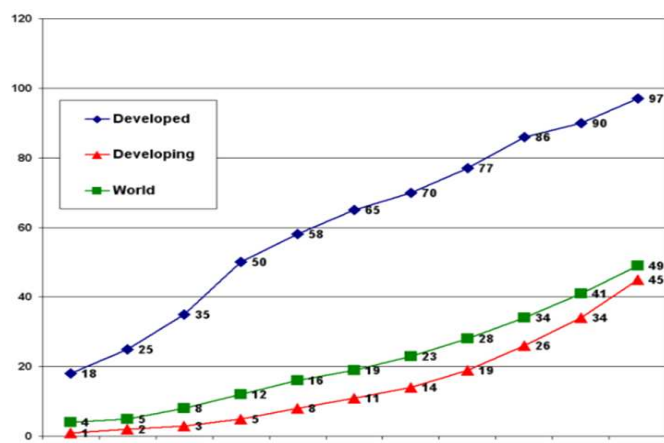


Figure 2. The number of mobile phone subscribers for 100 inhabitants during the period 1997 - 2007
Source - International Telecommunication Union

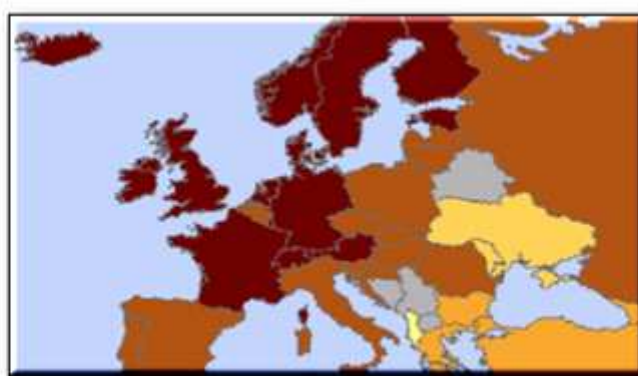


Figure 3. The number of computer users for 100 inhabitants
Source - The United Nations Organization, dates in 2006 and 2007

The situation in Romania in 2007 was as follows:

- Internet users- 5.145.093⁴ , about 24 de users for 100 inhabitants;
- mobile phone subscriptions – 20.417.000, about 95,24 subscriptions for 100 inhabitants;
- computer users – 4.144.000, about 19,33 users for 100 inhabitants.

This deep re – structuring must, though, be understood correctly. Thinking about the future exclusively in scientific, technological and economic efficiency terms, there is the risk of some severe sanctions for ignoring the variable human from the equation. “The Managerial Revolution”, as a leading vector of the post – industrial society, proposes itself to offer corrections by moving the emphasis from the technical - economic efficiency to the global human efficiency, through “rational organizing systems”, protected by norms and axiological in an adequate way.

The economic globalization, a characteristic, and at the same time, a vehicle of the new society, has multiple implications. For example, during the modern period of the industrial economies, the strategy and the strategic management, in general, were only a part of the large corporations’ arsenal. Frequently, the strategies had a strong international component, while the Small and Medium Sized Enterprises had only a local component. Meanwhile, the things have changed. Lots of Small and Medium Sized Enterprises are no longer “local”, but they have enormously changed. The competition has become international. The opening of the borders made free the circulation of the products, technologies, finances, human resources and information resources. The opening of the national economies made a major impact, impossible to be neglected: “the dilution” of what, traditionally, we get used to call “macroeconomics”. More and more, even the small businesses need

⁴ UN data for 2007, and 2009 (September), according to Internet World Stats - 7.43 million users, of which 1.95 million broadband users

to be led as if they were multinational businesses. Within this context, some experts speak about the so – called “erosion of the economic sovereignty” of the national states.

The Keynesians levers and the neo – classical ones of the macroeconomics management proved their efficacy in a world in which the economies had all the borders protected, thus being, at least partially, neutralized by the effects coming from the “out-side”, and the “interior” was submitted to some stimuli, their intensity and nature insuring the desired macroeconomics performances. At present, the things have changed. The capital, released by the “nationality cuffs”, runs over the borders, in more “hospitable” places, where a superior financial yield can be assured, in case the “home” conditions are not convenient. At the same time, the adhering of the national states to supra – national structures supposes, as a rule, the disposal of some competences and economic policy prerogatives in favor of the supra - structures. To these there is also added the fact that the dislocation of the productions and the setting up of some business networks at a global sale make extremely difficult, sometimes even impossible, the counting and the tax regulation of some important economic flows. The impersonal forces of the world –wide markets, integrated all along the inter – wars period by the private firms from the finance, industrial and trade field than by government decisions, are nowadays more powerful than the states about which it is supposed to hold the fundamental political authority upon the society and the economy. There where the states were once master of the markets, now the markets are those which, in many essential problems, are the “masters” of the governments, and the decline of states’ authority is reflected by a growing diffusion of the power towards other institutions, associations and organizations, including towards regional structures, and also by a growing asymmetry between the large states, having a solid structural power, and by the weaker states, having no such a power.

The fundamental cause of overturning of the equilibrium of power between state and market is the accelerated rhythm of the technological changes. The competition for worldwide market shares replaced the competition for the territory, due to the modified stake because of the new technologies. Within the new economic game, what it a matter most is the power of transaction added to a larger economic area. Moreover, the search for new alliances with other states intergovernmental organizations passes into a subsidiary plan, the search for alliances with trans – national corporations becoming essential. The explanation is a simple one: the financial power of the large corporations enables them to make important technological innovations, as a base for the possible economic advantages, but the most desired advantage is not only the diminish of costs , but having the control. Thus there is the possibility to create alternative power centers: national governments did not have the “power” monopoly any longer, the transnational corporations have not had it yet, and the remaining holes represent the dispute territory for a kaleidoscopic rivals mix: firms, international criminal organizations, nongovernmental organizations, etc. The power within the postmodern society is much disputed, there existing more influential factors, governmental or nongovernmental ones and the power structures have a deep poliarchic character.

The impact of information technologies and their role in the rethinking of economy

The information technologies are those who open the way towards a rapid globalization, offering that platform which enables the clients the possibility to use the collective negotiating power, changing them from obedient clients that accepted everything that market could offer them into real dictators. It is thus created a power transfer from the sellers to buyers.

The economy and the businesses as sciences of precarious sources suffers big changes and the indicators system as it is build up today, in which the central element is the” old” balance sheet does not succeeds to comprise but 15 – 20% from the real value of the modern company. The ideas and the human image makes the difference and the success of any business is given by the way in which it will succeed to control the most important source of the present: their own brains.

Within these crisis, the new technologies in general, Business Intelligence especially, are more important as long as their goal is the support they can offer for the management of any organization in taking very correct decisions in a very short period.

The Business Intelligence solutions are a part of the information technology portfolio and appeared as a necessity of integration but also for interpreting, analyzing and reporting by changing the information into useful knowledge within the decisional act. The Business Intelligence solutions are overlapping the information solutions exploited at the level of a business and beyond the discussions if it is absolutely necessary or it represents a new fad well wrapped, the reality show us that there exists a world – wide market of thousands of billions of dollars and amore and more

accentuated tendency from the part of the large suppliers to seize some market quotas of such solutions.

In one of the April 2004 issue of the magazine Information Week⁵ Howard Desner, recognized as being the father of the term BI, states that 10% from the first 2000 largest companies had already implemented at the period different variants of BI solutions at the level of the IT department or as inter – face between the IT component and the managerial component of the respective organization.

Unluckily it is not easy to implement and exploit a BI solution in the way in which it can have the expected effects and there is also not so easy to take best decisions in an economy based upon a growing competition, better and better informed clients and greater and greater expectations as concerns the profit from the part of the shareholders.

The clients, whether they are final consumers or business partners, have always the possibility to choose and nowadays, by the instruments they have at their disposal they can have access to essential information in a real time, enabling them to make the best choice of the desired products and services. There have been remained less and less monopolies.

The information that Internet offer its clients are more and more aggressive and abundant. It is the same thing for the employees, in the sense they can use the Internet technologies in order to better fundament the decisions. The Internet is a permanent reality of the today business environment and it is an instrument permitting the elaboration of any kind of decision and the rapid evaluation of many variants. The present day managers should find responses to the questions linked to the formation of the personnel in order they be capable to take the best decisions, how to support the employees to better face the accelerated rhythm of the today's changes.

The goal of any company is to obtain a maximum effect with a minimum effort, which during a long period of time was interpreted in economic terms as obtaining a greater profit with a reduced consume of material, human, financial and time resources. Within the new economy under the impact of the environment effects and of the diminished volume of natural resources the accent is put upon those economic activities capable to create greater surplus and at the same time not affect the natural environment. The present day economies must be re – projected and re – defined by the implementation of those structures permitting a larger flexibility in adapting to the new requirements of the modern economy. The role of the BI within the economic modern society is to guide managers sailing within an informational ocean.

A first feature of the firms' management is that they must be largely oriented towards strategic activities to the prejudice of the routine ones. The heads of successful companies are directly involved in an innovation process, of conceiving the product, bringing it into market and constantly improving its quality. These activities must be approached in an integrated way, taking into account the realization process.

The organizations must be more and more flexible, reducing waste of any kind and growing work productivity and capital, by integrated within the same process the projection and the execution of a product. Another organizational feature is that of employing people capable to have several skills and avoid excessive specialization. The human capital has become an important resource of the enterprise and their potential must be used at maximum in order to grow the team work and the rotation of the employees in different positions.

The economy of the last years can be considered a manifestation of the crisis of the capitalist model of development and it has led to the appearance of some new concepts insufficiently explained. This transition made it possible, on a large scale, a series of phenomena and major processes, such as globalization of the material and immaterial exchange flows (financial, informational) doubled by the regional integration, at the national level, by the re – new of the states' interest for a sustainable development regarding as from the point of view of three important aspects (economical, ecological, social) and for the erection of a new type of society (informational) of knowledge, and at the level of the individual by the search for a new identity.

Trying to make a delimitation in time to the transition of a new economic paradigm we should turn back to the period after the 2nd world war when the new bases of the two vectors of the new economy are built up, globalization and the information technology, considered as dual forces of the changes of the last century leading to the change of the rules of the game, the old one being over - passed.

⁵ <http://www.informationweek.com>

The old economy versus the new economy

The Features of the Old Economy	The features of the New Economy
Mainly physic products	The great majority of the products are intangible
Very little work (or even work at all) automatized	The repetitive labor or the physical determined one is automatized
Transactions in the presence of the buyer and of the seller	Electronic transactions through Internet
Difficulties in making the information circulate and the cost is high	Rapidly accessed information and with a reduced cost
An economy based mainly on control	An economy based upon collaboration (and not upon control)
Determined geographical location	The geographical location is no longer important
The value of the products is easily measurable	The intangible goods are more difficult to be measured
The accent is put upon the staff (less upon the person)	An accent upon person, knowledge, results (less upon the seniority in the firm)
Important role of the statistics	Accent upon brevets, research etc.
An accent put upon clear definitions and determined boundaries	The taking into consideration the global economy
The frequent use of the indicators:	New indicators: management and professional jobs share; the education level; the online population share
<ul style="list-style-type: none"> • the level of the investments, • capital productivity, • the return on the ground 	Statistic indicators regarding technology:
An economy assessed through: the number of new firms, the rate of investment, the level of the profit	Internet band width; the types of communications and their use; the use of the Internet; the use of computers in schools; the number of the commercial Internet fields
	The development of the economy measured through: the number of invention brevets, the value obtained from academic researches, the risk capital funds, the number of the online transactions
	The use of the Internet leads to: the reducing of the transactions costs, the performance enlargement, the creation of tic - based markets

3-4 years ago (2006 – 2007) a series of specialists⁶ considered that the current economy is characterized by a long – term sustainable growth determined by a rate of productivity growth, which is mainly caused by the continuous production, adaptability and diffusion of the information technology and communication. If we analyze the economic indicators of the year 2009 we see that only China is a new economy. I can remember a remark of a famous personality of the Romanian school of economics after 89, Florin Ovidiu Bîlbîie, associate professor at Sorbonne (I have chosen his opinion, because as a simple person he is more close to the image of the research economist of the years 2000 – non –conformist) „...he who is convinced that he understands the causes of the recent crisis understands very little” showing how difficult is to make issue value judgments regarding the way in which the economy goes today and of the society and have the certitude that the next day he is not contradicted. We are speaking about a world in which the technology of communications creates a global competition – not only for tangible goods, products, but also for the banking products and services or other services which cannot be wrapped and transported. It is the world in which innovation is more important than the mass production. The world in which investments buys new concepts or means to create them instead of new machines is a world in which the rapid change is a constant. It is such a different world that its emergence can be described only as a revolution.

⁶ De Masi and Kodres Estêvão - Vasile Isan quoted in the *New Economy: allegations and evidence*, Journal of Economic Informatics, no. 2 (22) / 2002

A different Management

The managers of the new wave should learn how to administrate the “pseudo-chaos”, because no one of the new manifestations of the market can be put into a frame, given a catalogue name, weighed in precise terms based upon some existent metrics.

It is the time for the *funky business* and *karaoke capitalism*⁷, characterized by the multitude of opportunities created by the new technology. The technology is seen as a liberating factor which enables us to be ourselves, if we have capital or competence. The democratization of the information must not be confounded with the democratization of power, has as effect the transfer of power from those controlling the information to those controlling knowledge, the simple possession of information being far productive.

The information society at the level of conception can be defined as being depended by the complex information networks, this thing leading to a superior allotment of resources for satisfying those activities having as goal the administration and the communication of the information.

From the perspective of the information management can be identified a series of tendencies specific to this new type of society:

- the massive growth of the information offer, based upon the growth of the number of persons capable to send information at long distance with low price on one side, and also the diversification and multiplication of the channels possible to be used in sending the information;
- the growth of the consume of information, in a slower rhythm than the rhythm of the growth of the quantity of information created;
- the use level of the information remains constant due to the physical limits of the human “processor” to assimilate, analyze, disseminate, exploit the new information, the “inflationist” effect given by the supra – dimensional supply by compared to the demand becoming even a source of disorientation from the part of the users;
- the necessity of some filters more and more performing in order to separate the useful information by compared to the useless, of correct information by compared to “manufactured” information. This manufacturing of information can take place as a result of some intentional processes with the aim to obtain some advantages or accidentally, involuntarily as a result of bad interpreting of the manifestations of some factors or which have as basis bad rationaments or incompletely checked ones.

The flexible organization, characteristic to the knowledge economy, proves, necessarily, “communicant”. This solicits the interconnection of the actors, aiming a coordination of tasks, taking into account the frequent variations of the rhythms of the product activities. Such an organization accentuates the strategic character of information through the fact that the information conditions the operability of the labor by compared to its rapid diffusion. At the same time it is put into evidence the reason for which the technologies and the information systems play an important role in putting into practice the flexible models of organization.

Another constant phenomenon is represented by the “import” of mentalities, the methods of social behavior as a result of globalization, with implications at the level of managerial culture of the organizations. This transfer of values and models can also be achieved indirectly by the migration of the labor force from a multinational organization to those autochthon ones implementation through adapting the culture of the western organization. The effects are considerable at the level of the organization already noticing an extension of the multinational organization in spaces less competitive from an economic point of view and a growth of the number of fusions or acquisitions of the autochthon companies, weaker from a financial, technological, and image point of view, by more powerful foreign corporations.

There are also seen changes at the micro – economic level, especially within the organization structures and algorithms. At the level of the firms, there grows the importance of offices by compared to the productive departments, because the treatment of the information has an important place within the process of the creation of the economic value.

The new conquests in the field of information technology and their use on a large scale stand at the basis of many changes of the activities specific to the office labor.

- the engineering side, technical ones characterized by a large capacity of treating information, of interconnection of data, images and symbols;

⁷ Ridderstrale, J., Nordstrom, K., (2009), *Funky Business*, Editura Publica

- the economic side characterized by the diminishing of costs , enabling amore facile access to the new technologies and correlatively, it has led to the growth of value of the intellectual work;
- the social side, about half of the active population of a developed country does activities of an informational nature.

The new organizational and technical conditions inside the firms are articulated on the basis of a certain number of inflections of the modern management reasoning. The post – industrial management is born through the incorporation within the industrial management of some new factors. For example, it must integrate the costs of the lack of the basic human competences or the costs of non-quality or the handicap of a non-differentiated offer etc.

The objective of lower at any price of the production costs and obtaining scale economy cannot capture the whole attention of the mangers, even if they impose themselves with the same force. The evolution of the economic production value, by moving the accent from the material structures towards the immaterial ones, needs new operational instruments of administration capable to satisfy the piloting of a firm based essentially upon advanced human competences, and not upon an imposing physical capital. The risk that may appear is represented by the diminishing of the importance attributed to the human capital in favor of the machines. Konosuke Matsushita, the founder of the Panasonic company said, „... we produce people, and also, electric products...”. The opinion of this Japanese manager is that the measure of a firm is given by the quality of the human capital, and irrespective how much it is invested into the capital, technology and equipments, an enterprise is doomed to a failure in case in which there is no investment in the human resources of the organization.

The economic problems of the information society should be very well understood because, in spite of appearances, the main problem of the management is how to increase the degree of valorizing the economic resources. Only the nature of the main economic resources has been modified: these ones are no longer represented by the physical and financial capital, but more and more by the intellectual capital of the business organization. The key question is how can it be improved the valorization of the knowledge and information. It not a simple substitution of terms, but an extensive review of the way of thinking and decision taken of mangers, as, as economic resources, the knowledge and information act differently by compared to the firm’s assets.

In the post – capitalist society, Peter Drucker states that at the basis of the enlargement of the knowledge productivity should be put its concentration in products, services, methods, technologies, organizational models and practices. In other words, more these elements are more “scientifically-intensive”, as they better incorporate much highly qualified work and human creativity and thus more they have an innovative character etc., furnishing a greater economic value and a superior productivity.

These changes are materialized in the appearance of multiple imbalances:

- The activity of conception/progress report faced to achievements modifies in favor of the first activity: the daily work incorporates more and more the cognitive and mental processes, and certain duties with a repetitive character are no longer fulfilled by people but by machines ;
- The report decision/execution modifies in the sense that:
 - the occasions of decision are restraint by annulling the activity of manual selection of information and intervention in sending the information;
 - the self - control capacity of every employee is growing through the rapid access to the necessary information;
 - the inter-dependence between levels becomes more accentuated and the decision roles, that meaning the decision becomes “trivial”;
- The gap between the hierarchy and horizontal functional relationship is reduced: by multiplying the means of transmission and information processing, and interconnection to labor relations, technical reports and information network face to face "replaced the old hierarchical circuits;
- The education of human resources is no longer limited to the original sequence before hiring, acquiring a lifelong, predominantly, even the organization itself, becoming "the learning organization."

Business Intelligence for an intelligent world

The experts foresee that the business organizations having a leader position will be based upon an advanced technology and will be oriented towards serving the clients and the most important thing, towards adults’ education. It is undeniable that the most important feature of the excellence firms will be the existence of a long – life learning culture, representing the awareness and the

assuming of the fact that we are not perfect.

In order to arrive to a “teaching organization” it is necessary for the managers to turn their attention towards concepts such “basic competences” and “competition based upon capacity”. This mutation implies the need of re-evaluating the role of the human capital. The accounting systems have not made the necessary steps, yet, in order to pass from measuring the efficiency indicators. Focusing upon illustration the short term performances, do not explain the way of “building up” long-term capacities.

It is without doubt that dimensions such as technology, strategy, alliances and innovations constitute the essential components of the firms’ viability, which will also influence in the future the competitive advantage.

In order to attract the best people the companies must get used with diversity. Companies should dispose of a strategic function of human resources in order to get the best employees. Thus the human resources departments will have two distinctive functions: the administration of the human resources (salaries, labor relationships, legal matters etc.) and the strategy regarding the human resources (included systems and approaches for attracting, developing and maintaining the human capital). The management of human resources will become from a subordinate function, as it currently is, into a strategic function of the firm. Periodically the firms will have to assess their basis of human competences. The human capital is developed through organization credibility.

Responsibility as a base for professionalism, human reactivity and creativity constitute the key –values of the economic world which is shaping and developing from day to day.

Thus the new managers will have to find solutions for the administration of the knowledge, information and creativity.

The managerial communication depends upon the reciprocity, credibility of the management and the quality of the internal atmosphere of the firm as well as on loyalty. The post industrial management is said to be less technocratic and it will put an accent upon the socio-human, relational and communicational aspects.

The dream of Thomas Peter and Robert Waterman, famous personalities into the management field and at the same time authors of the concept “organizational excellence”, according to which the managers become “social architects” and “moral alchemists”, seem too become reality in the New Economy.

The production of economic value based upon knowledge and information favors criteria such as flexibility, integration of the operations networks, coordination and operationality. Putting these criteria within the center of the managerial activity will determine major changes within the basic systems of the organizations: maintenance, stocks administration, material and work flows organization, logistics and distribution etc. All these components will not be projected as distinct systems but as integrated ones, favoring inter-functional cooperation.

Within the informational society and in the economy which is specific to it (economy based upon knowledge and information), the ideal type of business organization is the cooperative firm or the communicational one, characterized by the structuring of work around some cells, partially autonomous, by the re-union of functions, by an extension of the dialogue, by an implication in projects of “ decisional federalizing” and a diffusion of information into the whole organizational space, a process called within the field literature “organizational learning”.

The conclusion is a simple one: the communicational society can not be made up but only of two “communicational entities”.

The revolution in the field of the information technology brought some possibilities of codification of the information, the cost of transmitting it being more and more low. Thus the information gets more and more the characteristics of a commodity, and its transactions are facilitated by the codification, enabling the diffusion of knowledge. Companies must face this new challenge and must use very performing information systems permitting them to monitor the activities of every employee.

In the field of the medium sized enterprises there is currently a lack of structures and proceedings for a proper functioning of the management and of the decision-making, that *corporate governance*.

References

- Amrit, T., (2002), *The Knowledge Management Toolkit*, Prentice Hall
- Brooking, A., (1999), *Intellectual Capital. Core Asset for the Third Millennium Enterprise*, International Thomson Bussiness Press
- Davenport, T. H., Prusak, L., (2000), *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School Press, Harvard
- Drucker, P., (2007), *The effective executive*, Elsevier Ltd. Publisher, Burlington MA
- Drucker, P., (2003), *The Essential Drucker by Peter Drucker*, HarperCollins Publisher

- Filip, F. G., (2005), *Decizie asistată de calculator*, Tehnica, Bucuresti
- Fotache G., Fotache M., (2005), *Sistemul informațional managerial și informația contabilă*, Scientific Session „Economia românească – prezent și perspective” University of Suceava Publisher
- Greenspan, A., (2008), *Era turbulențelor – Aventuri într-o lume nouă*, Publica Publisher
- Henry, J., (1991), *Creative Management*, SAGE Publications, London
- Hancock, J., Toren, R., (2007), *Business Intelligence with SQL Server 2005*, Addison Wesley Professional, Upper Saddle River
- Ișan, V., (2002), *Noua Economie: alegatii si evidente*, Journal of Economic Information, no. 2 (22)
- Mehra, Bharat; Merkel, Cecelia; Bishop, Ann P., (2004), *The Internet for empowerment of minority and marginalized users*, New Media and Society
- Ridderstrale, J., Nordstrom, K., (2009), *Funky Business*, Editura Publica
- Rojot, J., (2005), *Theorie des organisations*, ESKA, Paris
- Turban, E., Aronson, J.E., (2004), *Decision Support Systems and Intelligent Systems*, 7th Edition, Prentice Hall, Upper Saddle River NJ
- Vitt, E., Luckevich, M., Misner, S., (2002), *Business Intelligence: Making Better Decisions Faster*, Redmond Microsoft Press, Washington
- Williams, S., Nancy, W., (2007), *The Profit Impact of Business Intelligence*, Morgan Kaufman, San Francisco