

THE IMPORTANCE OF FINANCE AND BANKING MARKETING IN THE PRESENT CONDITIONS

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Abstract

Taking into consideration the complexity and dynamics of economic and social life, in general, and especially actual environment which the economic entities and, particularly, the financial and economic crisis facing humanity, the role and the importance of marketing in the financial-banking activities is growing. This role is referring at: actual economic and social dynamism, providing financial and banking liquidity, managing financial and banking risk and customer operations. Responsible for the increased importance of the current banking and financial marketing are factors such as: significant increase in the services sector, in general, and banking one, in particular; complexity and dynamic of marketing environment, especially, the banking sector, increased competition regarding this area and, not least, the effects of the current crisis. In such a context, significant efforts are required towards the improvement of marketing activity, both macroeconomic and banking units in each part.

Key-words: *banking marketing, financial and banking environment, the market mechanism, the banking market, banking operations, forced banking operations, banking liquidity, evaluation of banking risks, relations with the clients*

JEL Classification: G20, G32, M31

Now, during the financial crisis, economic activities are, more than ever, submitted to the rigorous examination of the market, which “rewards” (or sanctions) the “contestants” efforts. Certainly, market means both opportunities and restrictions, the efficiency of each economic agent taking part in the market “game” depending on the way he becomes integrated in the “rules” of such a game. Present life unequivocally proves that efficiency makes the difference between “players” on the market, whose present and future is the result of the way they respond to the requirements of an ever more sophisticated, complex and dynamic market.

On the other hand, as a natural consequence of demographic and especially cultural changes, consumer behavior changes radically, making them more and more demanding. Such changes are considerable and have powerful consequences, thus, economic agents, both producers and consumers, should take into account processes and phenomena like population migration (with all its forms), aging, increase of life expectancy, changes in number and family structure (for example, the decrease of the average number of family members and the increase of one person households), and, especially the increase of family and individual income, and, finally, the “cost increase” of each individual’s time.

At the same time, the increasing complexity of the present economical and social life, the dynamics of the external environment for economic agents, the increase of

their exigencies, require from the participants in the market activities, new and effective ways of involvement in market mechanisms, being obliged to radically reconsider their strategies, and maybe even the object of their activity. There is a need for a new market vision, an adequate responsiveness to its signals, to the environment, a continuous market investigation, and, especially an increasing capacity to adapt to these changes, as well as to influence, and direct the market as much as possible.

Those problems are also faced by those who work in banking and finance. They are even more and more difficult, taking into account the peculiarities of the specific environment, its complexity and the acerbic competition on the financial and banking markets.

Those are only a few aspects which “remind” of marketing, especially when it includes an attitude as well as practical activities and a scientific working armamentarium.

In this context, the present material aims to present a series of brief considerations of the place and role of marketing in economic activities, especially finance and banking. We will try to present such considerations starting from the new trends, generated by the present complex conditions of economic and social life, and especially by the financial crisis. Certainly, from the many problems which could be the object of a complex marketing analysis, we shall select only the factors which contributed to the origin, development and growth of the importance of marketing in banking, to its role and place in the present conditions. We believe that such a topic can be addressed from the following perspectives:

- the role and importance of marketing in the financial and banking activity;
- the role of banking marketing in the present socio-economic dynamics;
- the role of marketing in ensuring financial and banking liquidities;
- the role of marketing in managing financial and banking risk;
- the role of marketing in dealing with customers.

Banking and financial management takes into account the relations developed when allocating and using the financial resources existent in the economy, relations which are reflected as follows: (i) in the state budget and in certain extra-budgetary public funds, which form the public finances (in this case we are talking about the marketing of public finances) and (ii) in the activity of specialized economic agents – banks, insurance societies, exchange agents, etc. – which form the sector of financial and banking services (in this case, we are talking about the marketing of financial and banking services). Of course, our analysis focuses on the second type of relations.

Even though they are not the exact object of our material, we shall briefly present, in the beginning, the main factors “responsible” for the emergence, development and increase of the present importance of financial and banking marketing.

Of course, the main factor is represented by the significant increase of the financial and, implicitly, the banking sectors in the economy. The acceleration of the rhythm of financial and banking services development created the need for “characterizing” marketing and for dedicating a separate marketing domain to those problems and activities, as banks, their management, all their personnel, have an entirely special interest for the knowledge of many aspects related to their domain,

being aware of the negative, sometimes dramatic consequences of ignoring marketing particularities in this sector.

The second, equally important factor, which contributed to the emergence and development of financial and banking management is represented, as we mentioned above, by the complexity and dynamics of the environment in general, and of the financial and banking environment in particular. It is a dynamic, unstable, sometimes even turbulent, an environment of all sorts of “deregulations”, as well as a highly technologized.

Such an environment makes its mark on the banking institution. In these conditions the finance and banking market, as complex and dynamic, is more and more difficult to know, anticipate and especially to control. In such a context, finance and banking marketing finds a favorable acting ground, becoming an important mean by which the bank “tries” to cope with the “meanders” of such a environment and to ensure this way the correlation of its activities with the environment requirements.

Another important factor in the emergence and development of the financial and banking marketing is the ever more acerbic competition in this domain. A competition which imposed and still imposes changes in the banks’ strategy, regardless of their “size” or position on the market. The marketing sectors from a banking institution should present those responsible with the evolution of this competition, with the competitors’ actions, should propose new ideas, so that the bank can successfully face such a strong competition. Only a specialized marketing can respond to such commandments, and this is the financial and banking marketing.

The three factors presented above, even though decisive in the emergence and development of the financial and banking marketing, are not the only ones. There are also the so-called “accelerator” factors which should not be neglected, and here we think especially at the contribution of the economic theory, the works of marketing specialists, the courses taught at a series of economic universities in Bucharest as well as in other economic centres.

In general, marketing has a determining role in the socio-economic activity, being justified by its objective and goal function, a role which signifies, in fact, the emergence and development of marketing in general and of finance and banking marketing in particular. There are three such functions:

- the satisfaction, in superior conditions, of consumer needs;
- maximizing economic efficiency (profit);
- reducing the gap between the offered services, on one hand, and the expected and received services on the other hand.

Such a role is, of course, imposed by the overall evolution of society, which, in its turn, led to the change of traditional relations between production and consumption. Such a role is also found in the financial and banking segment, in this case “there are dysfunctions in the relations between the institution and its environment, dysfunctions reflected negatively in the whole activity of this economic sector, but especially in its basic components: financial and banking liquidity, financial and banking risk management, good relations with customers.”¹

¹ Gheorghe M. Pistol, *Marketing. O abordare din perspectivă financiar-bancară*, Editura Universitară, București, 2009, p. 34-35.

In these conditions, the role of financial and banking marketing will manifest itself in a series of clear directions, which take into account first the present socio-economical dynamics, and then the three important components mentioned above.

I. The contemporary socio-economic dynamics, present in nearly all the domains of present life and which represented a decisive factor in the emergence and development of marketing has and will still make its mark on the financial and banking field, significantly and continually influencing the specific environment. Such dynamics generated multiple dysfunctions in the financial and banking environment as well, with negative consequences on market actions, reflected in multiple disagreements between the bank shareholders and the customer requirements. So, at present we are talking about a “time” for deregulation. The causes are deep and especially multiple, and the consequences on the financial and banking market are considerable, even ample, most of them being also noticed in the Romanian banking activity. We take into account mainly the following such consequences:

- the increase of the number of intermediates acting on the financial market and the emergence, besides classical banks, of non-banking institutions, some even with a great potential;
- the loss by many banks of the dominant position previously held on the market, many of which facing “problems”;
- the placement of disposable money attracted in different economic sectors, by investments on the capital market, in commerce and tourism, on the real estate market, etc., in order to obtain extra profits, but with much higher risks;
- the reduction of differences between the financial and banking institution regarding the activities performed, services offered, prices, distribution and promotion.

All these phenomena led to the appearance of a considerable number of commercial banks, as well as the extension of their geographical areas, and diversification of the services offered. Subsequently, we are witness of an ever increasing separation between the financial services provider and consumer, thus increasing their risk of failure. In these conditions, marketing is called upon to become an important mean by which such service providers ensure the correlation between the activity performed and the customer requirements. That is why, for a banking institution marketing will represent the conception of putting into practice and realizing, with all available means, the objectives of consistent development and satisfaction of the previously determined and selected market segments. In other words, marketing appears as a response to the environmental changes, to an ever more unstable, changing, even “turbulent” environment.

Of course, the effects of applying modern marketing methods and techniques in the financial and banking sector are beneficial, both for the service provider, ensuring a high efficiency of the activities performed, and for the service consumer, ensuring the identification of his needs and requirements with the services offered, adequate information, multiple possibilities of choice, sometimes even facilities, in other words, a high level of satisfying his requirements.

II. In the framework of the functioning mechanism of a bank, the problem of liquidity is permanent. A bank is considered to have liquidities in the conditions of immediate access, at reasonable costs, at the necessary funds. This means that the bank

either has the necessary sums, or it can get them by borrowing or selling actives. In this context, bank liquidity has a series of functions, among which the most important are:

- assuring the creditors of the capacity of the institution to fulfill its obligations;
- avoiding the losses resulted from forced operations on the market;
- avoiding forced active selling;
- avoiding forced refinancing.

Banking marketing seems to have a considerable role in realizing those functions, which can be adequately managed, Thus, it is assumed that, after engaging in a series of intermediating operations, attracting short-term resources and placing these resources on the long term, the bank can find itself in a potential non-liquidity position. Such a potential lack of liquidity should be foreseen, the need for liquidity should be estimated, considering that liquidity depends on a series of present and future situations of the different markets on which the bank acts.

As we are talking about the relation between supply and demand, we are facing a typical marketing problem, of studying the overall economic conjuncture, especially those of the financial and banking markets. It is precisely the knowledge of the above-mentioned situations, but especially their future prediction, which constitutes the object of marketing research. In such a context, marketing is called upon to ensure the continuous surveillance of the socio-economic environment, first by designing an adequate marketing information system, and then by feeding its database, with the help of marketing research, complete and concrete information, available at the right time. In order to do this, the management of the banking activity should be completed, during the specific processes, by a series of marketing actions.

Of course, in principle, all these problems are among the attributes of the bank treasury, a market-oriented, sales- and client-oriented treasury, concepts specific to classical marketing. In such a situation, the activity performed by the bank personnel is no longer based only on intuition, experience and flair, but, in the first place, on the modern armamentarium it requires. Such working methods allow the inclusion of current treasury operations in a strategic vision, existing the possibility of offering the managers the market information necessary to adopt the most efficient decisions.

Understanding the role and place of marketing in the banking activity, in general, in assisting the whole treasury decision process, and, implicitly, the process of ensuring banking liquidity in particular, represents a fundamental condition for a quality management, a management in which the main role is held by the modern marketing methods and techniques, with all their prerequisites (scientific armamentarium, prestigious specialists, modern methods, well-organized market research, etc.).

III. An entirely special role is held by marketing in risk evaluation and risk management. Financial and banking risks also involve a market component, the risk being determined by the degree of knowledge of the customer with whom the bank establishes a partnership at a certain time. Traditionally, knowing the customer means analysing some economic and finance indicators given by the customer through the presented documents, such indicators “not being able to present a complete image of the client’s situation in a certain moment, and, subsequently to evaluate the risk correctly.”² In these circumstances, marketing has, as we mentioned, a special role in

² V. Olteanu, *Marketing financiar-bancar*, Editura Ecomar, București, 2007, p. 29.

evaluating the risks, because, through specific research, it can offer a series of supplementary relevant information, more complete and valuable regarding the risk of accomplishing the operations.

Thus, from the analysis of each type of financial and banking risk results the role of marketing in its management.

a. Credit risk is expressed by the losses registered by the bank as a result of the debtor's infringement of the obligations enlisted in the credit contract. Classically, in order to prevent such risks a series of known methods are employed, among which the main role is held by guarantees. Unfortunately such guarantees are also subject to specific risks, in most cases, when their capitalization is tried, it is noticed that their market value has deteriorated, being below the level estimated when signing the contract. In this conditions, marketing has an important role in risk evaluation, being required to evaluate, by a series of marketing research, the activities of potential debtors including the material guarantees offered. At the same time, marketing research will also take into account the post-credit customer behavior. These researches can focus on different aspects, especially on the "habits" of delaying and postponing rates and interest, of launching large-scale economic operation without coverage, on the debtor's experience and previous results in the economic activities performed, etc.

b. Liquidity risk, expressed by the difficulty to gather the necessary resources to respect one's obligations at a given time, appears when a bank has no longer the capacity to mobilize resources at "normal" costs.

Of course, there are a series of classical methods used by banks in such a situation, which we will not present in our article. Marketing is involved in managing the liquidity risk through specific actions, aimed at leading to the establishment of efficient activities, with high yields, and, especially, at attracting disposable money from the economy.

The second condition of decreasing the liquidity risk, related to creating and consolidating a favorable bank image, is essentially a marketing problem, this role being fulfilled by a large series of marketing-specific methods, techniques and instruments, among which an essential role belongs to the "positioning" of the bank in relation to the competition.

c. Interest risk is the risk of decrease of the bank's incomes, and subsequently its profits, as a results of the decrease in interest rates. Predicting the evolution of interest rates has a particular importance, marketing being called upon to conduct studies of the overall economic conjuncture, as well as of the main markets: for goods and services, monetary, financial, of the exterior trading balance, payment balance, etc. Although, all over the world, such predictions and evaluations are currently made by central banks they are also among the concerns of the marketing compartments of banking and financial institutions.

d. Market risk refers to the unfavorable deviations of market values, of positions, during the minimum time interval necessary to liquidate the positions. Market risk is based on the instability of market parameters, such as those of the bank, exchange rate, indices. Besides classical bank management methods to eliminate or at least to minimize market risk (for example changing the portfolio), taking into account that this

risk is largely due to conjuncture, the role of marketing is not only obvious, but also decisive, the study of conjuncture being an important objective of marketing research.

e. Exchange risk leads to losses originated from the evolution of the exchange rate, being closely related to the interest rate, and, especially to its evolution in the countries which emit currencies. Also in this case, in order to evaluate risk conjuncture studies are used of world economy, financial-monetary market in general, of the situation of each country in particular, studies which essentially belong to the marketing domain.

The role of marketing also manifests itself in the proper management of other risk as well, and here we are talking first about operational risks (determined by the quantity of the bank actives, by the activity of functional departments responsible for their monitoring, etc.), and then the bank's solvability risk (the risk of not having enough funds to cover the eventual losses). Such a role will manifest itself mainly by market research, by previsions and by a careful and continuous study of the economic and financial conjuncture.

IV. Customer operations are, of all operation categories of a bank, the closest to the problems and concerns of marketing, in this situation the institution appearing as a service provider. In this case, the role of marketing consists in approaching such operations from a specific point of view, using in this purpose adequate methods and techniques, as well as a suitable scientific apparatus.

Essentially, the operations with customers will find themselves in the activities performed in a logical order, whose final result will be the creation of financial and banking products followed by their delivery with the help of specific services (financial and banking services). In these conditions, and from the perspective of the final goal, the specific marketing activities will find themselves in a set of objectives, which can be summarized in four components: creating and delivering products and services adapted to consumer demands, promoting the image of the bank, of its products and services, improving the relationship with customers and designing and conducting adequate marketing programs. We shall try to briefly analyze them.

a. As a result of the previous presentation, marketing has a special role in orienting the whole activity performed by the bank in general, in creating and delivering products and banking services adapted to needs and requirements. In these conditions, the marketing occupational sphere includes a series of activities, of specific actions, which, in a logical order, can be presented as follows:

- Innovating and diversifying the financial and banking services, starting with the knowledge of needs and demands in all their complexity. In order to do this, the marketing compartment of the bank should always research the opinions of both actual and potential customers, the research being the basis for creating new banking products and services or for improving the performances of the existing ones;

- The increase of banking products and services quality, the role of marketing in this direction being related to the capacity of the network to satisfy consumer demand, to analyze the correlation between the network density, the placement of the units and their dimensions, on one hand, and the demand placement and density on the other hand. In these conditions, marketing has a strong responsibility for orienting the

development activity of the network of operative units and for building the bank-customer relationship;

- Improving the bank's communication activity, and we are talking about the products and services offered, as bank services are more and more regulated, their technical character is more and more obvious, and the customer's degree of economic and financial culture remains relatively reduced. In designing the banking product (service) marketing has an well-determined role, because it is called upon to bring a suitable scientific armanetarium for resolving the possible problems of this domain;

- Studying the competitor's products and services, as the decisive element in winning the market is connected to the differentiation of the products and services offered;

- The careful analysis, the investigation of the potential workforce, the knowledge of the potential employees' degree of professional traning.

In this context, banks have radically changed their perspective for recruiting and selecting the personnel, most of them establishing permanent relations with the higher education institutes, even with their students (practising in the bank, giving scholarships, even signing preliminary contracts with the students that the bank wants to employ at the end of the studies).

b. An entirely special role is held by marketing in promoting the bank's image, as well as the image of its products and services. Monitoring and continuously consolidating the image of the bank, of its products and services, as well as creating and maintaining the brand image are certainly actions belonging to financial and banking marketing, being the object of complex promotional activities.

c. Creating adequate relations with the customers, optimizing those relations also belongs to the marketing domain, beeing the objects of a new branch, called relation marketing, defined as "the sum of relations, networks and interactions".³ From this perspective, relation marketing is called upon to contribute to customer retention, the increase of bank's degree of security and stability, of market efficiency, etc. Currently, relations with customers can be operationalized by using specific programmes, containing marketing-specific methods and techniques. In these conditions, there is obvious that the marketing vision on the bank-customer relationship mandates the transition from the traditional, simplistic, empirical approach, to a modern, scientific approach, based on knowledge, research, instruments.

d. The object of activity of financial and banking marketing also includes activities related to founding, establishing and conducting marketing programs. In the bank, marketing programs are designed and used both at the central institutional level, and at the level of the network of units. The need and utility of marketing programs are obvious for promoting and consolidating the bank's image and its offer on the market.

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LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

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Abstract

Successful leaders enjoy their work during a high appreciation and support from most members of the organization. One of the major reasons is that of how the leader acts with those around him: chief, colleagues, subordinates, etc. In many cases, the leader treats others as family members and it stimulates the professional and personal development. We returned to the definition of leadership to show that, in fact, labor leader is a sequence of decisions or actions to implement decisions. A leader situated on a higher level than that which is all circumscribed process management functions: forecasting, organization, coordination, training, monitoring-evaluation.

Key-words: *management, leaders, leadership, organizational effectiveness*

JEL Classification: L22, L26

Credibility is a quality that no one gives you one, it must be built and upheld at all times. We can say today that we are credible, we are not tomorrow, but we will believe again in two days. The term of credibility comes from “creed” – to think and become an indispensable quality for a successful leader. Leaders link their success to the values that were the basis for decisions and actions, the ability to work as a team with his colleagues. They are key elements of the evolution of an organization. The vision and energy depend on their trust and involvement of all employees of the organization. They are the ones who are able to establish attractive targets for staff organization and find the best ways for them to be achieved. But they do all these things alone. They rely on their employees, those who believe in them. The challenge for leaders is a growing, because they now interact at all levels of organization, with an increasingly educated workforce.

„The leader makes decisions and initiate actions that influence decision making and operational behavior of others”. The problems led the field – business, department, section, etc. – have multiplied, their complexity and difficulty increased resolving their impact on results, etc. has grown considerably. Such cases, generalized in the Romanian firms, requires a lot leaders, regardless of their place in a hierarchy (higher, medium or lower).

Internal and external challenges that the company is subject him to remain leader of overtime, sometimes working at home. But as the answer to such challenges can be positive.

It is better that way? Our leaders give due importance and proper use of their time? They know that:

- a good time is often limited;
- time can not be bought;
- time can not be stored or put away;
- time is life;
- the time may be increased;
- over time is unruffled and irrevocable?

The answer to the above questions, usually do not!

In the leader's labor – regardless of hierarchical level on which the position held and the importance – there are shown many deficiencies, under which mention:

- a) overcome frequent duration of working hours (8 hours);
- b) inadequate structure of working, in that:
 - the work of design, in reference documentation is ready, and management, dealing with a very small share in total employment over time
 - share for participation in meetings is still relatively high (we refer to intelligence production meetings, meetings of “party”, etc.)
 - excessive fragmentation of working – as some experts on whose opinion subscription, over 40% of the time the leaders level consists of sequences up in 10 minutes, this situation generates what the literature calls “the effect of hacksaw blade”.

Cases also causes deficiencies are found in the following:

a. **objective reasons:**

- lack or failure of strategies and global policies and partly realistic;
- lack of a system of objective categories “to descend” to the plan, the default performers;
- lack of pressure being put on the leader – from his superior, the colleagues, subordinates and the trade unions.

b. **subjective reasons:**

- reduced power or the leaders' incompetence (lack or insufficiency of knowledge, leadership qualities and skills indispensable to the exercise of management processes);
- tendency to “bird” vertical management system to solve problems faced by leaders;
- trend to contacting leaders located on a higher level hierarchy level that is, before solving the problems, which are thought by the degree of substantiation decisions magnify;
- insufficient use (call) of the principles of scientific management, the instruments offered by science management leaders.

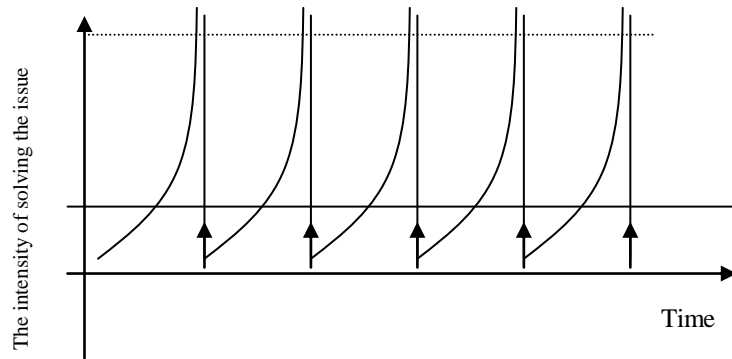


Fig. 1. *The effect of “hacksaw blade”*

Any approach involving the leaders implies efforts and effects. From their comparison results effectiveness or not. It will add efficiency, broad resonance concept and its implications on the labor leader.

• **Labor efficiency leader** involves:

- running all actions involving leaders;
- the commensuration of an effort that also requires steps:
 - a) time consumption;
 - b) consumption of material resources, human and financial.
- a clear identification of the effects, direct and indirect, realized in:
 - a) profit increases;
 - b) increases revenue (turnover);
 - c) expenses economy;
 - d) economy in wages (direct and indirect labor);
 - e) the number of personal economics;
 - f) labor productivity increases;
 - g) improving rates of return – other plans performance.

• **The effectiveness of economic leader** is given the extent to which it “manages to do the right thing to do”, i.e.:

- to plan appropriate activities to organize a field led;
- the field led procedural and structural, so that objectives can be met commitments;
- harmonize decisions and actions of a subordinate staff, as a prerequisite for achieving the objectives;
- to review their work, in light of the results obtained;
- to evaluate these results, to detect the causes that led to “positive misconduct” and “negative” and take some decisions correction or update to be taken.

In organizing labor leaders appear ergonomic features a series of data for specific business management, compared with implementation activities. Starting from the fact that the raw material is an information management issues that raise concern on the one hand, ensuring the conditions of high efficiency, and second by turning their upper leaders organizational decisions and actions.

Ergonomic organization of the driver's workplace should facilitate solving both problems, different, based on hierarchical level occupied by the specific company and organizational subdivision in carrying out their work. Based on these factors and given that staff labor leaders object information, it must design a reasonable job, to create the most appropriate working conditions necessary for the performance management process and functions.

The main requirements to be answered by such a job, held on ergonomic principles that are intended optimize the relationship “middle man work-environment” refers to:

- convenience;
- comfort;
- location and appropriate combination of furniture, of functionally and aesthetically;
- the furniture must be simple, to secure a correct position of body parts during the execution of operations and meet ergonomic and aesthetic needs – normal in terms of environment – adequate technical equipment (telephone, intercom, fax, display, printer, photocopier office, etc.).

It is clear that this last requirement is one of the most important if we consider spectacular recorded in electronic computing equipment with Romanian companies. More frequently, the leader calling services computer equipment to ensure prompt and relevant information and, on that basis, raising foundation of the decisions and actions to implement them. No one can speak of a modern management without the valuable support given by computer, enabling a restructuring of working time of the driver to increase the party affected by design.

Regarding the location of workplace and equipment is necessary to take into account the hierarchical level which is the driver. Thus, for managers and executives, area office should be sized so as to permit the installation, the driver strictly necessary furniture and furniture for the organization and conduct working meetings (meetings) of magnitude lower. Furniture leader equipment may include: classic furniture (working table or desk and chairs, ancillary furniture – cabinets, cupboards, shelves, windows, etc.) Technical means (displays, Xerox's office, telephone, fax, etc.), small office equipment (stationery, paper, notebooks, pencils, stamps, kits, drawings, gum, paper clips, pins, printed forms, stapling and hole devices, etc.); they must satisfy both functional and aesthetic requirements of ergonomics, or have a simple construction, is cheap, to occupy a space as small, to respect the rules of symmetry to achieve a restful color ambiance.

Of particular importance in the organization of work of a leader are the physical demands and nervous factors of environment which have a direct impact on the quality and productivity of its work.

Between the **physical demands factors** we mentioned: microclimate factors (temperature, humidity, air circulation, radiation), light and noise. Creating an ambiance conducive to working as requiring a harmonization of these factors, especially the color and light, the purpose of using color combinations that, beyond taste, they must satisfy other requirements, to correlate with the degree of lighting room, etc. Thus, the colors so-called “hot” (red, yellow, orange) is recommended

poorest in sun rooms, while the colors “cool” (blue, green, gray) will be used in rooms exposed to more sunlight.

Factors of nervous (mental) request relate mainly to:

- the level and profile of the leader training, required by the work done, experience and knowledge appropriate collateral required;
- fulfilment labor management features (intelligence, temperament, ambition, determination, courage sensitivity);
- overall climate in which work is carried out, relations between management and employees, between him and leaders located on higher hierarchical levels;
- the organization of leisure;
- etc.

To note that the action of these factors is so determinate of objective causes (how to exercise and process management functions, manner of formation of working teams, the degree of loading of the driver, promotion prospects) and subjective causes (emotional, susceptibility, personality, power to deepen, conscience, initiative, sense of observation, a sense of responsibility, ability to work in teams, etc.). They add some psycho-social factors, the decisive influence on driving style, the quality of the management. It is about family relationships, a number of problems of transport, housing, nutrition, literacy, etc., facing head examined.

Such effectiveness amplification way leaders work involving the operation in four “zones”:

- promoting specific rules leader-subordinate relationship;
- effective communication between leaders and subordinates;
- reasoning maximize subordinates;
- improved control over subordinates;

Concerning the rules, we can mention:

- to treat others as you would like to be treated;
- to respect the personality of each person, his dignity;
- to take people as they are, not as you think it should be and therefore do not expect;
- impossible to her staff’s concerns and aspirations known best by direct contact, as common;
- to treat each person differently, seeking to understand employees, you fall in place, based on skills, knowledge, skills and abilities that actually possess;
- not “preach”, but to give personal example;
- to be impartial;
- to be severe in terms of principles and flexible in form;
- to always respect one’s promise, whereas the leader must know that;
- a man of his word every employee must be informed in advance about changes that will affect his position in the company;
- to act continuously to develop the spirit of collaboration, to create a climate of mutual trust;
- use the powers and responsibilities conferred with tact, ensuring that subordinates the authority to impose in the knowledge and not through coercion;
- rumors be controlled by known or verifiable facts;

- communication and enforcement should be made tactfully;
- when failures occur due to difficulties or collaborators, the leader must first track to become part;
- recognition of the virtues, knowledge, skills and performance skills of presenting a highly stimulating subordinates at work.

In the category of the most important ways to streamline the communications we can mention:

- motivation;
- motivating a communication clear, concise;
- improving leadership;
- improving speech and listening;
- promotion, primarily, of participatory management styles;
- streamlining the organizational structure of information system;
- management computerization.

Maximizing management reasons is undoubtedly the most important way to improve relations with subordinates. Is achieved primarily through greater transparency of motivational factors that subordinates have the right to report results and retrieve the three characteristics of reasons – complexity, differential and graduality and, secondly, by resorting to instruments specific, of not missing:

- job rotation (change of leadership exercised regularly posts);
- widening items (grouping tasks and broadening the range of decisions and actions involved in them);
- enrichment items (inclusion of new tasks to help boost interest in their occupants to achieve them) Improving control supplement the list of ways to optimize relationships with subordinates.

Supervision leadership during the course management process and ultimately must take place while respecting minimum rules:

- to be constructive;
- to be realistic;
- to be continuing;
- to be causally;
- to allow the adoption of decisions and start to deactivate to facilitate the improvement of subordinates.

Enrichment and upgrading instruments leaders

A. *Enrichment “systems, methods and management techniques”* through effective promotion and use of tools such as:

- Management by objectives;
- Management by budgets;
- Project Management;
- Management by exception;
- Cost-hours-production system (AIMS);
- Decision-making methods (ELECTRE, decision tree, etc.);
- modern methods of management by cost (regulatory, THM, standard cost, value analysis);

- ways to stimulate creativity (brainstorming, Philips 66, sinectica, Delphi, matrix discoveries, etc.);
- methods of analysis and information systems and organizational design (flow charts, OBR, organizational chart, job descriptions).

B. Modernizing leadership through operational systems, instruments, methods and management techniques recommended for use by the leaders placed on different hierarchical levels, based on different methodologies, which enhances efficiency and effectiveness.

Conclusions:

All these aspects allow the shaping of portrait-robot **millennium leader 3rd**, which, according to New Millennium Journal, is characterized by:

- be able, through a single action, to achieve several objectives;
- to plan a few steps forward;
- be able to anticipate every move of competition;
- lead “battles” that is convinced that they will win and to avoid those without odds;
- try making profitable alliances;
- be patient, to improve their sense of time;
- to act exactly the situation so requires;
- to know exactly what is gained and lost and retain only the essence of unsuccessful experiences;
- not bluff in critical situations;
- to seek and exploit weaknesses, mistakes and omissions;
- to use speed and surprise elements as an advantage;
- not wasted resources in the reserve only when necessary;
- to form alliances with rivals its competition;
- to monitor the activities of its field activities;
- ensure that each member of his team knows their role and that is perfect with all the conditions to succeed;
- to be in constant offensive.

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