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IT Cultural elements in Romania

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SUMMARY

INTRODUCTION

CHAPTER I. ORGANIZATIONAL CULTURE ITEMS

CHAPTER II. ANCIENT MANAGEMENT CULTURE

2.1 ECONOMIC THOUGHT IN ANCIENT TIMES

2.2 SCIENTIFIC MANAGEMENT

2.3 ADMINISTRATIVE MANAGEMENT

2.4 BUREAUCRATIC ORGANIZATION

CHAPTER III. MODERN THEORIES REGARDING MANAGEMENT

3.1 INTER-HUMAN RELATIONS

3.2 SOCIAL COMPONENT

3.3 CONTINGENTIAL/SITUATIONAL SCHOOL

CHAPTER IV. DEVELOPMENT OF CULTURAL ELEMENTS IN MANAGEMENT

4.1 GEERT-HOFSTEDE MODEL OF CULTURAL DIFFERENCES

4.2 PRO MODELS OF ORGANIZATIONAL DESCENTRALIZATION

4.3 CULTURAL MODEL AND CHARLES HANDY MANAGEMENT PARADOXES

CHAPTER V. HUMAN RESOURCES CULTURE IN A COMPANY

5.1 THE CONCEPT OF HUMAN RESOURCES QUALITY IN A COMPANY

5.2 STRATEGIC CULTURE ITEMS

5.3 INTERNET CULTURE

CHAPTER VI. IT CULTURAL ITEMS I ROMANIA

6.1 TRAINING AND CONTINUOUS LEARNING OF HUMAN RESOURCES

6.2 ORGANIZATIONAL CULTURE

6.3 THE FUTURE OF HUMAN RESOURCES

CONCLUSIONS

ABSTRACT

Although human capital as a notion is based in 1960's, it is still on the road to scientific maturity. On one hand, human capital is groomed through its economical roots, on the other hand by its practical nature. From an economic point of view, we can translate human capital as a production factor, and the next logical step is that we will measure and value this factor. From a practical point of view we can translate human capital into the result of learning cycles in different shapes and forms. The economic approach assumes founding a general theory to define the notion in abstract terms, preferably in conjunction to other production factors less explainable. The practical approach must take into consideration the context that highlights human capital best. Last, but not least, the economical approach searches for management and economic differences of human capital as a production factor towards organizational resources, analysed mostly by microeconomics, and the practical approach takes into consideration human capital as an indicator of the current dynamic and volatile economic environment¹.

In the present work we have created a link between the the main concepts underlying human capital and this: human resources, capital assets as well as cultural elements.

We have highlighted approaches in human resources management thinking, especially historical approaches that have weathered the ancient era and until the Industrial Revolution. We have also highlighted the potential of human capital in the context of a proper investment decisions.

We have explored the crossing between human capital and the various theories of the company, but also cultural elements in management development.

From a broader perspective of the chosen research topic - IT Cultural elements in Romania- the paper here aims to synthesize these perspectives addressed over time in an evolutionary process dependent on social and technological factors. The objective is to identify the key elements in the evolution of human resources management, in the cultural context in which they crystallized, identifying not only what these items were but also why they occurred in those contexts.

The paper aims to present different views of some human resources and management schools, from hystorical perspective untill present. The purpose of the study of different human resources insights is to emphasize possible ways that can contribute to the current management practice, if and to what extent they are applicable. Also, a detailed examination of views on human resources and the context in which they were crystallized can bring new visions on various current management practices.

Although the science of human resources was separated by about 100² years, this discipline, separate from general management, constituted a key issue for every thinker and theoretician of management and economy.

¹ Burton-Jones, A., Spender, J.-C., The Oxford Handbook of Human Capital, p. 8

² <http://www.cipd.co.uk/cipd-hr-profession/centenary/>, accesat la data de 24-Mar-2014 ora 09:35

They treated the issue of human resources - of workers – in heavily dependent contexts social, economic and political structures of their times.

In the paper we developed, on the other hand, the concepts of quality, human capital and competitiveness were used to determine to what extent quality of human capital affects business competitiveness.

The human capital perspective is relatively new developed from a theoretical point of view. The first valuable approach on human capital is that of Garry Becker³. After the development of modern theories of management, Becker approaches human capital scientifically. For most people, says Becker, capital means a bank account, IBM stocks, assembly lines or steel plants. All of these are forms of capital in the sense that they generate income and other benefits on the long run.

From the point of view of human capital, man is currently active in all activities of the company: defining and executing strategy, operational planning, monitoring, control an innovation. Also, human capital can be a competitive advantage for the company, on itself. We bring as examples Jeff Bezos from Amazon or Steve Jobs from Apple.

The wording "organizational culture" describes a set of meanings, beliefs, behaviors, attitudes and values which characterize a group or organization. Organizational culture was best expressed by Johnson(2000), through organizing cultural elements under a network of influences(the cultural web).

The cultural paradigm is an assumption or set of assumptions about the organization that are declared and are taken as such within the organization. For example, "satisfied customers at any cost" may represent a cultural paradigm of a consulting organization for which the confidence gained from the customer is very important.

The most interesting fact in this network of influences is the complexity of trying to intervene in any organizational culture. The more an organization is developing and maturing, the more any attempt to modify something in its structure is harder to achieve, and it assumes a greater effort on the long run.

Also, we notice that any influence in this cultural network represents an influence on the whole network, meaning that a small change on the cultural paradigm, for example, triggers recoil effect on all other cultural elements.

Obviously, a strong organization needs a powerful culture, and in order to become powerful, a culture needs guards to insure its survival in a competitive market environment.

From the perspective of measuring human capital, aside its dependence on education, culture, research-development at a macroeconomic level, a possible future research direction is the hypothesis: „the bigger the human capital stock in a company is, the higher is its competitiveness on the market in which it operates”.

Although, originally, management science approached the role of men in an organization from a limited point of view, this approach was adapted to the economic needs and requirements of the time.

Future economic and social developments have generated developments in managerial approached on the role of men in organizations.

³ Becker, G. S., Human Capital – a theoretical and empirical analysis with special reference to education, National Bureau of Economic Research, New York, 1975

From simple robots without life, the role of men in organizations has expanded to include social perspectives, personal needs and motivation, and then resources for the organization, and eventually management science acknowledged their value of capital.

The step made from human resources management towards human capital management is an important step, with major implications on an economic and social level. If we can observe human resources from a classical managerial, mechanical, perspective, then human capital needs a broader perspective which must include social, administrative and economical changes that it anticipates:

- Human capital helps companies to extract multiple benefits from the relationship with its employees, through the fact that being more healthy they can work more and generate much more production, but also through the fact that they are much more motivated and trained;
- Human capital allows the company to attract its candidates with higher training for specific positions, thus avoiding the dangers of hiring human resources and then having to train them for a specific level of performance;
- Human capital encourages free flow of information between different organizational levels;
- Human capital increases the importance of personal communication skills, negotiation, soft-skills in general and helps employees to develop towards preferential areas that are not imposed.