Romanian cultural organizations must create their own value system most compatible with the basic principles of the market economy. Redesigning management is appropriate and necessary due to the manifestation of failures in management, amplifying the influence of national and international environment – economic, political, technological, socio-cultural, demographic, legal – by fundamentally changing the attitude in this context, from a reactive to a proactive one.

Essential for a cultural institution manager is the ability of "public relation" and "team building". No one can succeed in a system than relying on a team so that communication skills are essential. The team must be constantly rebuilt and strengthened, because it is in human nature the constant appearance of the divergences of views and vision, of the mode of action between individuals, especially when the cooperation is a longer one.

Cultural institutions require very good managers, able to mobilize and increase the potential execution team and the management team they belong to.

Re-projection Management
The European Union Council sets culture in a pivotal position in the process of long-term development. Globalization and economic growth, social development and technological progress have a direct impact on the cultural sector.

As a consequence of globalization and increase of international competitiveness, one can say that “knowledge era, knowledge society, new economy or knowledge economy”\(^1\) are, in fact, based on capitalization of information while information society is interconnected with knowledge society\(^2\). Managers of cultural organizations are constantly concerned with the changes taking place year after year as they try to maintain the efficiency of the organization, especially to improve its performance.

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Romanian cultural organization should create a value system in harmony with the principles of free market economy. Values have to be sustained through concrete measures in cultural organizations. Survival through organizational culture requires preserving values even if this means a short-term sacrifice of financial interests.

We think that most Romanian cultural organizations need to make fundamental changes in assessing and maintaining an enduring value system in the management one as well. Experts recommend that any improvement of the organization’s culture be correlated with a remodelling of its management system, which means premises are created to augment its performance in the economic and social environment.

Against the background of the world financial crisis, the decline of management in Romania speaks of an economic downfall which can only be solved through the implementation of realistic, objective goals and strategic and tactical options.

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The lack of compatibility between the manager and his position, the lack of managerial competence lead to poor results. The prerequisite for the companies’ and public organizations’ revival is the modernization, in fact re-projection their management.

Management re-projection is as much a complex, strategic endeavor as it is difficult. Its outcome should result in an effective management, able to assimilate the Community acquis and to influence the national and international environment behaviour.

Management re-projection based on „people – managers and workers, processes, structures, management tools, information, knowledge and decisions/measures ease the way to good management as well as good economic results”.3

The known management re-projection methods are: that of re-engineering promoters Michael Hamer and James Champy, a second one pertaining to the Management School of the Romanian Academy of Economic Sciences and a third one belonging to Prof. Ion Verboncu, Ph.D.

M.Hamer and J.Champy authors of „Re-engineering the Corporation” write about a radical re-engineering of processes, organization and culture, with a view to their future prosperity, having as a goal a quantum leap in performance, an increased market efficiency that can be reached only with entirely new processes and structures.

Re-engineering as seen by M.Hamer and J.Champy implies reviewing the concepts an organization is based on. They introduce notions such as process-oriented, activities that create value for the customer and rethinking activity as a whole.

The Management School of the Romanian Academy of Economic Sciences and especially Prof. Ion Verboncu, Ph.D approach this topic in a different manner than the promoters of re-engineering – M.Hamer and J.Champy – that is, in terms of stages to be covered with a view to achieving a new, process-oriented management system.

According to the outstanding view of Prof. Ion Verboncu, Ph.D, „re-projection the management system is the most complex manner of management change as it alters the essence of the way the management system and its major components are structured and function up to the point where it replaces it entirely”.

Change should take into account information on the source of problems within the organization. In fact, changes should always take notice to the specifics of organization culture, that can offer information on the causes of problems within the organization.

Romanian society should be aware that, sometimes, in order to develop, to be viewed as socially responsible and to reach its own ideal – among which that of preserving its identity in an era of globalization – it needs to change lest it be removed from international affairs. Such a change requires an appropriate methodology, allowing management re-projection – replacing what is old and unproductive with a new management formula, that offers efficiency and effectiveness.

Management re-projection is timely and necessary because:

- management does not work properly: there are no structured goals at organization, process components or organizational level; these components are undersized; organizational structures lack flexibility; authority and responsibility are not structured hierarchically; decision-making is empiric;
- the influence of environment factors at national and international level is greater – economic, political, technologial, social and cultural, demographic, legal – which changes the attitude dramatically, in this case from a reactive to a proactive one;
- the dynamics of the management science and functioning;
- business processes are more efficient due to better management and economic results.

Management re-projection in itself makes use of logical and strict methodological principles.

3 Verboncu, Ion, Modele de modernizare managerială – abordare comparativă, Analele Universității Constantin Brâncuși din Tg.Jiu, Seria economie, 2010
At present, in Romania, the difficulties many companies face determine managers to neglect less obvious aspects such as: people are the organization, they represent their country of origin, their own culture and value system. Beside certain abilities and skills (wit, a good memory, observation spirit, ability to concentrate and a good health) managers of cultural institution should have good knowledge from different fields of activity, mostly the cultural one, to be good team players, able to self-improve. „Public relations” and „team-building” are essential abilities for the manager of a cultural institution. The best results come from team work which makes communication skills highly important. On the other hand, a team has to be permanently rebuilt and consolidated as human nature is prone to differences on opinions, views or line of action, all the more so when cooperation takes a longer period of time.

At the same time, public image determines whether a management is perceived as positive, especially in case of a cultural institution. Such institutions need very good managers, able to motivate and multiply the potential of the working but also the leading team they are part of. Improved leading methods as applied in the cultural institution indirectly give the measure of the leading team.

The main functions of the management process are assessed in terms of: predictability, organization, coordination, action and control-regulation trigger; decision-making processes would be analyzed at high and mid-level, in terms of strategy, extent of communication, transparency and motivation within the cultural institution.

As already said, in a public cultural institution it is recommended that leadership based on goals be used; succes and development depend on the extent to which the institutional goals intertwine with those of the people working in the industry, while it is necessary to: clearly state the objective the cultural institution set for itself, to establish in advance employees’ contributions, to increase decision-making autonomy, to quantify individual contributions and to control by results.

At all times, the importance of the mutual agreement, between managers and collaborators, on the steps to be made has to be taken into account, in order to reach the desired goals. Results comparison with initial objectives, analysis of deviations, implementing correcting measures and establishing new goals are as many ways of internal evaluation of management performance. This way, the management of any cultural institution becomes national, constitutional, complex, multidisciplinary, integrative and political. The efficiency of the managerial activity largely depends on the quality of the leadership, the organization form adopted, the leading methods employed, the training and improvement of personnel, etc. The results of the cultural institution are considered competitive when the the leadership succeeds in properly organizing its offer, by meeting the internal and external requirements of the cultural agent.

A manager is effective if he has a clear vision on what an effective institution is, if he is able to determine personnel to share his vision, if he manages his time as to see the mission deriving from this vision come to fruition. All economic, social and political activities of the world we live in cannot be conceived in the absence of a concern for performance, achievement and success. Performance, achievement and success have become the priorities and the motivation of any cultural institution that subscribes to the economic exigencies. Irrespective of the field of activity, its legal form or size and the social and economic area in which it operates, the cultural institution has to periodically review its economic and financial achievements, to discover what lies beneath its positive or negative aspects, to correctly assess its ability to adapt to the dynamics of the environment in its field of activity as well as the development perspectives and its position on the market.
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