

STUDY ON THE NEW MANAGEMENT OF CHANGE IN ROMANIAN TOURISM

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Abstract

After 30 years of searching, the cities decline from the Caraș-Severin County may be terminated if it passes from the cities "acceptable" to the cities "attractive", both for its inhabitants and for investors and visitors. It needs a new approach to economic and social life in the Caras-Severin County. The paper presents the results of the survey about the changes in modern management, identified from the experience of Romanian managers in tourism.

The Caras-Severin County can become a tourist destination if they meet the 8 fundamental requirements to development of a place: there is investment in new industries and modern services, has modern infrastructure including Internet services, can be start up in business, has elements of attraction, the workforce is educated and it has a positive image.

By this online study one presents both the obstacles encountered and the recommendations for such a type of management that the present and future managers must take into account.

Keywords: *attractive place, modern management, trends and recommendations for managers*

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*"A place becomes attractive if residents, visitors and investors
feel the emotion of filling in word, thinking and action:
It is a place where I would like to work, live and entertain me. "*
[P.G.]

1. PREMISES

The technological explosion in these past years has shown us that the future is being created at an extremely speedy pace. Nowadays, managers have two tasks in the management practice: to solve the problems of the present and to prepare for the future.

The theme proposed is to see the way in which managers in Romania from tourism, in the 30 years, 1989-2019, have passed from the leadership claiming „*I am the front runner and show you the direction*” to the leader who stands among

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his subordinates and relies on the people around him to reach the set goals in a given timeframe

It needs a new approach to economic and social life in the Caras-Severin County. The Caras-Severin County can become a tourist destination if they meet the 8 fundamental requirements to development of a place: *there is investment in new industries and modern services, has modern infrastructure including Internet services, can be start up in business, has elements of attraction, the workforce is educated and it has a positive image.*

Furthermore, the tourism manager must make the people he leads follow him! People work for people and not for an organisation or a system.

Consequently, you may have the best strategy in the world for an organisation, but it becomes reality only with people who make a team through the way they work and communicate.

2. THE ISSUES FORWARDED

Today in Romania we speak more and more about the passage from traditional management to modern management. Conceptually, management has moved from the definition of **Peter Drucker** (Drucker, 2005):

„Management is the science and art to work with people. Its task is to make people able to work together, valorise their strengths and reduce their weakness to the minimum”, to the new definition, forwarded by **Tom Peters** (Peter, 2006):

„Management implies the highest responsibility. You have to take into account the people you cannot control, the activities that you do not perform yourself or the organisations which may not share your ideals.”

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The specialist in conflict management **Kenneth Thomas** identifies five styles of conflict tackling, each of them being determined by the conditions in which the conflict takes place and especially the interest of managers who aim at solving the conflicts (fig.1):

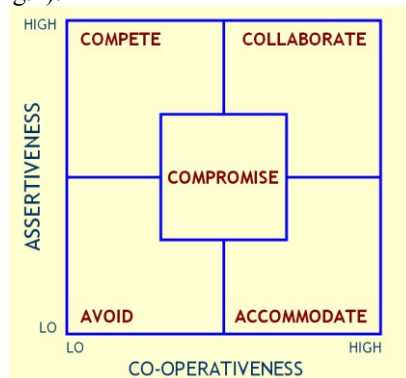


Figure 1. Styles of conflict treatment
(Source: Adaptation aped Kenneth Thomas, 2006)

The study was realised by an online research, carried on in the period May 15th 2019 – October 15th 2019. By the electronic form transmitted to the 275 managers in the Caraș-Severin County, we asked them to share 3-5 experiences they consider decisive for the tourist management activity.

The managers who responded to this survey have lived unique experiences in their career.

What motivated the most the responding Romanian managers to open their own business in tourism is the **independence** it offered them. They work in tourism they have loved since they were very young.

The second reason was the prospect to have an **additional income** from the development of the firm.

The third argument in favour of one's own business was the opportunity to assure a **balance** between personal life and career.

3. THE CORE OF THE PROBLEM

After the synthesis of the main management experiences of the respondents, after the study conducted we may list the following requirements for a modern management in tourism:

The main obstacles they had to overcome were:

- Frequent changes of legislation and legal provisions for the private sector, which led to the lack of predictably and even to the uncertainty of the business;
- Difficulty to find trained and educated labour force for certain occupations;
- High number of controls from state entities and agencies, and, without any preventive actions, the direct imposition of fines and sanctions, for irregularities detected in certain less known procedures;
- Unfair competition of industrial distributors and multinational companies which received facilities from the Romanian state;
- Pressure of the import of products from other countries at lower prices;
- High taxation for the employers in the relation with the state (income taxes, fees, contributions excises etc);
- Lack of consultancy and assistance from the part of state's specialists for eliminating the barriers of language and culture for accessing European funds with eligible projects and the timely payment of the due amounts.

In order to be a good manager, you must always learn and keep up with the new technologies and learn from the experience of the others.

Today, everything is evolving and changing in business, and there are ups and downs. At the same time, the young Romanian managers are people with passions and in everything they do they seek to enjoy every moment of life. That is why the Romanian management is talking more and more about the experiences and ideas of the Romanian managers in tourism, crystallized in time and influenced by the new technologies.

If the expectations of a modern management are to aim at customer satisfaction in proportion of at least 62% and the other options to represent only 38% the current Romanian management is exactly the opposite. That is why it is necessary to rethink the current management in Romania that needs to become a solution management through the 100 ideas identified in the Romanian management:

People are the most important and their work must be respected no matter on what level they are, from researchers to unskilled workers;

Authentic. Of all the leadership methods, the personal example is the most effective. The personal impact is more convincing and all ideas must be supported with passion and arguments;

The decision must be taken in due time, neither sooner nor later. Big decisions are not taken overnight. It takes 24 hours to make them;

Time. No day is like the others. But every time you find your enthusiasm for work as if it is a new day;

Success comes when experience is combined with research and continuous innovation;

Trust. To make people follow you on a certain strategy (path!), you must first gain their confidence: „*People do not follow you as a leader until they're convinced you care about them.*”. (Cioban C, Coda Vinci-Resita)

Walking in the customer's shoes. Customers need to be listened to in order to improve products and services to their liking;

Balance between professional life and family. Allocate time to your family, because you cannot recover the lost time: „*Instead of monitoring your children, be a child with them!*” (Stoica M, Claris-Văliug-Crivaia)

Competitors. The market must be analysed all the time and you must know what competitors are doing;

Organisation. Discipline can make the difference between success and business failure;

Courage and not convenience. No business was born out of convenience, but by every initiative to create something desired and sought by customers and the courage to take risks;

To not seeking shortcuts. The shortest path is the one you know;

To not judging by appearances. The first impression only matters if it is confirmed in time;

Stop surrounding yourself by weak people. People who say only "YES" are just „yesmen” and not loyal to you and your company;

Stop avoiding people who contradict you. There are really friends who contradict you when you do not make a good decision;

Let us not forget where we started. The roots define your character and your common sense;

Let us not be overwhelmed by trifles. Don't lose yourself in things that no longer see the essence;

Clarity of thoughts. Every manager must find time to put his thoughts in order;

Wisdom. Every month you will spend less than you earn. Whether you earn a lot or a little, a little savings will create the feeling of tomorrow's safety;

Price and plus value. Customers will want to pay online, by smart phone and on the spot. They are not just looking for product / service descriptions, they want to compare them with other competition products, read "reviews" from other customers, and find out more;

Entropy. In the information society, created after 1981, everything in the universe is scattered, energy dissipates, and too much information creates organized disorder. This is also the case in business if you want to do everything;

Inertia. There is the trap that things in an organization advance by inertia, out of habit;

Not to know is a chance for every manager. Too many managers fail, being convinced that it is their duty to always prove that they know everything;

Attention to the unforeseeable! In Romanian management you must always expect something unexpected and not take anything for granted;

Important and/or urgent. It is necessary to distinguish between what is important and what is urgent. Focus must be laid on important issues;

Negotiation art. When negotiating, it is important to understand what the other party wants;

Success. There are no recipes for success. It is said that half of the successful people is lucky and the other half is smart;

Patience and calm. It takes time to grow as a manager. Do not lose your calm in thorny situations and do not raise walls in front of your colleagues;

Generosity. Be generous with the young generation. If generations have common values, work styles may be different;

Spare time. Each manager will aim to provide their subordinates with the spare time they need, to stay with their family or simply to relax in the middle of nature;

Nothing lasts forever. Situations can change. So can people. Things that are going well today may not be the same anymore. The manager must be prepared to cope with the changes;

Technology can be each manager's best friend. It provides new tools for streamlining activities and simplifying day-to-day work;

The strength to say NO. „Good deeds are always rewarded” is not always valid: „*Learn to say NO. If you want to do it all, eventually someone gets upset and you might be that person.*”; (Balaure C., *Best Rogge, Resita*)

Innovation and not imitation. In a world of changes, if you choose to "copy" others, you will remain behind. By innovation you will be different than the others;

The right man in the right place. A good craftsman beats any process or procedure. Talent does not add to maturity: „*Enrol in your team people who challenge you and speak their mind without fear.*”; (Avram D., *Imperial-Caransebes*)

Empathy. The way you talk to people matters;

Execution makes the difference between a good idea and a good product: „*Do not be afraid to talk about your ideas for fear that somebody will steal them.*” Things have to be completed; (Dusan – *Dusan si Fiul - Reșița*)

Be realistic with cash-flow. There are no words to express how important cash-flow is;

Sport lesson. Sport can teach an important lesson about the team: „*You win and lose as a team and you are always as good as the team.*” (Timofte I., *Boavista-Timisoara*)

From name to fame. No matter how good you are, if you are not known, everything is in vain: „*Try to create a brand, because the reputation you have can open many doors.*” (Copos G, *Ana Hotels –Brașov*)

Pick a team of good people. The people a manager has next to him tells a lot about what kind of leader he is. If good people are chosen in a team, they know their job well and the manager can rely on them;

The future young Romanian employees are rational and live intensely what happens at home or at work, being **hypersensitive**;

Young Romanians are more **practical** than imaginative, in other words, they live challenges through their spirit more focused on immediate results;

Young Z-generation Romanians adore **to be at the core of attention**, to be visible and to express their opinions;

Young Z-generation Romanians, by their personality, really appreciate **personal trust**, which means they CANNOT stand authoritarian bosses with an „obsolete” management style who breathe down their neck to tell them what to do;

Young Z-generation Romanians wish to meet their supervisors only when the project or task is completed, **on the deadline**;

Young Romanians are in search of a certain **personal independence** and will NOT go with the flow;

Young Z-generation Romanians, by their behaviour, although they do not like authoritarian bosses, tend to become authoritarian leaders, being extremely critical;

The same young people expect a lot of understanding from their employer for their specific needs and the taking over by the company of the „family care”;

Technology can be the best friend for each manager in the **relation with customers**.

Awareness of customers through smart phones: „*In this way, the customer learns what he gains if he buys the product and what he loses if he does not buy it!*” (Diaconescu D-OTV Bucuresti)

By passing to „cloud” and online promotion new customers are attracted who do not like being told that one product is better than another, they just do not like comparisons;

Mind refresh. Each manager will seek to provide the free time he or she needs, to stay with his family, or simply to relax in nature to put his thoughts in order and to refresh his mind;

Hiking and business conditions. In business as in sport you must always be prepared for any conditions, for sun or rain;

Cycling and business start. Start is always important in cycling. This is the case in the business world where you have to be the first in a market;

Rowing races and team building. Everyone in the boat must row in the same direction and sync as a team. That's how it works, build and lead teams, then make quick decisions in a local environment where a storm can suddenly occur;

First impression. You may not have a second chance to make a good impression;

Step forward. A kick in the back is a step forward.

Open window. When the door closes, on the principle of the communicating vessels, a window opens;

Be yourself. Take care, if you try to be someone else, you might not succeed. Better drop your mask;

Role model in life. It is very important to find your own role models and learn from each of them, and you will be different in order to be successful;

Fair-play from sports. Learn to receive, but also to offer. When you know subtraction beside addition, you give more confidence than you get;

Learn how to listen. For managers who aspire to become leaders the most difficult task is to learn when to listen and when to ask the right questions;

Gratitude is a rare flower. Good deeds and gratitude never sit at the same table;

Beyond the horizon. Look beyond what is happening today in your business world. You will see "beyond the clouds”;

Quality forever. Do a thing well the first time and every time;

Lifelong learning. No matter how good you are, you always have to learn. The more you learn, the more you find that you know less;

Realistic goals. Always set goals in your mind that can be reached, see „*the light at end of the tunnel*”; (Racoceanu I., Rândunica-Crivaia)

Make yourself known! No matter how good you are in a field if you are NOT known all is in vain;

Level of expectations. Between needs and wishes go only as far as you can, so that you do not get exhausted too soon;

Triangle of tasks. If you don't know, we teach you, if you cannot, we help you, if you don't want we make you, or you are out;

Effect and cause. Do not put the cart before the oxen and confuse the effect with the cause;

Mind reading. Freshness in thoughts, clarity in speech and fulfilment in deeds. Only so one CANNOT say that „*you think one thing, you say another thing and you do yet another thing*”; (Popa I., Casa Baraj-Văliug)

Wise guys and suckers. Romanians are not divided into good people and bad people, but in wise guys and suckers, and the struggle is just not to become the sucker;

Divergent interests. The boss wants you to work for little money, „*to make you really sweat*”, the employee wants to gain as much as possible and work as little as possible; (Popovici G., Continental-Timișoara)

Sequence of days. There is not a bad day or a heavy day, but only a succession of good days and bad days that are part of man's journey on Earth;

Comparative analysis. Be better than others, but especially better every day;

Conflict resolution. If you always see yourself in comparison with others, then you soon „*miss the straw in your eye, but see the beam in the eyes of others*”; (Silasi P., International-Băile Herculane)

Unfair competition. One changed the proverb from „*let the goat of the neighbour die*” to „*let the neighbour die so that I can take his goat*” (Adm. Minerva-Băile Herculane).

Project work. If a project has more than 2 (two) „*ifs*” better not start it in Romania;

Theory and practice. To know and to do are two different things;

The game (failure) expects the error. Learn from your mistakes, learn from the mistakes of others, but do not repeat mistakes;

Assuming failure. When you fall, do not blame others for stumbling and falling;

You embarrass yourself! The failure of the Romanians is not just a bad thing, but a shame: „*I failed, I am not capable of anything!*” (Adm. – Satul Lacustru-Berzasca)

Close your ears and open your eyes. Stop listening to „*it may work like that too*”, and see what you can improve in the future; (Moza S., Căunița-Sichevița)

No risk, no win! Risk is the key to success. It's the icing on the cake!

Perfection and opportunity. Do not seek technological perfection when creating a product, or else you will lose opportunities on the market: „*The TGV just passed and no other train is expected soon.*” (Adm. Condor –Oravița)

Fragile or resilient. Try not to be fragile in business (the one who does not stand shocks), but be resilient (the one who resists to shocks). Shocks make you stronger;

Pride and prejudice. In Romanian, if you do well you will be judged by the pride of success, and if not you will be condemned (the weakness of failure!);

Chess player. When you cannot be the first, you do not have to think that „*the winner takes it all*”, but to consider two or three moves ahead to capture customers and competitors; (Adm. Ambasador-București)

Asymmetry of prudence. Be temperate in words and deeds. Do not let go „*the sparrow from the fist for the crow on the fence*” because the inconvenience of losing is asymmetric to the desire to win. They are the two sides of the same coin;
(Adm. Versay -Băile Herculane)

Duplication in the mirror. No matter what your relatives, friends and foes tell you, when you are alone, look in the mirror. As long as you like what you see, everything is fine. But when you see your "clone" trying to change you are not on the right track;

Job security. People will follow you if they do not feel at work the stress in terms of „*tomorrow I shall not be here.*” (Ursu N., Caras-Oravița)

Leeches exist! In each team there are "leeches" who stall and take breaks to make them feel good;

Always have cash! Always seek to put aside „*light money for dark days*” and not the other way round (Adm. Aquaris –Crivaia-Văliug)

Mother’s advice: Beware of temptations that appear on your way;

Father’s advice: Be a good man, a Man with capital M and never forget your origins;

Grandfather’s advice: Do not forget your roots, the saddest man is the one who has no roots, no nation, no country;

Grandmother’s advice: Do not forget about your parents and those who supported you on your way. It is the only way to overcome the pain of loneliness when everyone is harsh;

Successful Romanians will be the ones who will always have „*freshness of thoughts, clarity in speech and fulfilment in deeds*”! (Popovici Gh. Babacia-UEMR-Coronini)

4. CONCLUSIONS

Following the survey the following conclusions and recommendations emerge:

The first conclusion: the managers have become more cautious and reluctant, on the one hand, and have had to become more creative in using the available resources, on the other hand..

The second conclusion: two categories of managers may be distinguished: the managers focused in survival, and the managers focused on unconventional evolution. The first category had as main strategy to circle around cost control and efficiency enhancement for each activity, keeping in essence the former elements from traditional management. The second category is that of managers who have changed radically, with a positive attitude and an orientation to unconventional evolution focused on vision and strategic thinking, like a „chess player”, to creativity and innovation, courage and boldness to rewrite the rules of the game.

The third conclusion: the two categories exist in parallel and consequently by this survey one presents the results and recommendation for another type of management, which the present and future tourism managers may or not take into account.

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