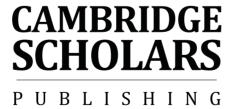# Applied Social Sciences:
Administration and Management

Applied Social Sciences:
Administration and Management

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P U B L I S H I N G

TABLE OF CONTENTS

Chapter One: Administration

Chapter Two: Legal Sciences

Chapter Three: International Studies

LIST OF TABLES

LIST OF ILLUSTRATIONS

FOREWORD

> "*I intend to research if, in the civil order, there can be any rule of legitimate and safe administration, taking people as they are and laws as they may be. I want to incessantly combine in my research what the law allows and what the interest imposes so that justice and utility might not be in contradiction in any way.*"

affirmed J. J. Rousseau in his *Social Contract*, making man's free will the fundamental principle of the lawful order.

Words have their linguistic meaning as they denote something. They also have the meaning of the notion they describe. Nevertheless, it is not enough to penetrate the world of senses and meanings, it is equally necessary to communicate and support authenticity in a logical form, i.e. to argue. This aspect was successfully reached within the first ISSA edition, held in Timişoara in the period $18^{th} – 20^{th}$ June 2012, organised by the Faculty of Sociology and Psychology through the Department of Social Work and Assistance of the West University of Timişoara any by the Faculty of Political Sciences, Philosophy and Communication Sciences. Grasping the human factor in the multi-formity and variety of its attitudes, in the dynamics of its actions, we reached, grace to this conference, a high level of comprehension and clarification of certain concepts, by the diagrams of conceptual thinking, of fundamental ontological attitudes of existence in the world and the very cohabitation's ontological relations.

The papers included in the book "Applied Social Sciences: Administration & Management" were presented and focused on the construction, testing and application of scientific theories. The issues approached were formulated within certain theories that triggered the development or synthesis of hypotheses, the latter being validated only by putting the theory to the test, and finally they aimed at incorporating the significance of norms and their analysis. What is important is that we achieved, by the articles presented and selected, an approach of the image of the issues treated and their significances, beyond the clichés we have gotten used to. The common note of the research methods used is constituted by the relatively numerous attempts to analyse the main structural-phenomenological ideas, sometimes even on a comparative line with other systems, of detaching the mains senses and meaning resulted

from them. We may thus underline the importance of the forwarded hypotheses, granting relevance to the semantic and conceptual innovations, the manner of integrating contemporary science's data into the ontological construction of the analysed concepts. The book confers, despite the title's axiological polarity – administration and management –, texts that seem to have something in common (beside the fact they refer both to theoretical and practical issues), i.e. the fact that both appreciations and critiques generally result from the comparison of the doctrine issues with the scientific problems. However, before highlighting the inherent evaluating the nature of the themes approached, its controversial implications, it is necessary first of all to re-question the status of systematic knowledge, expected to ground the effort initiated. The awareness of the juridical-administrative phenomenon triggers both the philosophical direction and the proper scientific one, keeping in mind their relations and the fact that legal interpretation is considered to contribute to the discovery of the law spirit's light, passing from the level of technical condition to the horizon of the valuing function, grace to which it succeeds in fulfilling its higher finality.

The first chapter of the book dedicated to "Administration" approaches the typology of the private non-profit sector challenged by a growth of the demands addressed to different services, and activities more and more diversified and representative on the European level, the corporate social responsibility as a source of social change and lever for sustainable development, the management of intangible assets of a society marked by economic crises, brands as instruments meant to help consumers build their identity and social relations and share their experiences. A subject of present interest, justified by a laborious research, refers to the increase of the employment rate in the business and other sectors of women managers, which represents one of the main development objective set on the national and international level. Moreover, the first chapter also contains realistic concrete projects by enouncing certain innovative methods of flexible labour organisation, efficient instruments used in the reform movement of administration in the digital era.

The second chapter, "Legal Sciences", put to the service of law, starts from simple to complex, granting a special importance to the relation between law and value. We should underline the bivalent and mutually determinant links established during the historical epochs between these two essential concepts that logically complete each other with the analysis of the position, role and function of law in the finality of the relations they regulate, relations that necessarily fall within the regulation sphere of other social norms, (moral, religious, traditional, etc). The thornier a subject is

considered, the higher our interest to clarify it. Thus, an article approached the necessity of reinterpretation by the ECHR of the conventional text in the light of the evolution of national legal traditions, whose analysis supposes an effort of compared law, thoroughly realised, based on the corpus of recent decisions from the ECHR practice. We should also remark the fact that the analysis of the system of research methods of the legal phenomenon does not intend to be a "*value top*", in the sense we cannot absolutise the value of one in comparison to the other. Furthermore, the methodology extremism was criticised. The delimitation of the concepts of ethical supervision and social justice together with the modalities of legal interpretation applied to the right to development were debated only in accordance with the principles co-ordinating the modern scientific activity: rationalism, objectivism, neutrality, testability. Law is also regarded as a system along with the applications of the structuralist-systematic applications in the knowledge of the regularity of law organisation and functioning as a system of social organisation. We should mention here that the clarification of this concept has a remarkable importance in grasping the essence of law, such as the determination of the law applicable to certain legal relations with elements of extraneity, the harmonisation of the legislative dispositions, regulatory and administrative norms of the member states, the particularities of the Romanian state system, etc. Structural semantics, the application of the methods of structuralism to the semantic universe cannot be a mere transition to the legal phenomena because, although a certain method is applicable to the study of codes, which are semantically closed, it is no longer applicable with the same success to the entirety of another situation: unlike the codes, the language used is considered to be semantically open. It is imperiously necessary to decode the concept of law also by attempting to define this notion correctly, but not before presenting justice as foundation, grounding of law, starting from what the great philosopher Aristotle stated in his work *Politics*: "*Law is the decision of what is just.*" What is required is a close co-operation, a combination of research methods, as each has its vocation to grasp the universal so that we should mention the contribution of epistemology as a reflection on sciences, bringing forward a normative discourse upon the system of descriptive statements. Consequently, this method issues validity criteria and identifies the obstacles in the way of the deployment of truth. The issue of legal theories terms refers to the production and settlement of significances resulted from the interpretations of juridical domains, that are normative and exterior to them. These meanings may be thought as regarding not only the functions of the terms within the deductive and inductive organisation of the respective theories,

but also as their participations to the legislative and jurisprudential activity. Determining the permanencies of law represents a constant preoccupation of doctrine setters, the axis around which the legislator gravitates and the major goals of the law's applicator.

The last part of the book, "Legal Sciences", configures the path towards the regional promotion and protection of human rights through the Association of the South-Asian Nations (ASEAN), it analyses the legislative activity regarding human rights and the protection of national and ethnic minorities, based on the matching of the legislation of Central-European countries with the EU's requirements, and, last, but not least, it indicates the domain of critical studies on European integration and attempts to analyse the nature of the "Europe 2020" strategy.

Beyond the specific traits of each branch of law and implicitly of some particular aspects identified, the book has a unitary character, ensuring the rigorous application of the principles, techniques and rules used, which implies logicality, but it is not reduced to it, as it complementarily involves juridicity and systematicity.

The axiomatic starting points and the problematic openings that the articles of this book offer are multiple.

Starting from the difficulties encountered in the quest for an argumentative theme, the authors successfully analysed notions, concepts, foundations, which illustrates more or less polemic or conflicting discursive situations. The purpose of this conference was not to discover the most useful research method, but rather to decipher the code of the meaning of the approached concepts and the guiding principles. Thus, it is important to highlight the multitude of approaches the interpreter or reader finds when he/she reads a text, what the elements are seen on the whole as they indicate entirely new meanings to the "attentive reader", sometimes even borderline senses.

The book "Applied Social Sciences: Administration & Management" represents an overcoming of the limits of interpretative analysis, focusing on the multitude of elements seen in their ensemble as they indicate entirely new senses to those who actually know how to "read", sometimes border meanings.

Claudia ANDRIȚOI

The Management Teams are a Unique Business Potential that can Initiate, Identify and Manage Change within the Organization

Elizabeta Mitreva and Vesna Prodanovska

Introduction

In the educational institutions that strive to implement the TQM (Total Quality Management) strategy, there is also an awareness of the need to improve the business processes. The management of certain actions creates a positive working atmosphere, builds management teams and confidence. It also encourages generating of new ideas, takes stock of codification or transfer of ideas from the minds of the employees in an explicit form and their implementation. Generating new ideas is result of innovation and creativity of employees and can be encouraged by certain activities of management. To build a good system for ensuring quality in the Macedonian educational institutions it is necessary to engage all of the employees. It would take both time and knowledge as well as cooperation among the employees and a sense of teamwork. The introduction of the quality system is teamwork and in an environment where the rules of teamwork are not respected from the start this system is assessed as unacceptable. Providing quality (Cepujnoski, Cepujnoska (1993) requires constant improvement and development of processes and services, but it can include only those employees who are fully engaged in the working process in order to develop their total internal dispositions.

Akio Morita (the founder of Sony) says: "There is no secret ingredient or hidden formulas that determine the success of the best Japanese companies. Neither theory nor planning and government can lead to success. It is only possible with and as a result of work done by the employees".

The top management of the organization is a collective body. For Craig and Lineberry (2001) this means a need for a number of people working together to create vision, mission as well as strategy in order to achieve adequate results of the organization. In addition, a large share of the organization and culture affects the willingness of top management to work as a team (Smileski, 2000). Often, discussions about teams are declarative because managers are not yet willing to be team players.

Managers who are involved in the planning, organization, management, control and development have rights and obligations to upgrade their knowledge and skills regularly and continuously because the development of the human resources influences the survival of the companies (Beardwell et. al., 2004). The tasks of the top management should be to learn the duties and responsibilities of each employee who contributes to creating a poll of the company (Drucker, 1995). The constant exchange of information makes the organization strong and vibrant and it also creates an atmosphere of openness and trust between employees at all levels. **The management teams are a unique business potential that can initiate, identify and manage change within the organization.**

Studies have shown that employees worldwide work better if they are required to achieve a higher level goal, in contrast - if there are no targets. As for the purposes to have beneficial effects, they must be specific, measurable, achievable, and challenging. The authors Grinberg and Baron (1998) cite some necessary steps for proper managerial work:

- if you want to increase productivity, the goals must be high and exactly defined;
- the presence of the employees in the process of setting objectives is necessary;
- the feedback allows employees to achieve its target value.

This paper surveys the Macedonian educational institutions in terms of building a working atmosphere, creating management teams, improving business processes, fostering innovation and certain conclusions that are to be based upon them.

Methods and Techniques

An analysis in one hundred fifty-one of the Macedonian educational institutions for the ability of management to build a good system of quality and experience of our practice has been conducted (Mitreva, 2010). In terms of assessing the success of an institution, one of the parameters that constitute criteria for the results is leadership, which means behavior and measures taken by the top management and other managers in terms of inspiration, support and promotion of the TQM culture.

The data received from the research are processed with adequate mathematical-statistical methods. Pareto analysis was used for frequency as well as for analysis in order to calculate the involvement of certain answers in percentages.

Results and Discussion

The behavior of the leadership in one hundred fifty-one of the Macedonian educational institutions was seen through the analysis of the way in which the top management creates a work environment in their company. The following data were obtained:

- 80 respondents, or 53% reported that a working environment is built with strict labor discipline;
- 28 of them, or 19% use motivation factor in building good working atmosphere;
- 24 of the examined, or 16% reported presence of great trust and respect, as well as lack of fear in taking their own opinion which allows qualitative relations;
- 19 of them or 12% reported that a working environment is built with oversight of the employees.

Ensuring quality in the Macedonian educational institutions demands involvement of the top management and the correct choice of teams to solve the problems and improve the business processes.

There were some studies conducted within the Macedonian educational institutions in terms of getting information about the way of solving the problems, having the management teams, building trust in the team, as well as management of how teams affect the advancement of the business process, yielded interesting findings. **On the question about the frequency of teamwork management level, we got the following data:**

- 65% of respondents said they have permanent management teams, but their work is unproductive. These teams are led by managers from the old style, which has not changed the team, which follow the hierarchical chain in order to achieve the objectives of the quantity, demanding constant loyalty to the manager, putting even distort information;

- 17% of them reported that almost all decisions are made in the management teams. These teams share and complement the knowledge and information with everyone who needs it and these teams are being led by managers who develop the TQM strategy. These managers are team leaders who cross the functional lines, working with everyone to achieve the qualitative goals. These team leaders become professionals and gain important tasks in many different functions. The selection of team members is based on the results of the work and the professional ability. These teams have a clear set of standards, rewarding and punishment, thus giving clear and precise instructions to the employees. As a result, there are no conflicts, but a favorable working atmosphere and good business results;
- the lack permanent management teams in the Macedonian educational institutions (6%) suggests that managers are concerned with activities that are not in the interest of the institution, leading to mistrust by the employees as well as to a distrust within the management teams.

The main problem in the Macedonian educational institutions is that managers believe that they do not need the training programs and thanks to their knowledge and skills are the positions to which they currently are set. The ability to participate in such programs is considered to be based upon a political background or doubt which arises from the credibility of the program.

On the question how the management team functions or what is the quality of the teamwork in regard to the management levels, the following data is obtained:
The data indicates the malfunctioning of the management teams because:
- 120 of the respondents or 79.6% believe that the management teams work with major problems;
- 17 of them or 9.4% believe that problems arise, but they can be successfully resolved;
- 14 of them or 11% responded that the teams are not successful.

The distribution of the results indicates malfunctioning of the teams in the surveyed institutions, because almost 91% of cases indicate that problems are identified and resolved in accordance with the current

possibilities. The problem in the Macedonian educational institutions when it comes to employee involvement and team work is twofold:

- having a problem with our mentality, which is emphasized individualism and
- having a problem distinguishing between old habits and participation in solving problems, improvements and innovations.

Barriers in the work of management teams are different from team to team, but the barrier is crucial psychological moment, which can be linked to co-operation, work demotivation, vanity, inadequate financial support, lack of interest for continuous learning and improvement, or inadequate program for training.

The key to successful teamwork is in readiness for cooperation within the team. When the team members share the same vision and are motivated to achieve, in most cases they are very cooperative and it leads to success. What is necessary for successful teamwork is:

- support of all employees;
- readiness to cooperate with other teams.

Collaboration in a mature business team is of great importance for the interaction between the team members.

Whether teamwork acts positively on the improvement of the quality of services, the following findings were obtained:

Based on the data we can see a lack of successful management teams that are real business potential, which would act positively on the improvement of the service quality. The survey showed poor communication between members of management teams and employees, non-existence of a high degree of trust and respect within the team and their relationship to employees which leads to poor business results.

If between the members of management teams a mutual trust and respect exists, the following data are obtained:

In 87% of the examined institutions there is no trust and respect and it is seen through inaction activities to improve processes. These management teams follow the hierarchical chain to achieve the targets. The survey revealed poor communication between members of management teams and staff, low levels of trust and respect as the teams themselves and in their relationship with employees.

Examining how managers enjoy the confidence of employees the following findings are obtained:

Lack of confidence in 91% of the Macedonian educational institutions refers to the distance between the management teams of employees which again leads to constant conflicts and bad functioning of the management.

Between the managers and employees only in 9% of the companies have a positive feedback, because the success of the management teams depends on the trust and the engagement of both employees and managers. It is also necessary to make further efforts to build good business relationships with the employees.

The results showed that 9% of the respondents have reported that the managers enjoy the confidence of the employees as a result to their clear, consistent and honest relationship towards the employees.

Private educational institutions, guided by the desire to free themselves of the socialistic syndrome, introduced an authoritarian management style of the owner - manager, where teamwork is considered a waste of time and the involvement of employees in decision making is considered to be a disorder of the integrity of the owner and oneself.

Experiences of the TQM strategy in the world compared with the situation in the Macedonian educational institutions depict the following:

TQM strategy as until today has given its best results in Japan (Sasaoka, 1995). It is built on the values of the Japanese culture and mentality, adapted to accept the values of the Western civilization.

In order to find the key to success of the Macedonian institutions and community, it is important to analyze some features of both the Japanese and our mentality in order to get the lessons.

Japanese people (Kratsu, 1995) aware of their shortcomings have developed skills that lacked the basis of existing values. As of the public opinion, they are reproductive and less creative, but have emphasized the collective spirit. They developed team work to perfection, without having to suffocate the team spirit, hence developing the individualism and creativity. On the other hand, we worked on collectivism for years, drowning the creativity and the individualism. Due to this, Japan today, standing beside America, owns the largest number of innovations in the world, as a result of the encouraged cooperation instead of the confrontations which are typical of our mentality.

Moreover, the Japanese are focused on small improvements every day, unlike our orientation to create something big and spectacular.

One of the important features of the Japanese mentality is: persistence and orientation of a systematic and long-term solutions and results (Latzko et. all., 1995). Here superficiality is often present as well as the orientation of improvisation and short-term solutions. Our results come

only when there are high goals, which are rare because they require tremendous energy. It is possible only under strong leadership.

Our attitude toward life, such as living one day to another, shows lack of vision for the future because we possess a great vital power. It is the strength of our civilization, its quality, but a lack of refined attitude towards life and future planning. When you run off of this vital energy, its energy is taken over by the intellect.

To understand how the West gathers forces and accepts the Japanese experiences (Kano, 1996) which adjust their mentality, it is advisable to compare our features with some English ones.

Our people have not learned self-control. We have a lively temperament, react quickly to any influences, we are unable to control emotions, and hence our irritability, passionate desires and anger when desires are not met. We are not bad, but because of not controlling our feelings, after our first impression we tend to present things much worse than their real condition. We do not lack the clarity and cleverness, but quick and one-sided conclusions, without thinking calmly at first.

The difference between our and English kindness is that for the people we care about we are ready to do more than the English people.

But the English have a goodwill toward people that they do not care for, when they see them in trouble. Macedonians show kindness out of love, while the Englishmen do the same thing out of a sense of duty.

The ability of self-control makes the English masters of their feelings. Because of that moderation, they hold mutual feelings towards whatever they are confronted with. They separate the personal life from the public one. While carrying out the public duties, they are impersonal. Doing something for the sake of willingness, stubbornness or our own good, are characteristics of our mentality.

Analyzing this, we come to the properties of our mentality, by which we can win, often naively and recklessly for certain purposes, only if we pay attention and make a friendly gesture, not by confrontation.

This speaks volumes of the approach that should be applied within the Macedonian educational institutions, including the motivating potential of the employees in the building teams. Japanese and English examples show how great nations adapt to the changes. It should be noted that both nations are great traditionalists, do not deny the values of their tradition, yet they include external mental models in the process of building a new experience. Experiences with the Japanese (Kratsu, 1995) have shown that in order to activate the human behavior it is important for the persistence, patience, and the top management incentives to be present, as much as the training and motivation of the employees are important. The concept of

human resource management in Japan is based upon on the fact that knowing their place and role within the institution, the employees would understand the philosophy of it and its tendency towards the attainment of the organizational goals in the best manner.

Conclusion

The new management system based on the TQM strategy requires a lot less money and time, and there may be equal or larger effects of large investments in equipment. The solution is to improve the management system through the new TQM strategy, staff development and improvement of the processes.

The problem of our mentality is that we persistently and irrationally oppose to the external mental models, rather than analyzing and applying them wisely. When we accept a new mental model without a detailed analysis, we easily and non-diligently give up on our traditional model. Our basic problem is how to join our traditional values with the values of civilization as well as the ones which are currently trendy Western values that govern the world successfully.

For centuries we have been living in a space where global cultures, religions and civilizations border among each other.

Many invaders were carrying their on mental model through their religion, culture and standards, as well as their on conquering methods. Thus, during a period of time a defense mechanism against foreign and new values has been opened up for us out of fear of losing identity which has been created. This leads to both isolation and creation of an illusion of self-sufficiency. In this way, the resistance towards learning and change has been built as well as towards success, which can otherwise be achieved only through knowledge and change.

The TQM strategy has enabled the Japanese traditional mental model to be merged with the new mental model which carries values of the Western civilization, which is east of their traditional culture.

The results of our people who live and work abroad indicate that they had successfully fused their great talent and potential of individual mental world methods and techniques, which leads to a recognition of our great untapped potential.

One of the biggest changes that is required by the new TQM strategy when it comes to our educational institutions is the change of mentality and freedom from old habits and transition syndrome. This means that we need to develop positive qualities of our mentality and accept the modern mental model. In our given conditions, we still have a small number of

managers of a new type, yet the management potential is present, it should be detected, triggered and constantly evolving in terms of spreading the process of the EU integration.

In terms of free and open market economy, the problem of demanding management teams, especially in countries of transition, is increasingly present. Hence, a successful operation of a company is only possible with well-functioning management teams, good cooperation with the employees, by having clear standards of reward and punishment, clear and precise instructions for the employees which is only possible by designating managers who will develop the TQM strategy.

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