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CUPRINS

FACTORS AFFECTING PATIENTS' DECISION IN SELECTION OF HOSPITAL

Dharmesh, Motwani[1], **Dr. Devendra Shrimali**[2]

Abstract:

The study is aimed to identify the factors affecting patients' decision while selecting hospital. To serve the purpose descriptive research design is used and a structured questionnaire based on ordinal scale is applied to 142 public & 337 private hospital patients. These patients were chosen by stratified purposive sampling method from Udaipur division. The analysis highlighted the four important factors which affects the patients' decision while selecting the hospital are Qualified & experienced Doctors, 24X7 & Emergency Service, Past Experience with Hospital and Trained Nursing Staff respectively

Keywords: Hospital, Patients' Decision, Hospital Selection.

JEL Classification: M31, P36

Introduction:

Hospitals play an important role in health care services. In the beginning of this sector the hospitals were set up as charity institutions, especially for the poor and the weaker sections of the society, of late; the hospitals are set up with a motto to serve all sections of the society. The development of health care facilities is influenced not only by opening of hospitals and healthcare centers; but also by their administration and management. If hospitals and health care centers are managed properly, there is an expression in the medical care that all the facilities can be provided even at the least possible investment.

21st century is enhancing the complexities of life so customers are demanding more convenience from service industry & hospital sector is also not exception to it. Increasing competition is motivating hospital administrators to incorporate more and more services in the hospitals. On the counter side patients are also comparing services and facilities of various hospitals while availing medical services. This paper is an attempt to identify those factors which affects patient's decision of hospital selection.

Literature Review:

According to **Motwani & Shrimali (2014)**, with the growing importance of service marketing mix, hospital administrators are becoming increasingly marketing oriented. Hospital administrators are keen to identify the factors which may affect patients' decision in selection of hospital. They also identified that in hospital service price transparency, placing hospital services at convenient location of patients, behavior of medical staff, tangibility and process through technology plays important role in differentiating services from competitors.

Chen & Kao (2011) found that the top six marketing-related ways influencing consumers' choice of hospitals are: free medical consultation, referral by friends and relatives, free clinic treatments, the mailing of clinic schedules to potential customers, TV news exposure, and providing education in public health and hygiene. The top methods of promotion, yielding the highest consumer loyalty are (in order of importance): high incidence of referral by friends and relatives; TV exposure; free medical consultation; free clinic treatments; and providing education in public health and hygiene.

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Chao-Chan Wu (2011) studied the impact of hospital brand image on patient satisfaction & loyalty. He found direct relationship between these two variables it means positive hospital brand image not only increases patient loyalty directly, but it also improves patient satisfaction through the enhancing of perceived service quality, which in turn increases the re-visit intention of patients.

Miller (2010) said that in past, a hospital could rely on its location for a stable client base. Now, patients have new ways to evaluate alternatives. Apart from convenient location patients also want to club it with comfortable environment.

Vinodhini & Kumar (2010) identified five factors that influence the creation of brand equity through successful customer relationships: trust, customer satisfaction, relationship commitment, brand loyalty, and brand awareness. They suggested that hospitals can be successful in creating image and positive brand equity if they can manage their customer relationships well.

Consuegra, Molina and Esteban (2007) examined the relationship between price fairness, customer satisfaction, loyalty and price acceptance. They found that price acceptance is directly influenced by satisfaction judgments and loyalty. In addition, price fairness influences price acceptance indirectly through customer satisfaction and loyalty. They suggested keeping price transparency and reliability when prices are increased.

Evans (2006) suggested that social marketing practices can be useful in health care practices in many ways. During social marketing campaigns like antismoking, female feticides etc., practitioners can reinforce media messages through brief counseling. Practitioners can reinforce social marketing messages during their direct & indirect contact with patients that will enhance the credibility of doctor & hospital.

Objective

The proposed study is done to identify factors affecting patients' decision in selection of hospital

Research Methodology

(a) Research Design: - To serve the purpose of research paper descriptive research design was used. Primary data was collected with the help of close ended questionnaire.

(b) Sample Design: - Our target population involves the patients of public and private hospitals. 479 patients of Public (142) & Private (337) hospitals were selected through stratified purposive sampling from Udaipur division.

(c) Analysis: - The data collected was analyzed with the help of Weighted Arithmetic Mean and factor analysis.

Analysis & Interpretation

After thorough review of literature 18 factors were identified that can affect patients' decision in selection of hospital. Patients were asked to indicate the importance of these factors affecting their decision in selection of hospital on five point scale starting from most important (5) to not at all important (1). Final ranking is obtained with the help of weighted arithmetic mean. In order to calculate total weighted score, the numbers of respondents who have given importance from 5 to 1 are multiplied by 5 to 1 respectively. The mean score is calculated by dividing the total score by total number of weights (i.e. 15).

The table 1 shows that, the Qualified & Experienced Doctors was the most important factor affecting the patients' decision in selection of hospital with a weighted mean score of 151.27 followed by 24X7 and Emergency service (Weighted Mean score = 146.27). Trained Nursing Staff ranked 3rd with a Weighted Mean score of 142.07, followed by Explanation of health problem & treatment that ranked 4th with a weighted mean score of 139.13. Modern equipments & labs was the fifth important factor to affect patients' decision in selection of hospital with weighted mean score of 137.73 tailed by Quick response system at 6th rank with a weighted mean score of 134.40.

Positive word of mouth graded at 7th place with a weighted mean score of 132.93, trailed by Past experience with hospital at 8th rank with a weighted mean score of 132.67. Courteous & friendly supportive staff ranked as 9th important factor affecting patients' decision in selection of hospital with a weighted mean score of 130.07. The weighted mean score of convenient location was 129.93 and ranked at 10th place followed by Infrastructure & physical environment (rank=11) with a weighted mean score of 127.87.

Affordable prices ranked at 12th position with a weighted mean score of 126.27 demonstrating it as a one of the most important factor affecting the patients' decision in selection of hospital. Inbuilt pharmacy facility ranked at 13th place with a weighted mean score of 123.80. Least waiting time placed at 14th position with a weighted mean score of 123.07 followed by convenient hours at 15th rank with a weighted mean score of 120.80.

Brand name of hospital ranked at 16th with a weighted mean score of 115.20 followed by coverage under insurance placed at 17th position with weighted mean score of 107.80 and Promotional campaign which was the least preferred factor by the patients with a weighted mean score of 91.87.

Table 1 - Factors Affecting Patients' Decision in Selection of Hospital

No.	Weights	5	4	3	2	1	Total (N)	Weighted Total	Weighted Average	Rank
	Importance	Most Important	Important	Moderate	Less Important	Not Important				
	Decisive Factor									
1	Affordable Prices	184	136	124	23	12	479	1894	126.27	**12**
2	Convenient Location	183	200	55	28	13	479	1949	129.93	**10**
3	24X7 & Emergency Service	332	99	42	6	0	479	2194	146.27	**2**
4	Promotional Campaign	37	109	160	104	69	479	1378	91.87	**18**
5	Brand Name of Hospital	109	178	109	61	22	479	1728	115.20	**16**
6	Past Experience With Hospital	191	211	52	10	15	479	1990	132.67	**8**
7	Positive word of mouth	181	227	46	18	7	479	1994	132.93	**7**
8	Qualified & experienced Doctors	375	84	18	2	0	479	2269	151.27	**1**
9	Trained Nursing Staff	271	160	40	8	0	479	2131	142.07	**3**
10	Explanation of health problem & treatment	230	199	41	9	0	479	2087	139.13	**4**
11	Courteous & friendly supportive staff	168	198	95	16	2	479	1951	130.07	**9**
12	Coverage Under Insurance	67	165	148	79	20	479	1617	107.80	**17**
13	Least Waiting Time	136	203	92	30	18	479	1846	123.07	**14**
14	Convenient Hours	93	217	144	22	3	479	1812	120.80	**15**
15	Quick response system	190	215	61	10	3	479	2016	134.40	**6**
16	Modern Equipments & Labs	237	182	39	15	6	479	2066	137.73	**5**
17	Infrastructure & Physical Environment	150	207	99	20	3	479	1918	127.87	**11**
18	Inbuilt Pharmacy Facility	149	174	107	46	3	479	1857	123.80	**13**

To reduce the number of variables in terms of relatively few new categories factor analysis is performed. These new categories are termed as factors, which also indicate the percentage of variance explained. The results are presented in table 2. Result shows that the total variance explained are 61.129%. This is appropriate for factor analysis. The 61.129% variance was explained by the 6 extracted components.

Table 2 - Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.257	23.649	23.649	4.257	23.649	23.649	2.827	15.703	15.703
2	1.717	9.541	33.190	1.717	9.541	33.190	2.179	12.108	27.811
3	1.473	8.183	41.372	1.473	8.183	41.372	1.786	9.923	37.734
4	1.308	7.265	48.637	1.308	7.265	48.637	1.510	8.391	46.126
5	1.144	6.357	54.994	1.144	6.357	54.994	1.417	7.874	54.000
6	1.104	6.134	61.129	1.104	6.134	61.129	1.283	7.129	61.129
7	.885	4.918	66.046						
8	.832	4.620	70.666						
9	.779	4.329	74.996						
10	.691	3.840	78.836						
11	.640	3.556	82.392						
12	.619	3.438	85.830						
13	.555	3.081	88.911						
14	.536	2.976	91.887						
15	.479	2.661	94.548						
16	.383	2.129	96.676						
17	.318	1.768	98.445						
18	.280	1.555	100.000						

The most important tool in interpreting factors is factor rotation. The term rotation means the reference axes of the factors are turned about the origin until some other position has been reached. Factor rotation assists in the interpretation of the factors by simplifying the structure through maximizing the significant loadings of a variable on a single factor. Table 3 explains that the factor analysis has grouped the 18 variables into six factors. The first two factors consist of 4 variables each, 3rd & 5th factors have 3 variables and 4th & 6th are made with the combination of two variables each.

Table 3 - Rotated Component Matrix

	Component					
	1	2	3	4	5	6
1						0.542485
2						0.800774
3		0.713069				
4					0.675	
5					0.790049	
6				0.795795		
7				0.733834		

	Component					
	1	2	3	4	5	6
8		0.740507				
9		0.693941				
10		0.502572				
11	0.587071					
12					0.526107	
13	0.736438					
14	0.778029					
15	0.598077					
16			0.511154			
17			0.547517			
18			0.734086			

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

On the basis of loading of the statements they are explained below in table 4. As the variables included in various factors are heterogeneous by nature so they are not renamed.

Table 4 - Factors Extracted

Factor	Variable	Loading
Factor 1	Convenient Hours	0.778
	Least Waiting Time	0.736
	Quick response system	0.598
	Courteous & friendly supportive staff	0.587
Factor 2	Qualified & experienced Doctors	0.741
	24X7 & Emergency Service	0.713
	Trained Nursing Staff	0.694
	Explanation of health problem & treatment	0.503
Factor 3	Inbuilt Pharmacy Facility	0.734
	Infrastructure & Physical Environment	0.548
	Modern Equipments & Labs	0.511
Factor 4	Past Experience With Hospital	0.796
	Positive word of mouth	0.734
Factor 5	Brand Name of Hospital	0.790
	Promotional Campaign	0.675
	Coverage Under Insurance	0.526
Factor 6	Convenient Location	0.801
	Affordable Prices	0.542

Factor 1:

This factor is responsible for 15.703% variance of total variance. Four variables are grouped in factor 1 out of which three variables are related to consumption of time. Patients need convenient operating hours of hospital with least waiting time & quick response. One more variable included in this factor is courteous & friendly staff.

Factor 2:

This factor is explaining 12.108% variance of total variance. Four variables are grouped in factor 2 out of which three variables are related to people mix of hospital. Patients are looking for qualified doctors & trained nursing staffs who can properly explain them about health problem & treatment, as well as they also need 24X7 hospital services.

Factor 3:

This factor is responsible for 9.923% variance of total variance. Three variables are grouped in factor 3 related to physical evidence of hospital. This factor says that while selecting hospital patients give importance to inbuilt pharmacy facility, Infrastructure and labs with modern equipments.

Factor 4:

This factor is explaining 8.391% variance of total variance. Two variables are grouped in factor 4 which are related to Patients own experience & others' experience with the hospital. Patients generally prefer that hospital from which they have received better services in past or they have received positive feedback about the hospital from other patients.

Factor 5:

This factor is responsible for 7.874% variance of total variance. Three variables are grouped in factor 3 named brand name of hospital, promotional campaign and coverage under insurance.

Factor 6:

This factor is explaining 7.129% variance of total variance. Two variables are grouped in factor 6 out of which one is related to place and other one is related to price of the hospital. Patients always select those hospitals which offer them services at convenient location with affordable prices.

Conclusions:

It can be concluded from the study that 4 important factors which affects the patients' decision while selecting the hospital are Qualified & experienced Doctors, 24X7 & Emergency Service, Past Experience With Hospital and Trained Nursing Staff respectively. From results of factor analysis these variables can be grouped into 6 factors, which are accounted for 61% variance.

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IMPLICATIONS OF FOREIGN DIRECT INVESTMENTS ON SMALL ANS MEDIUM ENTERPRISES IN ROMANIA

Nicoleta, Mihăilă[1]

Abstract:

Foreign investments contribute massively to the increase of business profitability. Attraction and efficient allocation of capital inflows (mainly in the form of high quality investment made at microeconomic level) represent the main "engine" for GDP growth in medium and long term. This will facilitate private sector access to finance investments, encourage technology transfer and innovation, promote technological parks and business incubators, stimulate innovation and entrepreneurship, support female entrepreneurship, increase efficiency and labor productivity for private companies , as well as management practices based on the principle of investing in people.

Analysing the business environment involves, among other things, identifying and removing barriers that produce strain effects of overcoming difficulties for firms, respectively:

- the desire that the investment in human capital would have immediate effects;

- Insufficient correlation of wage increases and granting bonuses with increasing productivity;

- Dialogue and partnerships with universities that could bring competitive advantage stands sometimes in incipient phases.

Key words*:* SME, foreign direct investments, human capital, education

Jel Classification: E22, I25, J61, O16

1. General aspects

Investments are incentives that generate new economic activities and aims at the production of goods and services needed for a viable economy. More specifically, they are an important element of economic development of any country and its functioning on market principles.

Mobilizing investment resources favors and anticipates strategic development objectives of any country. This process contributes both to increased industrial production, a complex improving of national economy, solving the issues related to upgrading of enterprises, but also the sustainable development of the regions (communities), thus solving social problems.

Foreign direct investments are considered as unique the solution with chances of success for solving structural problems and reduce competitiveness gaps that separate developed economies to emerging economies. Romania objectively needs foreign direct investments to complement and intensify domestic capital in order to support increased competitiveness and resource efficiency of assets and capabilities.

Most foreign investments are attracted to countries with economic and political stability, countries that have made progress on economic reform, restructuring, including the financial sector. The countries of Central and Eastern Europe have attracted foreign investments in different ways, depending on progress made in the process of transition to the market economy.

The deciding factors in attracting a larger volume of foreign direct investment are at present basic economic conditions in host countries, domestic market size, production costs, utility costs, access to natural resources, etc.

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In order to increase the competitiveness of Romanian products and services to cope with the competition in the single internal market, Romania has drafted Competitiveness Strategy for 2012-2020, aligned to European requirements, which aims at moving from economic development model based on hand cheap labour to the one based on quality infrastructure investment, in which the potential of workforce well prepared will be led by creative enterprises. This strategy is based on four pillars:

- Economic performance: macroeconomic stability, industry, pro-export strategy, agriculture, tourism, cohesion policy.
- The efficiency of public institutions
- Efficiency business environment: employment, improving the business environment, financial markets
- Infrastructure: transport, energy and environment, health, education and innovation.

It is recognized that FDI is an important source of employment for the host countries, thus highlighting their role in the creation or job reallocation. Investors focuses on the implications of expanding the production activity at international level and its consequences on both the developed and emerging countries.

We believe that the exit the current economic crisis must be based on foreign investment, founded on competitiveness and higher skilled workforce; the current economic crisis deepens the inequality between people, providing them problems such as the existence of jobs, increasing unemployment in almost all sectors of the economy.

The impact of FDI on employment in the host country depends on many factors: stage of investment, purpose, economic sector and different regions of the host country in which the investment is.

If the investment is aimed at creating new objectives, the effect on employment is reflected in the increasing the number of jobs. If there are mergers, acquisitions or just a replacement of owner's investment objective, it is possible that the number of jobs to decrease or remain unchanged.

If regarding taxation the comparisons are relatively easy to do, the same can not be said about how friendly a business environment is to Employment phenomenon may be influenced by industry or economic sector character where the investment occurs, so if it takes place in labour intensive economic sectors, such as construction or agriculture, it would be possible to achieve an increase in employment labour available locally.

In case the investment is made into branches that require significant financial resources such as information and communication technology, investment effects materialize in increased quality and efficiency of the workforce, a training top and not an increase in the number of employees.

Business environment in Romania needs economic freedom and friendly taxation for entrepreneurs, including foreign investors. Creating a favorable economic environment is achieved by promoting favorable conditions for attracting foreign investors, such as fair and non-discriminatory treatment, protection against illegal expropriation, direct recourse to international arbitration, and the transformation of Romania into an attractive environment from a tax perspective.

2. Investment climate in Romania. Features

The investor, when deciding to invest in a country, focuses on two things: the level of taxation and how friendly is the local business environment. It is hard to decide where is best to start a business: in a low tax state, but with higher corruption, or in one with high taxes, but stable and predictable business environment.

another. In this respect the World Bank realises an annual report, Doing Business, which evaluates all indicators that measure predictability of the business environment.

Romania ranked 73 of 189 countries, compared with 72 the previous position. Basically, despite three regulatory environment improvements considered in ranking by World Bank in Doing Business report for 2014, Romania lost one position, hovering on 73 this year.

In 2013 we ranked 72 position; meanwhile, most countries improved the regulatory environment and understood that small and medium enterprises represent both an engine for economic growth that could help economies to recover and an engine to job creation. That generates implicitly an increase in global competitiveness to attracting foreign investments.

An unfriendly regulatory environment for entrepreneurs means more time and more money lost in the creation and growing a business. On the other hand, an effective regulatory environment will increase the chances for entrepreneurs to develop their business and create jobs, which means for employees social security and stable income

If at general level Romania ranked the 73, on certain areas of analysis considered by the World Bank Romania ranked better or towards the end of the race. For example, starting a business in Romania is ranked 60 of 189 countries, 5 places higher than last year. In Romania it takes 8.5 days and to the performance of five procedures to start a business. By comparison, the global average is 25 days and the fulfillment of seven procedures. At extremes, in New Zealand it only takes half a day and a procedure and in countries like Suriname is needed for an entrepreneur to wait 208 days to register a business.

Romania scored positively in 2012-2013, according to Doing Business 2014 report, at enforcing contracts, facilitating the application by adopting a new Code of Civil Procedure. Also in Romania became easier the payment of taxes by reducing their payment frequency from quarterly to every six months.

Regarding costs and ease of paying taxes, Romania ranks 134 of 189 analyzed countries, 136 to getting building permits and 174 to getting electricity.

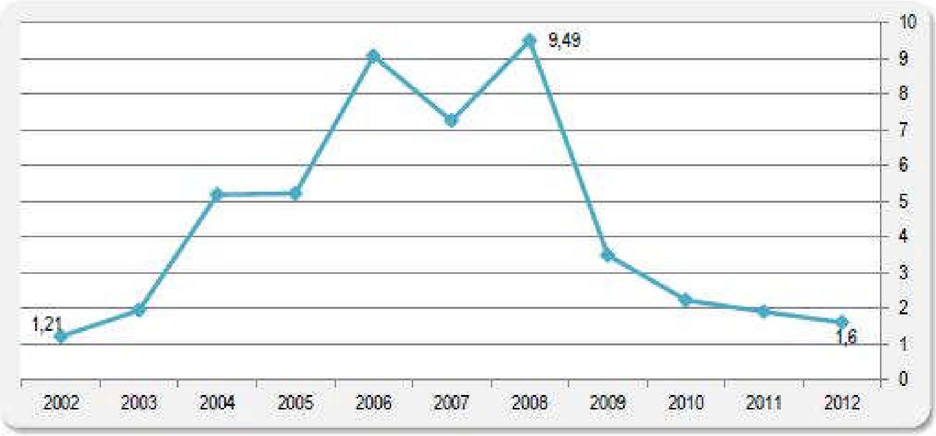
In Doing Business data interpretation should be considered the fact that it has been taken into account the regulatory environment for small and medium businesses operating in the largest city in each country, on 1 June 2013.

More specifically:

- Romania is ranked 73 of 189 countries in context of business environment;
- as regards to access to credit, our country has fallen two places from last year, reaching position 13;
- In terms of starting a business, Romania reached number 60, five positions above;
- in accessing electricity, Romania is ranked 174, one position down from last year;
- payment of taxes by companies has been simplified, climbing Romania to 134th in the world (ranked 139 obtained in 2013). However, European companies have to pay on average only 12 charges.
- In terms of resolving insolvency, Romania climbed four positions to 99th.
- place 76 is the only position that Romania has managed to keep in the overall standings in international trade. Thus, imports require still five documents, 12 days and a cost of $ 1,485 per container.
- Romania is ranked 52 in chapter protecting investors, one position below the previous year. The strength of the business environment in Romania is transparency. However, as regards accountability for managers of firms, ease of opening court cases by shareholders and the investor protection level are still weak points for Romania.

3. Foreign Direct Investments(FDI) in Romania. Characteristics and evolution

Along with beginning the crisis and reducing the volume of foreign direct investments starting with 2009, the annual rates of growth valued at 5-7% have experienced sharp declines. Also, factors of production, such as labour and human capital, suffered significant negative changes, decreasing their contribution to economic growth. Workforce was reduced both in number and qualitatively, through the migration of approx. 2 million people, including more skilled or highly specialized personal and domestic human capital was shaken up by austerity measures introduced. The employment rate of labour decreased continuously in recent years to 63%, showing the lowest value in the EU-27.



Graphic 1 - Evolution of foreign investments in Romania

Source: NBR Annual Report 2013, FDI in Romania in 2012

Evolution of FDI flow had an upward trend since 2002 until 2008, when the peak has touched 9.49 billion. After this point, massive withdrawals of foreign capital led to the collapse of the investment volume to 1.6 billion in 2012. This evolution was reflected not only in the growth rate of GDP, but also in the number of staff employed in the economy in respective intervals. Thus, in the peak year of 2008, the Romanian economy had an average number of employees of 4.8 million people, the largest in tle last decade. In that year multinational companies started business in Romania, such as Nokia mobile phone factory in Jucu, Delphi Diesel System auto parts factory in Iasi or P & G cosmetics factory from Urlați. Other multinational companies have extended their activity and created jobs locally.

Drastic reduction in foreign investments in the coming years, the decrease in consumption and the need to reducing costs for companies had an immediate effect as regards the total number of employees; the historical minimum was recorded in January of 2011, when in the economy were employed only 4,09 million persons.

The flow of foreign direct investment in 2011 amounted to a total value of 1,815 million euro, lower compared to previous year. This volume was distributed in proportion of 83.3% as share capital and 16.7% as net credit received from foreign investors. Distribution of FDI by main economic activity shows the orientation to manufacturing with a FDI value to 1.253 million euros (31.5% of total). Within this industry, the best represented sectors are oil processing, chemicals, rubber and plastic products (6.3% of total), transport means (5.2%), metallurgy (4.9%), food, beverages and tobacco (4.1%) and cement, glass, ceramics (3.2%).

Other areas of interest were construction and real estate (939 million), financial intermediation, insurance (913 million) and trade (409 million euros).

As types of FDI, in 2011 are differentiated greenfield investments, mergers, acquisitions and corporate development. Greenfield investments were very low, only 0.7% of the equity interests in companies and mergers and acquisitions category 2.1% of equity. The predominant (97.2%) in the flow of shareholdings in 2011 was used for the development of companies.

From the territorial point of view, FDI in 2012 are oriented towards Bucharest-Ilfov region, the following development regions benefiting to FDI being the Central region, Western region, South-Muntenia and South-East.

We mention that FDIs were located by territorial headquarters of direct investment enterprises, which do not always correspond with the location of economic activity.

Table 1 - FDI by region, 31.12.2012

Regions	Share in FDI(%)
Bucharest- Ilfov	60,6
Center	7,8
West	7,6
South- Muntenia	7,2
South-Est	5,5
North-West	4,8
North-West Oltenia	3,5
North-Est	3,0

Source: NBR Annual Report 2013, FDI in Romania in 2012

The superiority of the performance of SMEs in the Bucharest-Ilfov region is based on a high level of labour productivity, it reflects the strong financial and economic development of the country's capital, concentrating service activities and less the industrial sector where labour productivity is usually lower.

Table 2 - Macroeconomic indicators for the period 2008 - 2012

Indicator	2008	2009	2010	2011	2012 (prognoz)
Foreign investments(mld.euro)	9,5	3,5	2,22	1,9	1,8
Average number of employees (thousand persons)	5.046,3	4.774,3	4.376,0	4.348,7	4.4430
Number of unemployed (thousand persons)	403,4	709,4	627,0	461,0	462
The unemployment rate by the end of the year (%)	4,4	7,8	7,0	5,2	5,2

Source: National Commission for Prognosis, the projection of main macroeconomic indicators-forecast for 2012 autumn, 2013 NIS releases, NBR Report on Foreign Direct Investment in 2012

4. Education, determining factor in the sustainable development of the enterprise

Europe is confronted with a major challenge regarding the economic competitiveness by increasing labour productivity. In this context, new initiatives for EU competitiveness were launched targeting to key components such as: innovation, expanding high-tech and knowledge-intensive services, new skills and qualifications, sustainable development.

In this context, SMEs are considered one of the driving forces of the modern economy, due to their ability for innovation and technological adaptation, of generator of jobs and export promoters.

Foreign direct investments have a major impact in the enterprise development, through innovation and competitiveness at their level.

Also, universities have an important role in stimulating the creation of new firms in the fields of science and high technology and facilitate the connection between public and private research and business world. Public support measures applied for this purpose are oriented towards increasing the "spin-off" business based on research, through: a review of the status of the researcher, better regulations in intellectual property, annual awards, promoting entrepreneurial campus, improving access to financing for entrepreneurs students, support for business incubators and their certification, providing support for technology transfer centers oriented to result.

Promoting entrepreneurship became a strategic objective in public policy for growth and employment in Europe, especially with the increasing globalization of markets in the 90s. Subsequently, the spread of the global crisis has increased pressure on the economy, creating new challenges and stressing the need to develop a solid base for more innovative and creative entrepreneurs, able to bring economic recovery and create new jobs.

Entreprenorial education is a key factor in this process, with a positive impact on entrepreneur spirit of the young generation, the attitude and willingness to private initiative and finally, the role in economy and society.

Entrepreneurial abilities can transform ideas into actions, involving creativity, innovation, risk taking, the potential of project management and achieving goals. But only by suitable training individual talent can be taught, allowing the understanding of a given context, evaluating opportunities and risks, implementating the entrepreneurial initiative and starting a trade.

According to a 2012 study from the European Commission, the objectives of entrepreneurial education are related to the improvement of youth entrepreneurial skills, creativity and self-confidence, encourage innovative startups, increasing the role of entrepreneurs in the society and the economy. Although the entrepreneurial knowledge necessary for learning is growing, there are still several barriers in the development of entrepreneurial education, especially those regarding the finance and human resources.

School and teachers play an important role, but they should be supported by private companies and nonprofit organizations that can provide resources and experience.

As globalization increasingly affects the world economy, the dynamism of entrepreneurship is seen as a factor that contributes to strengthening the knowledge economy, solving social and environmental problems. Entrepreneurial policies are more closely correlated with those for innovation, geared on creating new products and services, by exploiting both valences of the knowledge economy.

Significant advances have occurred in recent years, when there were implemented a number of measures to promote entrepreneurial education both in the national education system as well as various training programs, though Romania does not have a national strategy for entrepreneurship education, as exists in many European countries.

A decisive step was made in 2009 by revising the curricula in the preuniversity education, entrepreneurial education being explicitly recognized as a cross-curricular objective and became part of the compulsory subject "technological education" taught in middle school and "applied economics" studied in all high schools regardless profile. Meanwhile many higher education institutions from all universities through the their curriculum provides entrepreneurial education in three distinct forms: bachelor, master and doctorate.

Junior Achievement Romania Organization implemented since 2003 optional programs for economic, entrepreneurial and vocational education in more than 1.000 public schools in partnership with the Ministry of Education.

Also, two other successful international programs the entrepreneurial development are "School for Startups Romania" and "Business Mentoring Program" as well as entrepreneurial development projects with similar goals within POSDRU.

In conclusion, the sustainability of an enterprise can be achieved by organizational culture, competence, approaching with caution both the periods of economic boom, but especially those of crisis, resistance to the desire of cutting costs in favor of cost optimization.

We believe that we can bring progress and sustainability in the business environment if we consider the solutions and not the product, the access and not choosinga a market, added value and not the price, education and not advertising and promotion. Also, analysing the business environment involves, among other things, identifying and removing barriers that produce strain effects of overcoming difficulties for firms, respectively:

- the desire that the investment in human capital would have immediate effects;
- Insufficient correlation of wage increases and granting bonuses with increasing productivity;
- Dialogue and partnerships with universities that could bring competitive advantage stands sometimes in incipient phases.

Conclusion

Foreign investments contribute massively to the increase of business profitability. Attraction and efficient allocation of capital inflows (mainly in the form of high quality investment made at microeconomic level) represent the main “engine” for GDP growth in medium and long term. This will facilitate private sector access to finance investments, encourage technology transfer and innovation, promote technological parks and business incubators, stimulate innovation and entrepreneurship, support female entrepreneurship, increase efficiency and labor productivity for private companies , as well as management practices based on the principle of investing in people.

The perception of foreign investors about the savings they invest in depend on many factors, such as insurance of macroconomic stability, simplification of tax procedures and flexibility of labour code, investments in transport and information infrastructure, legislative stability, skilled labour.

In order to promote entrepreneurial education in Romania, we believe it is necessary to pay attention to some matters:

- implementing the EU policy framework for SME support in the national strategy,
- promotion of entrepreneurial education and training for economic development and create new business
- improving SMEs' access to finance,
- support for new enterprises in the early stages of their life cycle.

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IMPLICAȚIILE INVESTIȚIILOR STRĂINE DIRECTE ASUPRA ÎNTREPRINDERILOR MICI ŞI MIJLOCII DIN ROMÂNIA

Nicoleta, Mihăilă[1]

Rezumat:

Investițiile străine contribuie masiv la creşterea rentabilității afacerilor. Atragerea şi alocarea eficientă a influxurilor de capital (mai ales sub forma investițiilor de înalta calitate realizate la nivel microeconomic), constituie principalul motor al creşterii pe termen mediu şi lung a PIB. Astfel se facilitează accesul sectorului privat la finanțarea investițiilor, se încurajează transferul tehnologic şi inovarea, promovarea parcurilor tehnologice şi a incubatoarelor de afaceri, stimularea inovării şi a antreprenoriatului, sprijinirea antreprenoriatului feminin, creşterea eficienței companiilor private şi a productivității forței de muncă, precum şi a practicilor manageriale bazate pe principiul investiției în oameni.

Analiza mediului de afaceri determină, printer altele, identificarea şi înlăturarea unor obstacole care produc efecte de îngreunare a ieşirii din dificultăți a firmelor, respectiv:

- dorința de cele mai multe ori ca investiția în capitalul uman să aibă efecte imediate;

- corelarea insuficientă a creşterii salariilor şi acordarea de bonusuri cu creşterea productivității muncii;

- dialogul şi parteneriatele cu mediul universitar care ar putea aduce avantaj competitiv se situează uneori în faze incipiente.

Cuvinte cheie*:* IMM, investitii străine directe, capital uman, educație

Clasificare JEL: E22, I25, J61, O16

1. Considerente generale

Investițiile reprezintă stimulentul ce generează noi activități economice şi are ca finalitate obținerea de bunuri şi servicii indispensabile unei economii viabile. Mai precis, acestea reprezintă un element important al dezvoltării economiei oricărei țări şi a funcționării acesteia pe principiile economiei de piață.

Mobilizarea resurselor investiționale favorizează şi anticipează atingerea obiectivelor strategice de dezvoltare a oricărei țări. Acest proces contribuie atît la creşterea nivelului producției industriale, ameliorarea complexă a economiei naționale, soluționarea problemelor ce țin de retehnologizarea întreprinderilor, dar şi la dezvoltarea durabilă a regiunilor (localităților), implicit soluționarea problemelor sociale.

Investițiile străine directe sunt considerate ca fiind unică soluție cu mari şanse de reusită a rezolvării problemelor structurale şi a reducerii decalajelor de competitivitate, care separă economiile țărilor dezvoltate de economiile țărilor în curs de dezvoltare. România are în mod obiectiv nevoie de investiții străine directe, care să completeze şi să potențeze capitalul autohton, pentru a susține creşterea competitivității şi eficienței resurselor activelor şi capabilităților.

Cele mai multe investiții străine sunt atrase de țările cu stabilitate economică şi politică, țări care au făcut progrese în ceea ce priveşte reforma economică, restructurarea, inclusiv a sectorului financiar. Țările din Europa Centrală şi de Est au atras în mod diferențiat investițiile străine, în funcție de progresele înregistrate în procesul de tranziție la economia de piață.

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Factorii decisivi în atragerea unui volum mai mare de investiții străine directe sunt în prezent condițiile economice de bază din țările gazdă, mărimea pieței interne, nivelul costurilor de producție, costurile utilităților, accesul la resursele naturale etc.

În vederea creşterii competitivității produselor şi serviciilor româneşti, pentru a face față concurenței la nivelul Pieței Unice Interne, România a elaborat Strategia de Competitivitate pentru 2012-2020, aliniată la cerințele europene, al cărei scop este trecerea de la modelul de dezvoltare economică bazat pe mâna de lucru ieftină la un sistem bazat pe investiții în infrastructura de calitate, în care potențialul forței de muncă bine pregatită va fi condus de întreprinderi creative. Această strategie se bazează pe patru piloni:

- Performanță economică: stabilitate macroeconomică, industrie, strategia pro-exporturi, agricultura, turism, politica de coeziune.
- Eficiența instituțiilor publice
- Eficiența mediului de afaceri: piața muncii, îmbunătățirea mediului de afaceri, piețe financiare
- Infrastructura: infrastructura de transport, energie şi mediu, sănătate, educație, inovare.

Este recunoscut faptul că investițiile străine directe reprezintă o importantă sursă de locuri de muncă pentru țările gazdă, astfel se pune tot mai mult accent pe rolul lor în crearea sau realocarea locurilor de muncă. Investitorii îşi concentrează atenția asupra implicațiilor pe care le are extinderea activității de producție la nivel internațional, precum şi consecințele acesteia atât asupra țărilor dezvoltate, cât şi a celor în curs de dezvoltare.

Considerăm că ieşirea din actuala criză economică trebuie să aibă la bază investițiile străine, întemeiate pe competitivitate şi forță de muncă superior calificată; actuala criză economică adânceşte inegalitatea dintre oameni, punându-i în fața unor probleme precum existența locurilor de muncă, creştere a şomajului în aproape toate sectoarele economiei.

Impactul investițiilor străine directe asupra ocupării forței de muncă din țara gazdă depinde de mai mulți factori: stadiul investiției, scopul, sectorul economic precum şi diferitele regiuni ale țării gazdă, în care are loc investiția.

În cazul în care investiția este destinată creării unor obiective noi, efectul asupra ocupării forței de muncă se concretizează în creşterea numărului locurilor de muncă. Dacă au loc fuziuni, achiziții sau doar o înlocuire a proprietarului obiectivului de investiții, este posibil ca numărul locurilor de muncă să se micşoreze sau să rămână nemodificat.

Fenomenul ocupării forței de muncă poate fi influențat de caracterul ramurii sau sectorului economic în care are loc investiția, astfel dacă aceasta are loc în ramuri economice intensive în muncă, cum ar fi construcțiile sau agricultura, atunci ar fi posibil să se realizeze o mărire a ocupării forței de muncă disponibile pe plan local.

În situația în care investiția se face în ramuri care necesită resurse financiare semnificative cum ar fi tehnologia informației şi a comunicațiilor, efectele investiției se materializează într-o creştere a calității şi eficienței forței de muncă, o pregătire profesională superioară şi nu o creştere a numărului de angajați.

Mediul de afaceri din România are nevoie de libertate economică şi fiscalitate prietenoasă pentru întreprinzători, inclusiv pentru investitorii străini. Crearea unui cadru favorabil mediului economic se realizează prin promovarea unor condiții prielnice pentru atragerea investitorilor străini, cum ar fi: un tratament corect, echitabil şi nediscriminatoriu; protecție față de exproprierile ilegale; recursul direct la arbitrajul internațional, precum şi transformarea României într-un mediu atractiv din punct de vedere fiscal.

2. Climatul investițional din România. Caracteristici

Investitorul, în momentul în care decide să investească într-o țară, are în vedere două lucruri: nivelul fiscalității şi cât de prietenos este mediul local de afaceri. Este greu de decis unde este mai bine să pornească o afacere: într-un stat cu fiscalitate joasă, dar cu corupție mai ridicată, sau într-unul cu taxe ridicate, dar cu mediu de afaceri stabil şi predictibil. Dacă în privința fiscalității comparațiile sunt relativ uşor de făcut, nu acelaşi lucru se poate spune despre cât de prietenos este un mediu de afaceri față de altul. În acest sens Banca Mondială realizează anual un raport, Doing Business, unde evaluează toți indicatorii care dau măsura predictibilității unui mediu de afaceri. România s-a clasat pe locul 73 din 189 de țări, comparativ cu poziția precedentă 72. Practic, în ciuda a trei îmbunătățiri ale mediului de reglementare luate în considerare de World Bank în clasarea României în raportul Doing Business 2014, România a pierdut un loc, situându-se pe poziția 73 în acest an.

În anul 2013 ne aflam pe locul 72; în timp, majoritatea țărilor au început să-şi îmbunătățească mediul de reglementare şi să înțeleagă că firmele mici şi mijlocii reprezintă atât un motor de creştere economică care ar putea ajuta economiile să îşi revină, cât şi un motor în crearea de locuri de muncă. Ceea ce generează, implicit, şi creşterea competitivității la nivel global în atragerea de investiții străine.

Un mediu de reglementare neprietenos înseamnă pentru antreprenori mai mult timp şi mai mulți bani pierduți în crearea şi creşterea unei afaceri. Pe de altă parte, un mediu eficient de reglementare va creşte şansele pentru antreprenori să îşi dezvolte afacerea şi să creeze locuri de muncă, ceea ce înseamnă pentru angajați protecție socială şi venituri stabile.

Dacă la nivel general România s-a clasat pe locul 73, pe anumite arii de analiză avute în vedere de World Bank România s-a clasat fie mai bine, fie spre finalul clasamentului. De exemplu, la începerea unei afaceri România se află pe locul 60 din 189 de țări, cu 5 locuri mai sus decât anul trecut. În România este nevoie de 8,5 zile şi de îndeplinirea a 5 proceduri pentru deschiderea unei afaceri. Prin comparație, la nivel global este nevoie în medie de 25 de zile şi de îndeplinirea a 7 proceduri. La extreme, în Noua Zeelandă este nevoie de doar o jumătate de zi şi de o procedură, iar în țări ca Suriname e nevoie ca un antreprenor să aştepte 208 zile pentru înregistrarea unei afaceri.

România a punctat pozitiv în 2012-2013, conform raportului Doing Business 2014, şi la punerea în aplicare (enforcing) a contractelor, facilitând aplicarea prin adoptarea unui nou cod de procedură civilă. De asemenea, în România a devenit mai facilă plata taxelor, prin reducerea frecvenței plăților acestora de la trimestrial la semestrial.

În ceea ce priveşte costurile şi uşurința de a plăti taxele, România ocupă locul 134 din cele 189 de țări analizate, locul 136 la obținerea autorizațiilor de construcție şi 174 la conectarea la rețeaua de electricitate.

În interpretarea datelor raportului Doing Business trebuie avut în vedere faptul că s-a luat în considerare mediul de reglementare pentru afacerile mici şi mijlocii care operează în cel mai mare oraş din fiecare țară, la 1 iunie 2013.

Mai concret:

- România se află pe locul 73 din 189 de țări în ierarhia statelor privind mediul de afaceri;
- în ceea ce priveşte “*accesul la credit*", țara noastră a coborât două poziții comparativ cu anul trecut, ajungând pe poziția 13;
- din punct de vedere al înființării unei afaceri, România a ajuns pe locul 60, cu cinci pozitii mai sus;
- în privinta accesului la electricitate, România se află pe locul 174, cu o poziție în coborare față de anul trecut;
- plata taxelor de către companii a fost simplificată, urcând România în clasament până pe locul 134 la nivel mondial (locul 139 obținut în 2013). Cu toate acestea, la nivel european companiile trebuie sa plătească în medie doar 12 taxe.
- în privinta cazurilor nerezolvate de insolvență, România a urcat în clasament patru poziții, până pe locul 99.

- locul 76 este singura poziție pe care România a reuşit să o păstreze în clasamentul general, la comerțul internațional. Astfel, importurile necesită tot cinci documente, 12 zile şi un cost de 1.485 dolari pe container.

- România se clasează pe locul 52 la capitolul protejarea investitorilor, mai jos cu o poziție față de anul precedent. Punctul forte al mediului de afaceri din România este transparența. Cu toate acestea, în ceea ce priveşte tragerea la răspundere a administratorilor firmelor, uşurința deschiderii de procese în instanță de către acționari şi nivelul protecției investitorilor sunt puncte încă slabe ale României.

Tabel 1 - Indicatori de caracterizare a mediului de afaceri din România

Indicator	DB 2014 Poziție	DB 2013 Poziție	Modificarea poziției
Înființarea unei afaceri	60	65	+5
Accesul la electricitate	174	173	-1
Accesul la credit	13	11	-2
Protejarea investitorilor	52	51	-1
Plata taxelor	134	139	+5
Comerț internațional	76	76	constant
Rezolvarea insolvențelor	99	103	+4

Sursa: Doing Business 2014, World Bank Group

3. Investițiile străine directe în România. Caracteristici şi evoluție

Odată cu instalarea crizei şi diminuarea volumului de investiții străine directe începând cu anul 2009, ritmurile anuale de creştere economică care înregistrau valori de 5-7% au cunoscut scăderi accentuate. De asemenea, factorii de producție, precum munca şi capitalul uman, au suferit modificări negative semnificative, diminuându-şi contribuția la creşterea economică. Forța de muncă a fost redusă atat numeric, cat şi calitativ, prin migrarea a cca. 2 milioane de persoane, între care mult personal calificat sau înalt specializat, iar capitalul uman autohton a fost afectat structural de măsurile de austeritate introduse. Rata de ocupare a forței de muncă a scăzut continuu în ultimii ani, până la 63%, prezentând cea mai scăzută valoare din UE-27.

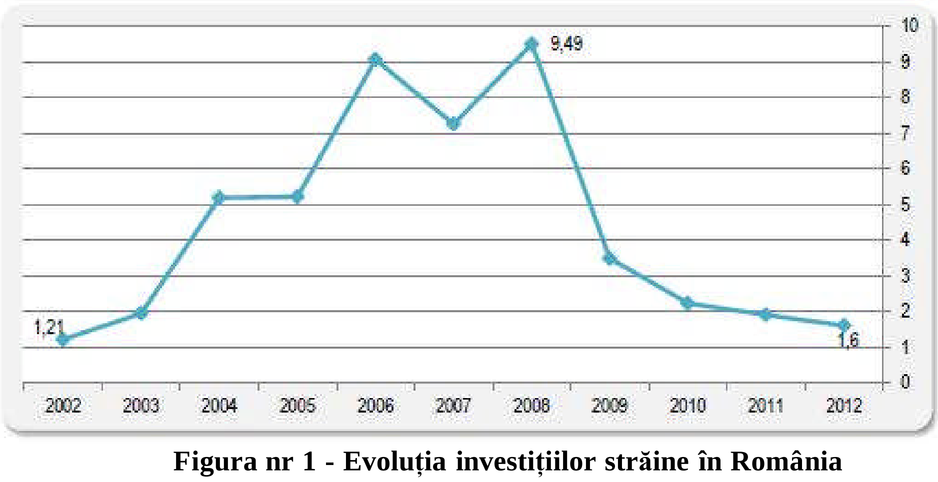

Figura nr 1 - Evoluția investițiilor străine în România

Sursa: Raport anual BNR, 2013, Investitiile străine directe în România în 2012

Evoluția fluxului ISD a avut tendințe crescătoare începând din anul 2002 până în 2008, când a fost atins vârful de 9,49 miliarde de euro. După acest moment, retragerile masive de capital străin au condus la prăbuşirea volumului de investiții până la 1,6 miliarde de euro în 2012. Această evoluție s-a reflectat nu numai în ritmul de creştere a PIB, ci şi în numărul de personal angajat în economie, în intervalele respective. Astfel, în anul de vârf 2008, economia românească a avut un număr mediu de salariați de 4,8 milioane de persoane, cel mai mare din ultimul deceniu. În acel an şi-au început activitatea în România companii multinaționale precum: fabrica de telefoane mobile Nokia de la Jucu, fabrica de componente auto Delphi Diesel System de la Iaşi sau fabrica de cosmetice P&G de la Urlați. Alte companii multinaționale şi-au extins activitatea pe plan local şi au creat noi locuri de muncă.

Diminuarea drastică a investițiilor străine din următorii ani, scăderea consumului şi nevoia de reducere a costurilor în companii au avut efect imediat în ceea ce priveşte numărul total de salariați, minimul istoric fiind înregistrat în luna ianuarie a anului 2011, când în economie mai erau angajate 4,09 milioane de persoane.

Fluxul de investiții străine directe în anul 2011 a însumat valoarea totală de 1.815 milioane de euro, în scădere față de anul anterior. Acest volum era distribuit în proporție de 83,3% sub formă de participații la capital şi de 16,7% credit net primit de la investitorii străini. Repartizarea investițiilor străine directe pe principalele activități economice arată orientarea către industria prelucrătoare cu o valoare a ISD de 1.253 milioane de euro (31,5% din total). În cadrul acestei industrii, cele mai bine reprezentate ramuri sunt: prelucrare țiței, produse chimice, cauciuc şi mase plastice (6,3% din total), industria mijloacelor de transport (5,2%), metalurgia (4,9%), industria alimentară, a băuturilor şi tutunului (4,1%) şi ciment, sticlă, ceramică (3,2%).

Alte sectoare de interes au fost construcțiile şi tranzacțiile imobiliare (939 milioane de euro), intermedierile financiare, asigurările (913 milioane de euro) şi comerțul (409 milioane de euro).

Ca tipuri de investiții străine directe, în 2011 se diferențiază investițiile greenfield, fuziunile, achizițiile şi dezvoltarea de firme. Investițiile greenfield au reprezentat un nivel foarte redus, de numai 0,7%, din participațiile de capital în întreprinderi, iar categoria fuziuni şi achiziții de 2,1% din participații. Partea predominantă (97,2%) în fluxul participațiilor la capital în 2011 a fost utilizată pentru dezvoltările de firme.

Din punct de vedere teritorial, ISD în anul 2012 sunt orientate spre regiunea de dezvoltare Bucureşti-Ilfov, următoarele regiuni de dezvoltare beneficiare de ISD fiind regiunea Centru, regiunea Vest, regiunea Sud-Muntenia şi regiunea Sud-Est.

Menționăm că ISD au fost localizate teritorial după sediul social al întreprinderilor investiție străină directă, ceea ce nu corespunde întotdeauna cu locul de desfăşurare a activității economice.

Tabel 2 - Repartizarea ISD pe regiuni, 31.12.2012

Regiuni	Pondere în ISD (%)
Bucureşti- Ilfov	60,6
Centru	7,8
Vest	7,6
Sud- Muntenia	7,2
Sud-Est	5,5
Nord-Vest	4,8
Nord-Vest Oltenia	3,5
Nord-Est	3,0

Sursa: Raport anual BNR, 2013, Investițiile sttăine directe în România în 2012

Superioritatea performanțelor IMM-urilor din regiunea Bucureşti-Ilfov se bazează pe un nivel înalt de productivitate a muncii; aceasta reflectă dezvoltarea economico-financiară solidă din capitala țării, cu concentrarea activităților în domeniul serviciilor şi mai puțin în sectorul industrial unde productivitatea muncii este de regulă mai scăzută.

Tabel 3 - Evoluția indicatorilor macroeconomici în perioada 2008- 2012

Indicator	2008	2009	2010	2011	2012 (prognoză)
Investiții straine(mld.euro)	9,5	3,5	2,22	1,9	1,8
Nr.mediu salariați (mii pers.)	5.046,3	4.774,3	4.376,0	4.348,7	4.4430
Nr şomeri(mii pers)	403,4	709,4	627,0	461,0	462
Rata somajului la sf.an (%)	4,4	7,8	7,0	5,2	5,2

Sursa: Comisia Națională de Prognoză, proiecția principalilor indicatori macroeconomici- prognoza pe toamna 2012, Comunicate INS 2013, Raport BNR privind Investițiile Străine Directe 2012

4. Educația, factor determinant în dezvoltarea sustenabilă a întreprinderii

Europa se confruntă cu o importantă provocare privind creşterea competitivității economice prin ridicarea nivelului de productivitate a muncii. În acest sens, au fost lansate noile inițiative pentru competitivitatea Uniunii Europene care vizează componente- cheie precum: inovarea, creşterea producției high-tech şi a serviciilor bazate intensiv pe ştiință, noile competențe şi calificări, dezvoltarea durabilă.

În acest context, IMM-urile sunt considerate una din forțele motrice ale economiei moderne, datorită capacității lor de inovare şi adaptare tehnologică, de generator al locurilor de muncă şi promotori ai exportului.

Investițiile străine directe au un impact esențial în dezvoltarea întreprinderilor, prin intermediul inovării şi competitivății la nivelul acestora.

De asemenea, universitățile joacă un rol foarte important în stimularea creării de noi firme în domeniile bazate pe ştiință şi înalte tehnologii şi facilitează legătura dintre cercetarea din sectorul public privat şi lumea afacerilor. Măsurile de sprijin public, aplicate în acest scop, sunt orientate către creşterea numărului de întreprinderi „spin-off” bazate pe cercetare, prin: revizuirea statutului cercetătorului, reglementări mai bune în domeniul proprietății intelectuale, premii anuale, promovarea campusurilor antreprenoriale, îmbunătățirea accesului la finanțare pentru studenții antreprenori, sprijin pentru incubatoarele de afaceri şi certificarea lor, asigurarea suportului pentru centrele de transfer tehnologic orientate spre rezultat.

Promovarea antreprenoriatului a devenit un obiectiv strategic în politicile publice pentru creştere şi ocupare în Europa, mai ales odată cu intensificarea globalizării piețelor din anii ’90. Ulterior, propagarea crizei mondiale a crescut presiunea asupra economiilor, generând noi provocări şi accentuând nevoia pentru dezvoltarea unei baze solide de antreprenori mai inovativi şi mai creativi, în măsură să aducă redresarea economică şi să creeze noi locuri de muncă.

Educația antreprenorială este un factor determinant în acest proces, având un impact pozitiv asupra spiritului întreprinzător al tinerei generații, asupra atitudinii şi disponibilității pentru inițiativa privată şi, în final, asupra rolului avut în economie şi în societate.

Capacitățile antreprenoriale pot transforma ideile în acțiuni, implicând creativitate, inovare, asumarea riscului, potențialul de management al proiectelor şi atingerea obiectivelor propuse. Însă numai printr-o pregătire adecvată, talentul individual poate fi educat, permițând înțelegerea unui context dat, evaluarea oportunităților şi riscurilor, transpunerea inițiativei antreprenoriale şi începerea unei activități comerciale.

Potrivit unui studiu din 2012 al Comisiei Europene (“Effects and impact of entrepreneurship programmes in higher education”, European Commission , March 2012), obiectivele educației antreprenoriale sunt legate de îmbunătățirea abilităților antreprenoriale ale tinerilor, stimularea creativității şi încrederii în forțele proprii; încurajarea startup-urilor inovative; creşterea rolului antreprenorilor în societate şi în economie. Deşi necesarul pentru învățarea cunoştințelor de antreprenoriat este în creştere, există încă o serie de obstacole în dezvoltarea educației antreprenoriale, în special în ceea ce priveşte finanțarea şi resursele umane.

Şcolii şi profesorilor le revine un rol deosebit, însă aceştia ar trebui să fie sprijiniți de companii private şi organizații non-profit care pot asigura resurse şi experiență practică.

Pe măsură ce globalizarea influențează tot mai mult economia mondială, dinamismul antreprenoriatului este văzut ca un factor care contribuie la consolidarea economiei bazate pe cunoaştere, la soluționarea problemelor sociale şi de mediu. Politicile antreprenoriale sunt tot mai strâns corelate cu cele pentru inovare, fiind orientate pe crearea de noi produse şi servicii, prin valorificarea ambelor valențe ale economiei bazate pe cunoaştere.

Progrese semnificative au avut loc în ultimii ani, când s-au implementat o serie de măsuri pentru promovarea educației antreprenoriale atât în sistemul național de educație, cât şi sub diverse programe de formare continuă, deşi România nu are încă o strategie națională pentru educație antreprenorială, aşa cum există în multe țări europene.

Un pas decisiv s-a făcut prin revizuirea curriculei în anul 2009 în învățământul preuniversitar, educația antreprenorială fiind explicit recunoscută ca obiectiv transcurricular în învățământul preuniversitar, devenind parte a disciplinei obligatorii „educație tehnologică” predate în gimnaziu şi a „economiei aplicate” studiate în toate liceele indiferent de profil. În acelaşi timp multe unități de învățământ superior din toate centrele universitare asigură prin programa lor educație antreprenorială, în trei forme distincte: licență, masterat şi doctorat.

Organizația Junior Achievement România implementează, începând din anul 2003, programe opționale de educație economică, antreprenorială sau vocațională, în mai mult de 1000 de şcoli publice, în parteneriat cu Ministerul Educației.

De asemenea, alte două programe internaționale de succes în vederea dezvoltării antreprenoriale sunt „School for Startups România” şi “Business Mentoring Program” , precum şi proiecte de dezvoltare antepreneorială cu obiective similare, în cadrul POSDRU.

În concluzie, sustenabilitatea unei întreprinderi poate fi realizată prin cultura organizațională, competență, abordarea cu prudență atât a perioadelor de boom economic, dar mai ales ale celor de criză, rezistența la dorința de a tăia costuri în favoarea optimizării de costuri.

Considerăm că putem aduce progres şi sustenabilitate în mediul de afaceri dacă avem în vedere soluțiile şi nu produsul, accesul şi nu alegerea piețelor, valoarea adaugată şi nu prețul, educație şi nu reclama şi promovare. De asemenea, analiza climatului de afaceri local ne duce în situația de a identifica şi eventual de a înlătura unele piedici care mai produc efecte de îngreunare a ieşirii din dificultăți a firmelor, şi anume:

- dorința de cele mai multe ori ca investiția în capitalul uman să aibă efecte imediate;
- corelarea insuficientă a creşterii salariilor şi acordarea de bonusuri cu creşterea productivității muncii;
- dialogul şi parteneriatele cu mediul universitar care ar putea aduce avantaj competitiv se situează uneori în faze incipiente.

Concluzii

Investițiile străine contribuie masiv la creşterea rentabilității afacerilor. Atragerea şi alocarea eficientă a influxurilor de capital (mai ales sub forma investițiilor de înalta calitate realizate la nivel microeconomic), constituie principalul motor al creşterii pe termen mediu şi lung a PIB.

Astfel se facilitează accesul sectorului privat la finanțarea investițiilor, se încurajează transferul tehnologic şi inovarea, promovarea parcurilor tehnologice şi a incubatoarelor de afaceri, stimularea inovării şi a antreprenoriatului, sprijinirea antreprenoriatului feminin, creşterea eficienței companiilor private şi a productivității forței de muncă, precum şi a practicilor manageriale bazate pe principiul investiției în oameni.

Percepția investitorilor străini față de economiile în care investesc depind de mai mulți factori cum ar fi asigurarea macrostabilității economice, simplificarea procedurilor fiscale şi ale flexibilizarea codului muncii, investițiile în infrastructura de transport şi în cea informațională, stabilitatea legislativă, forța de munca calificată.

Ca rezultat al schimbărilor permanente generate de globalizare, de tehnologiile în curs de dezvoltare şi de ciclul mai scurt de viață al produselor, cunoaşterea şi inovația au devenit principalele avantaje competitive ale multor companii. De asemenea, întreprinderile mici şi mijlocii trebuie să se adapteze în mod permanent schimbărilor mediului economic şi să identifice soluțiile pertinente pentru a răspunde acestor schimbări. Inovația bazată pe mişcările pieței, structurile transparente, precum şi dezvoltarea strategică a competențelor cheie ale companiilor şi firmelor care activează în mediul privat sunt pre-condiții esențiale pentru dezvoltarea sustenabilă şi pentru competitivitate.

În vederea promovării educației antreprenoriale în România, considerăm că este necesar a se acorda atenție unor aspecte:

- Transpunerea cadrului european de politici suport pentru IMM-uri în strategia națională,
- Promovarea educației antreprenoriale şi instruirii în vederea dezvoltării economice şi creării de noi afaceri,
- Îmbunătățirea accesului IMM-urilor la finanțare,
- Susținerea noilor întreprinderi în etapele inițiale ale ciclului de viață.

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CONSUMER AGE INFLUENCE ON FOOD LABEL READING HABIT

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Abstract:

The objective of this paper was to detect the food label reading habit of consumer according to consumer age. To achieve this goal author of this paper has adopted five variables with independent and dependent status. Four variables were independent like reading complete food label, reading manufacturing date, reading expire date and reading ingredients. One variable was dependent like influence on purchase behavior. The data was collected through questionnaire and 350 questions were distributed among customers. Author has received 251 valid questions. The data was divided into two groups. The two groups were designed with respect to age range. In (Group I) the respondent's age ranges was 20-25 and mean age was 23. Whereas in (Group II) the age was 26-30 and average age was 27. Correlation and regression test were conducted and results has unfolded the fact that there is a difference in both groups for food label reading habits. In Group I three variables significantly influence on purchase behavior of consumer while purchasing food items like reading manufacturing date, reading expire date and reading ingredients. In Group II only two variables like reading ingredients and reading manufacturing date has significant effect on purchase behavior of consumer while purchasing food products. Two variables were common in both groups like reading manufacturing date and reading ingredients. This result has also depicted that consumer normally, irrespective of age group; focus on manufacturing date, which give the freshness of food product, and ingredients to know the nutrients used in processing the food.

Keywords: Age, reading complete food label,influence on purchase decision

JEL Classification: M31, M37

Introduction

Previous research has indicated that packaged item's labeling influenced consumer purchase behavior by Lee et all (2013). The reason behind this notion is that consumer also evaluates food products through label by Bublitz (2010). Traditionally the influencing factors for consumer, in processed food items, are taste, smell and appearance by Wansink (2013). While another research has explored, non-sensory characteristics of a product like nutrients and food processing techniques have also similar effect on consumer behavior by Torjusen (2001). The growing trend of sensory and non-sensory attributes of packaged food has provoked food processors to process not only nutritional food but also design informative labeling by Smith-Spangler (2012).

Lee et all (2013) has indicated that label effect on developing taste of any product. It means that packaged food label contains multiple items like, text, color and image. Each item of the label has different message for consumer or customer. Text provides the processing techniques, nutritional information, price, manufacturing date and expire date etc. Whereas color and image strike the cognition. Shimizu (2013) has conducted a research on organic food acceptance and found that organic food with label has more effect on consumer purchase behavior than without label organic food.

Moreover, food label reading habit enable consumer to take right decision regarding diet by Sharf (2012). The increasing issue, regarding obesity, demands to get aware of consumer about packaged food. Another concept about food label reading habit is that it keeps consumer motivated for purchasing product again and again by Delgado (2011).

According to food drug report of USA (1994), packaged food labeling increased the consumption of processed food. The reason is that food labeling guide consumer to select food according to his/her diet plan. Borra (2006) has noticed that consumer read food label

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when first time he/she purchase any product. Moreover, food label reading habit has discussed and investigated on gender as well. A research has unfolded the fact that female literate consumer are more habitual in reading processed food label as compare to male by Misra (2007). Grunert (2010) has noticed that there were country specific differences in understanding the food label.

The objective of this paper is to analyze the effect of consumer age on food label reading habits. Previous results of researchers have focused on gender and country specific differences in food label reading habits. While some of researchers investigated the food label reading habit with respect to specific food products like organic food items but age, which is one of the part of demographic, yet not been discussed regarding food label reading. The author of this paper has an intention to detect that either food label reading habit become permanent part of consumer behavior with the increase of age or it's just the emotional behavior of consumer which has later ignored due to maturity in consumerism.

Methodology

Cross-sectional data was collected through questionnaire. The questionnaire was divided into six sections like A, B, C, D, E and F. Section A was comprised of demographic questions like age, gender, income and education. Sections B was contained three questions regarding complete food label reading. Section C was consisted of three questions about reading manufacturing date of any food product. Three questions were included in section D regarding reading of expire date. Three questions were involved in section E about reading of ingredients of food products. Section F was enclosed to find the impact of manufacturing date, expire date and ingredients on consumer purchase behavior.

Five variables were used in this paper like complete food label, manufacturing date, expire date, ingredients and purchase behavior. Three variables, food label, manufacturing date and expire date, were taken from Vemula et al (2013). Ingredient was taken from Sharf et al (2011). The purchase behavior was used by author to find the impact of label information on consumer purchases.

The questionnaire was taken from Saha et al (2013) with little modification. The questionnaire was adjusted according to variables used in this paper. The modified questionnaire was distributed among twenty faculty members to check the validity of each question. After small changes in phrases the questionnaire was distributed among 350 consumers. The questionnaire was based on five point Likert scale where (1 for NEVER and 5 for ALWAYS)

To analyze the data statistically author has conducted multiple regression techniques. Author has also run the correlation test to check the relationship of variables.

Hypotheses

H1: Consumer does read complete food label
H2: Consumer does read manufacturing date
H3: Consumer does read expire date
H4: Consumer does read ingredients
H5: Food label reading influence on consumer purchase decision

Results

The purpose of this paper was to find the food label reading habits of Pakistani consumers. To achieve this goal author of this paper has distributed 350 questionnaires among consumers and received 251valid questionnaires. The age range of respondents was (20-30) and qualification range was graduate and undergraduate. Among respondents 40% were existing university students, 20% were pass out graduated but unemployed and 40%

were graduate but job holders. Author of this paper has collected data from both male and female. Out of 251 male respondents were 119 and female were 132. The data was divided into two categories with respect to age like in Group 1 age was 20-25 and in Group 2 age was between 26-30. The reason to divide data in two age groups was to analyze the change behavior of consumer towards food label reading. The average age of group1 was 23 and in group 2 age mean was 27.

To analyze the data author of this thesis has conducted correlation and regression analysis separately. This separate analysis would help author to find the similarities or differences in reading food label as well as influence on food purchase behavior of respondents. Author of this thesis has taken Group 1data first, for correlation and regression analysis. Table 1 is accounted for that there is a weak but significant relation among all variables except between one pair reading ingredients and reading manufacturing date. The reason behind this correlation result is that in group 1 the age range is 20-25. This is a time when respondents just about to take step out of adolescent age and entering into practical life. Respondent still conscious about food ingredient to know about the calories of food and freshness of food by reading manufacturing date. Table 2 has described the regression results. The regression result has indicated that three variables have positive and significant influence on food purchase behavior of consumers who lie in the age range of 20-25 like reading manufacturing date ($P< 0.02$), reading expire date ($P<0.000$) and reading ingredients ($P<0.000$). The adjusted R-square was (0.61). Whereas reading complete food label has negative significant relation with influence of food purchase behavior.

According to these results consumers were not interested to read complete food label while purchasing food products. They were only concern to read manufacturing date, expire date and ingredients. Therefore organizations must focus on these three elements.

Table 1 - Correlation Matrix (Age 20-25)

Construct	Reading Complete Food Label	Reading Manufacturing date	Reading Expire date	Reading Ingredients
Reading Complete food Label	1			
Reading Manufacturing Date	0.32*	1		
Reading Expire Date	0. 18*	0.20**	1	
Reading Ingredients	0.26**	0.40*	0.28*	1

Note: *P < 0.05; **P< 0.001

Table 2 - Results of Regression Coefficients (Age 20-25)

	Influence on food purchase behavior	
	B	*P*
Reading Complete Food Label	-0.013	0.05**
Reading Manufacturing Date	0. 144	0.024***
Reading Expire Date	0.311	0.000***
Reading Ingredients	0.364	0.000***
Adjusted *R-Square*	0.61	

***P< 0.01

Author this thesis has conducted separate correlation and regression analysis for Group 2. According to Table 3 there was strong and significant correlation among almost all variables except one pair reading ingredients and reading complete food label. There was noticeable difference between the results of Table 1 and Table 3. It indicated that gradual increase in consumer age made consumer experience in shopping products. In package food items consumer not only consider ingredients but manufacturing dates and expire dates also become significant.

Table 3 - Correlation Matrix (Age 26-30)

Construct	Reading Complete Food Label	Reading Manufacturing date	Reading Expire date	Reading Ingredients
Reading Complete food Label	1			
Reading Manufacturing Date	0.46***	1		
Reading Expire Date	0.42***	0.60***	1	
Reading Ingredients	0.28*	0.32*	0.68***	1

Note: *P < 0.05; **P< 0.01;***P<0.000

Table 4 - Results of Regression Coefficients (Age 26-30)

	Influence on food purchase behavior	
	B	*P*
Reading Complete Food Label	0.074	0.632
Reading Manufacturing Date	0. 674	0.001***
Reading Expire Date	-0.568	0.015**
Reading Ingredients	0.318	0.097**
Adjusted *R-Square*	0.53	

**P< 0.01; ***P<0.001

Table 4 accounted for that only two independent variables, like reading manufacturing date and reading ingredients, were significant for consumer who lies in the age group of 26-30. Whereas one independent variable, reading expire date, was negative and significant for consumer while purchasing package food items. The variable reading complete food label was insignificant while purchasing food items. The adjusted R-square was (0.53). The results of table 2 and table 4 were different which indicates that priorities in purchasing food items change with the growth of age.

As far as the hypothesis of this paper was concern, the results depicted that for Group 1 author has rejected H1and accept H2, H3 and H4. Whereas for Group 2 author has rejected H1 and H3 while accept H2 and H4. As far as H5 was concern both groups have accepted. It means the behavior of both age groups respondents were different in market.

Conclusion

Author of this paper wants to investigate influence of age on reading package food label. To achieve this goal author has distributed 350 questionnaires and received 251 valid questionnaires. The questionnaire was distributed between both genders. The age range of respondent was 20-30. After receiving data author has sought out data into two groups with respect to age. In group 1 the age range was 20-25 and in group 2 age was 26-30.

Author has conducted correlation and regression tests, separately and compares the results of both groups. These results indicate that there is significant difference in reading food labels as well as in food purchase behavior of both age groups. Author has adopted four variables like reading complete food label, reading manufacturing date, reading expire date and reading ingredients. The respondents who belong to age group 20-25 prefer to read manufacturing date, expire date and reading ingredients. While consumers who belong to age range 26-30, they read only manufacturing date and ingredients. It means that in early age, when consumers are initially interacting with market, their involvement and observation for purchasing of food products are high. When consumer crosses the age of 25 and gains more shopping experience, his/her food label reading habits change.

There were five hypotheses in this paper. For Group 1 four out of five hypotheses are accepted like H2, H3, H4 and H5 for Group 2 three hypotheses are accepted H2, H4 and H5.

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THE MANAGEMENT AND THE DEVELOPMENT OF THE HUMAN RESOURCES IN THE PRE-UNIVERSITY EDUCATION

Luminița, Andone[1]

Abstract:

Through the management of the human resources it is provided the necessity of the workforce in an institution, on staff categories with the view of achieving the activities and the obtaining of the expected results.

The descentralization of the budget institutions makes the obtaining of some principles of the human resources management to be essential so that they create the conditions of involving and participating in the institution activity, as we wish to live in a society where the fundamental values are creativity, liberty, pluralism and tolerance.

The pre-university education institution(kindergartens, schools and high schools) are not provided with a human resources manager.

The descentralized management of the human resources level of the School County Inspectorate, the lack of a clear policy in the domain of the human resources (at the level of the School County Inspectorate even if there is a management department of the human resources, those who work in this department do not have the necessary qualification, being selected teaching staff on certain criteria, and the unprofessional involvement of the local authorities, these being disruptive factors of the training-educational process.

Keywords: *management human resources, descentralization, training, conscription.*

JEL Classification: A10, A14, A20.

1. The management of the human resources

The management of the human resources requires the insurance of the staff, both from the point of view of the quantity and especially from the point of view of the quality.

The descentralization of the budget institutions makes the obtaining of some principles of the human resources management to be essential so that they create the conditions of involving and participating in the institution activity, as we wish to live in a society where the fundamental values are creativity, liberty, pluralism and tolerance.

The pre-university education institutions (kindergartens, schools and high schools) are not provided with a human resources manager.

The weak points and the suggestion for the improvement of the identification in the pre-university educational system of the centralized management of the human resources are:

- the decisions adopted in the educational system regarding the human resources have effects on the educational institution and the individuals in the institution.
- any lack of balance can cause serious disorders at the level of the educational institution taking into account the role of the teacher that they have in the training-educational process.
- through the methods of the human resources, the educational institution

can cause individual changes that can be transferred by the individual to an extended environment.

The manager of the human resources in an educational institution must focus on an efficient achievement of the potential of the existing human resources, the estimation of the necessity of the human resources for the next period.

The retirement, the resignation or the dismissal are activities related to the school and the School County Inspectorates.

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The human resources must not be regarded as a component of the cost, but as an efficient investment within the educational institution, not only of the production costs, but the main agent of the educational and the performance promotion.

The centralized management of the human resources at the level of the School County Inspectorates, the lack of a clear policy in a field of the human resources (at the level of the School County Inspectorate, even there is a management department of the human resources, those who work in this department do not have the necessary qualification, being selected teaching staff on a certain criteria) and the unprofessional involvement of the local authorities, these being disruptive factors of the training-educational process. The consequences of these disruptive factors of the school level. The providing of the human resources with teaching staff is achieved in a centralized manner at the level of the School County Inspectorate, the training and the development of the teaching staff is in a continuous change, the instability of the human resource, through the reservation of a great number of the posts for substitution, the accepting in the system of some experts who do not have the adequate qualification, that is the pedagogical/ teaching training, the small wages prevent the valuable young people to enter the educational system. As suggestions there will be: the financial and the material support of the human resources regarding the continuous maintaining and training, the insurance of the stability of the staff in the school institution, the increasing of the wages up to a motivating level, the providing of the human resources on the basis of the principles established at the level of the school.

2. The development of the human resources in the pre-university educational system

In the conditions of the information explosion, of the permanent education and the efforts for the development of the human resources that are in a continuous changing, the training of the professional level, as a general process of getting knowledge from all domains that occur, must represent a key domain of activity of every organization.

The quality of the whole process of training and the increasing of the professional level is, undoubtedly, the result of a group of interdependent actions that are related to:

- the modernization
- the speed
- the insurance of the intellectual mobility for which the ability of the training process of the graduates apply according to the present experiences/ expectations, providing them with the necessary knowledge, with habits of study and the permanent learning, forming of a prospective and anticipating thinking
- the structure of the forming process
- the dowry of the teaching staff, with the technical-material basis and teaching devices
- the monitorization
- the obtaining of a superior efficiency of the whole permanent education etc.

As a result all these requirements involve convergent actions and prompt actions at the needs of the development to reach the standards of the expected performance in the scientifical and the technical qualification of the human resources.

Thus, the dynamic characteristic of the education, as a strategic department of of the development can be obtained in this way. (Ion Petrescu, 2003) [2].

There is no creation without gaining experience and without competence. Also, there is no involvement without knowledge and `savoir-faire`, on condition that competence is doubled by boldness.

The genuine trainer and not an ordinary one (the role that can be fulfilled by an educator at a lower price) must achieve the following requirements:

• to train and to develop the mental flexibility, which involves the refreshing of the self-confidence, to remove the rigidity caused by the conditioning and the routine , the fear of the new, as well as the lack of experience;

• to teach the trainees the learning methods, so that each of them will discover their own learning strategy and the optimization methods;

• to strengthen their confidence in the permanent learning, as a necessary condition of the personal increasing and development that cannot be achieved only by effort to mobilize all the abilities they possess;

• to integrate themselves in the system frame, one of the cardinal point of the institution strategy.

The assumption and the achieving of these requirements release the force that we call nowadays training, as well as the national educational system itself, which is still centred on the transmitting and the controlling of the information, delivering piles of paper, so the vanity has been displayed more and more obvious. `The fact that I have a diploma does not prove but one single fact`, an American expert writes, `the one that I was capable to pass the exam that conditioned the delivery of that diploma`. Radu Emilian, 1999) [3].

For the survival of the institution there is an essential ingredient of the success and this is the learning at the strategical, operational level and that of the politics that has to be conscious, continuous and integrated.

The responsibility of a climate, in which the entire staff must learn permanently, is carried out by the managerial team, which through the training of the staff fuels and insures the transmitting of this patrimony, an essential element of the value of a modern institution (Viorel Lefter, Alexandrina Deaconu, 2008) [4].

The general training, the professional training and the experience gaining in work constitute the triangle of the staff training.

The staff training is considered the most profitable investment, it involves the costs and has the purpose of the profit obtaining, the expectations of the investor can be predictions that are fulfilled (Bernard Gazier, 2003) [6].

3. The providing of the necessary human resources in the pre-university education

On the basis of the frame plans of education, stipulated in the Orders of the National Education Minister, they establish the teaching posts and norms in the pre-university education, taking into account, with priority, the observing of the continuity principle of the educational activity of teaching the same class or group of students.

The mobility committee of the teaching staff valid the list of the teaching posts and norms that are vacant/ reserved announced by the schools to the Administrative Council of the School County Inspectorate.

After the integration of the titulars on the basis of the posts/norms, they solve the completing of the teaching norm and announce the vacant posts/norms that are given out for competition.

The competition for occupying the teaching posts has an open character.

The present legislation (Law 1/2011, The educational Law) stipulates conditions that must be fulfilled for the applying for the competition (Law no. 1/2011) [7].

The specializing organ of the central public is the National Education Minister that elaborates and inserts the national politics in the pre-university education domain. The National Education Minister initiates and executes the financial policy and that of the human resources in the educational system, also, concerning the domain of the pre-university education, they have the power to elaborate the methodology regarding the movement of the teaching staff in the pre-university education.

The normative documents adopted at the national level and the methodologies elaborated by the National Education Minister regulates the management of the human resources in the pre-university education that is achieved through the descentralized exercising at the school level.

The involved organs in the efficient achievement of the teaching activities and of the educational process, at the central level is the National Education Minister, and at the local level are the School County Inspectorates, institutions which deal with the insurance of the necessary teaching, auxiliary teaching and non-teaching staff.

By the local and county Councils, the National Education Minister provides the good conditions for the developing of the teaching activity, the dowry of the material basis, investments, renovation and the modernization of the material basis, as well as the salary of the staff who develop the activity at the school level.

On the basis of the information obtained as a result of the census of the number of students and taking into consideration all the law stipulations, they draw out the school planning.

On the basis of the plan-curricula, agreed by the Order of the national education minister, they constitute the posts/norms of the pre-university education.

According to the agreed methodologies, through the educational institutes we understand: the educational units **with juridicial personality**, the connexing educational units, children palaces and clubs and the National Place of the Children, the count**y/**Bucharest centers of educational and assistance resources, the school centers for inclusive education, the interschool logophedy centers and the logophedy cabinets, the psycho-pedagogical centers and cabinets (INSTRUCTIONS) [8].

According to the legislation of the national education no. 1/2011 the teaching norm of a teacher in the teaching-learning units, the practical training and the continuous assessment of the pre-school children and the students in class consists of the no. of hours stipulated in the education plan for the subjects related to the specialization or the specializations written on the diploma/ the licensing diplomas or the graduating ones, on the graduation diploma of the second period of the university studies of Bachelor of Arts or on the diploma/diplomas/certificate/certificates of graduation of some post-university studies, having a duration of at least a year and a half, agreed by the National Education Minister- thoroughgoing studies, academic post-university studies, post-university studies of specialization in the post profile, according to the stipulations of art. 1 letter a) of the government order no.103/1998, agreed and modified through the national education Law no.1/2011 that is [9].

The number of the employed staff in the educational system, including the teaching staff, is in rapport of inter-conditioning and completing with the evolution of the students/pupils forces, which, unfortunately, has the tendency of decreasing.

The initial training for the occupation of the teaching positions in the pre-university system consists of:

- the initial theoretical training in the speciality, achieved in universities, during some program accredited in accordance with the law;
- the teaching Bachelor of arts studies with a duration of 2 years;
- the practical stage with a duration of an academic year, achieved in an educational unit, under the supervision of a mentoring teacher;

The staff in the pre-school and primary school system are exceptions to these stipulations, as the positions of kindergarten teacher, primary school teacher are obtained in the frame of pedagogical high-schools.

With the view of obtaining other specialities, the graduaters of the licensing studies can attend modules of minimum 90 transferrable credits which prove the competence of teaching a certain discipline in the domain of the speciality written on the licensing diploma. (The national education Law,2011)[10]

As a result of the analyzing of the training needs, the Minister of the National Education establishes the curricular marks and the qualifications of the initial theoretical training in the speciality of the staff, as a main financial supporter.

After the assessment of the necessity of the teaching staff they elaborate the plans that insure the employment of the capable and stable workforce through the planning process of the human resources.

The norms at the level of the educational units, are constituted as a result of the obtained census, of the number of the pupils immatriculated and the number of the classes, which are transmitted to the School County Inspectorate.

The school county inspectorates will elaborate proposals for the schooling plan projects and of the network of the pre-university units. The schooling plan will be founded through a speciality study from the perspective of the pedagogical, psyco-pedagogical, sociological and economical arguments. At this elaboration there will be involved counseling teachers form the school centers and cabinets, experts from the county/Bucharest centers for resources and educational assistance, from psyco-pedagogical assistance in the county/Bucharest centers, teaching staff from all educational levels, trade-unions from the educational system, the representatives of the county/ Bucharest parental organizations, local authorities (prefects, county councils, local councils etc.) and the Local Committee of the Development of the Social Partnership.

4. The conscription and the selection of the teaching staff in the pre-university system

The activity organized to attract the unoccupied human resources, to satisfy the necessity of the workforce in the given period, represents the conscription of the staff. This is a previous action before the ending of the work contract and does not involve obligations from the organization.

The conscription represents the drawing out of the selected individuals, those whose professional knowledge in the domain, personality and abilities, are in the highest accordance to the vacant posts in the competition.

The main aim of the conscription activities is to attract a sufficient number of possible proper employees, who can sit for the vacant posts within the organization. In comparison, the main aim of the selection activities is to identify the most suitable candidates and to convince them to accept a post within the organization.

The conscription of the staff is the moment of the interaction between the person applying for the job and the representative of an institution who is looking for a suitable person to occupy the vacant post.

Through the achieving of a complete accordance between the demands of the given post and the professional and personal features of the given person there comes the end of the conscription activity which is materialized through the employment offer. (Burloiu Petre, 1997) [11].

The behaviour code of the institute in this domain is represented by the conscription policy.

The institution of the conscription policy proposes itself to observe the following principles:

- to announce locally all the existing vacant posts;
- to answer all the employment requirement, with a minimum of delay;
- to inform objectively, under any circumstances, the potential employees, concerning the essential data and the employment conditions suitable for any announced post;
- to process efficiently and objectively all the employment applications received;
- to search candidates to occupy the given vacant post, starting from the basis of their qualification;
- to offer any person invited to the interview, in an objective way, the necessary attention.

The institution proposes itself to avoid, under any circumstances:

• the unfair discrimination of the potential candidates, in terms of sex, nationality, age, religious orientation or a physical handicap;

• the unfair discrimination of the candidates who have a police recording;

• the formulating, deliberately, of some false or exaggerated conditions stipulated in the conscription documents or of the employment advertisings (G.A Cole, 2000)[12].

Through the conscription, they follow, more than anything else, the devotion of the new employee towards the institution, the insurance of the conditions that these should achieve their work tasks and to integrate in the work team, more than the simple occupation of the vacant posts.

In any institution, they take into consideration the conscription proceedings and the application criteria:

• the importance of the given functions in the organizational structure (he content of the work, the authority, the responsibility);

• the employment conditions, which are to be offered (the selection and the conscription for the employment on long or short term) and the possibility of the employment contract cancelling;

• the professional evolution of the given staff (promotions, abroad missions, professional contracts);

• the legislation that is at the basis of the conscription process;

• the practices established officially or unofficially regarding the attendance of the employee representatives and the trade unions, in general, at the staff conscription

(mixt selection committees, the necessity to obtain the trade-union agreement).

To insure the good process of the institution, the conscription function must be developed continuously and to rely on the essential elements of the staff conscription process.

These elements prove the importance of the staff conscription and the role this has within the institution and they are as they follow: firstly, the staff conscription policy, the constituting of a distinct organism proper for the staff conscription; the elaborations of the foresights, regarding the necessity of the workforce; the candidates attraction, the assessment of the staff conscription program. (G.A. Cole,2000) [13].

Within the conscription and selection process are identified the potential persons who are suitable for some vacant posts, and the selection for the institution through some suitable criteria. (Ion Petrescu, 1995) [14].

The selection of the staff follows the period of the conscription activity through which the institution managed to attract a sufficient number of candidates that are suitable for the external work market. This stage aims to identify the most suitable candidates and to persuade them to join the institution.

The selection from the point of view of the institution, represents a` sale and marketing` operation as well as the initial conscription (Georgeta Panisoara, Ion-Ovidiu Panisoara, 2004) [15].

The steps of the staff selection method are the following: the elements of the job application (CV, application forms, letters of application); the interview; selection tests, as well as other auxiliary elements, such as recommendations (references) (G.A Cole, 2000) [16].

In the view of the pre-university teaching staff conscription, the Minister of the National Education elaborates the calendar and the timetable of the national competition for the teaching posts/norms.

The documents that prove the state of the titular teacher in the pre-university national education system are the papers of appointment/transfer/distribution on the post/norm; mister orders, decisions of the general school inspector, distribution stipulations- emitted by the enabled institutes: the Minister of the National Education, the school Inspectorates, national councils for distribution (Law no.1/2011) [17].

The mobility committee for the teaching staff validates the list of the vacant/ reserved posts/norms, announced by the school units and it is notified in writing to Administration Council of the School Inspectorate.

After the titular establishment on the basis posts/norms and the achievement of the teaching norm completion, the vacant teaching posts/norms are declared.

The methodology regulates the stages of the constitution of the teaching posts/norms, the constitution of the teaching norm of teaching-learning-evaluation for the titular teaching staff in the national system and the titular teaching staff employed with individual work contract on an undefined period, the establishment of the vacant/ reserved teaching posts/norms and of the pre-university teaching staff mobility.

The mobility of the teaching staff in the pre-university are the following:

- the constituting of the teaching posts/norms as a result of the application of the teaching frame-plan and the approbation of the schooling plans;
- the constituting of the teaching norm of teaching-learning-evaluation form for the titular teacher in the national system and the titular teacher of the educational units, employed with individual work contract for an undefined period, with classes at the level of the educational unit or in the educational units in the same location or at the level of school networks;
- the completing of the teaching-learning-evaluation norm for the titular teacher in the national system and the titular teacher of the educational units, employed with an individual work contract for an undefined period, in one or more educational units;
- the establishment of the vacant/reserved teaching posts/norms and their publication with the view of occupying;
- the transfer of the redundant titular teaching staff of the national education system through the activity restriction or through the reorganization of the schooling network or the closing down of certain education units;
- the occupation of the teaching posts/norms declared vacant/reserved by the educational units, through a competition organized at the level of the educational units, school networks or temporary associations of educational units at the local/county level;
- the completing of the teaching norm, at the level of the school inspectorate, for the titular teacher for whom it cannot be provided the norms at the level of the educational unit or in the educational units of the same location or at the level of the school network;
- the distribution of the candidates who were not appointed after the competition organized at the level of the school units/networks or through the temporary associations of the local/county educational unit, in a public meeting organized at the level of the school county;
- the occupation of the vacant/reserved teaching posts/norms through hour wages;
- the occupation of the vacant/reserved teaching posts/norms through transfer;
- the occupation of the vacant/reserved teaching posts/norms through hour wages or transfer during the school (The Frame- Methodology regarding the teaching staff in the pre-university educational system in the school year 2012-2013) [18].

A candidate can apply for the competition only in one county/ Bucharest, where they can lay down the options form for distribution. In a contrary case they will cancel the application for the competition.

For the occupation of the vacant posts/norms there can apply the graduates of the long and short term education, of medium/post high school education, who have the suitable specialities for the given posts/norms written on their diploma.

The occupation of the vacant posts in the pre-university educational system involves a series of costs, such as: *personal costs* (of supervising the candidates); *material costs.*

The sums of money for the staff and material costs are provided by the National Education Minister from a special account meant for the titularization competition, and the other costs are supported by the School Inspectorate. These sums are transferred by the School County Inspectorate in the university centers where the papers are corrected.

The costs used for the waste paper, the supervising of the candidates participating at the competition, the change of place and the daily allowance of the staff who deal with the transportation of the papers to the university centers to be corrected are totally supported by the School Count Inspectorate.

On the basis of the agreement signed between the School Inspectorate and the University where the papers are corrected, they transfer the sums of the money that are established by the National Education Minister. The object of the agreement is the way of using some types of costs for the organization and the development of the evaluating activity of the papers of the candidates who applied for the titularization competition.

School year	The total no. of the posts	Out of which			
		Titularizable	Untitula-rizable	Out of which:	
				complete	incomplete
2010/2011	1.347	528	819	437	382
2011/2012	1.729	476	1.253	608	645

The source: the data are gathered and processed by the author from the *School County of Mures*

The year	The total persons participanting at the titularization competition	The costs regarding the titularizatio
2011-2012	1347	12685
2012-2013	1729	23085

The source: the data are gathered and processed by the author from the *School County of Mures*

The efficiency and the productivity of the work are found in the way the time work and the human resource are used. These are expressed individually and nationally or at the branch level.

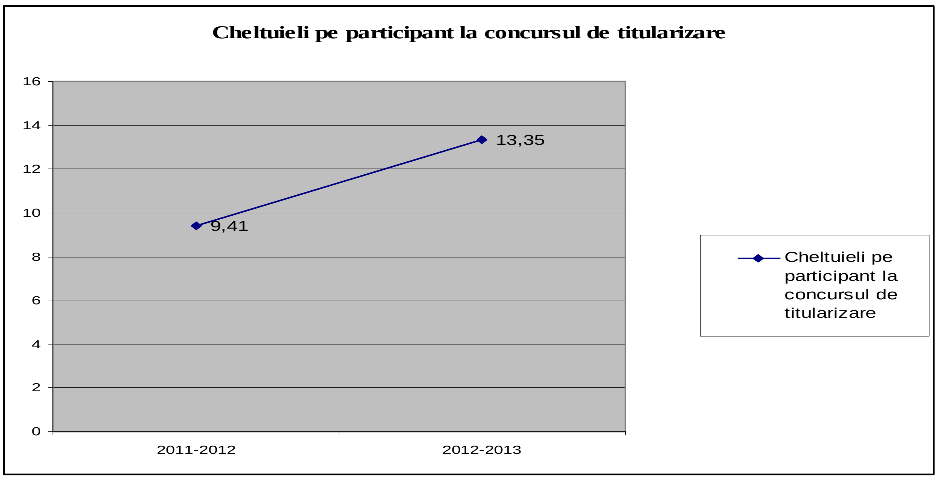
The productivity of the individual work shows the efficiency of the employee, the institution or the branch work. The economic activity is developed according to the dimension the particular factors, which are economical, technical, organizatorical, social, etc.

W=Q/T; Q- the obtained production; T- the costs of work time executed in the productivity result Q

20112012; $W=\frac{Q}{T}$ costs/ no. of papers= $\frac{12685}{1347}$ = 9,41 lei/corrected paper;

2012-2013; $W=\frac{Q}{T}$ =costs/no. of papers = $\frac{23085}{1729}$ = 13,35 lei/corrected paper;

The year	Costs per the candidate participating at the titularization context
2011-2012	9,41
2012-2013	13,35

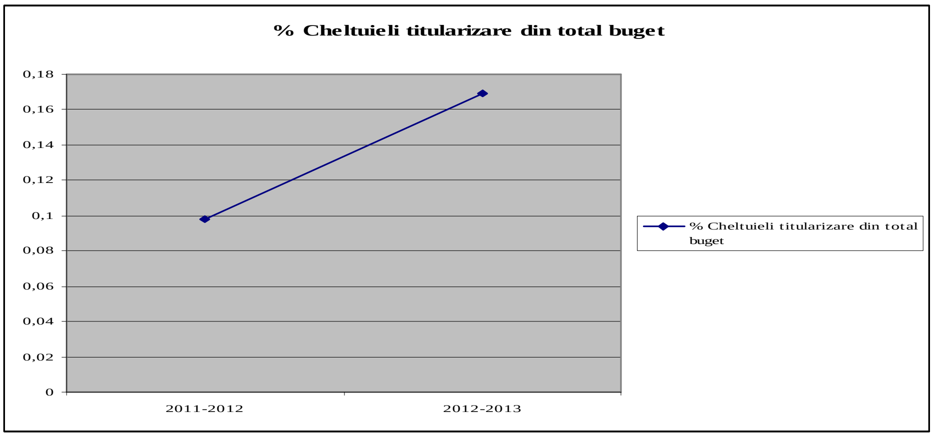


The year	The approved budget	The costs related to the titularization
2011-2012	12.860.572	12685
2012-2013	13.588.960	23085

20112012; W= $\frac{Q}{T}$ x 100 = costs of titularization/budget x 100= $\frac{12685}{12860572}$ x 100 = 0,00098 x 100 = 0,098 %;

2012-2013; W= $\frac{Q}{T}$ x 100 =costs of titularization/budeget x 100= $\frac{23085}{13588960}$ x 100 = 0,00169 x 100 = 0,169 %;

The year	% The titularization costs of the total budget
2011-2012	0,098
2012-2013	0,169



The costs regarding the titularization of the teaching staff in the pre-university educational system made by the School County Inspectorate from Mures are the costs related to the organization and the development of the context, and the costs regarding the paper correction of the participants at the titularization competition are the staff and material costs and they are provided by the National Education Minister in a special account addressed to the titularization, and the other costs are supported by the School

Inspectorate. These sums are transferred by the School County Inspectorate in the university centers where the papers are corrected.

On the basis of the agreement signed between the School Inspectorate and the University where the papers are corrected, they transfer the sums of money which are established by the National Education Minister. The aim of the agreement is the way some types of costs are used in the view of the organizing and the development of the activities for the evaluation of the papers of the candidates and the participants for the titularization competition. *The situation of the posts emitted at the titularization competition.*

Conclusions

Through the management of the human resources they insure the necessary workforce in an institution, on types of staff with the view of achieving the activities and the obtaining of the expected results.

The descentralization of the budget institutions provides some principles of the management of the human resources so that they create the conditions of involvement and participation at the institution activity, on the conditions we wish to live in a society where the fundamental values are creativity, liberty, pluralism and tolerance.

The institutions of the pre-unversity education (kindergartens, schools, high schools) do not benefit of a human resource manager.

The weak points and the suggestions for the improvement of the identification in the pre-university education system as a result of the centralized management of the human resources are:

- the decisions adopted in the educational system related to the human resources have effects on the educational institution and on the individuals in the institution;
- any lack of balance can cause serious disorders at the level of the institution taking into consideration the role of the teacher that they have in the training-teaching process;
- through the strategies of the human resources, the educational institution can cause individual changes that can be transferred by the individual in an extended environment.

The centralized management of the human resources at the level of the School County Inspectorates, the lack of a clear policy in the domain of the human resources (at the level of the School County Inspectorate, even if there is a department of human resources, those who work in this department do not have the necessary qualification, being teaching staff selected on certain criteria) and the unprofessional involvement of the local authorities, these being disruptive factors of the training-teaching process. The insurance of the human resources with teaching staff is achieved in a centralized way at the level of the School County Inspectorate, the training and the development of the teaching staff is in a continuous change, the instability of the human resources, through the allocation of a great number of substituting posts, the accepting in the educational system of some experts who do not have a suitable qualification, that is pedagogical/methodical modules, the small wages prevent the valuable young people to enter the educational system.

The costs related to the titularization competition are quite significant at the level of the county and from here the idea of occupying the vacant posts through distribution by the superior educational unit.

Suggestions

The participating at the professional training of the teaching staff must be a concern of all the interested factors: students, the society and the public authorities.

The suggestions are: the financial and material support of the human resources with the view of maintaining and the continuous training, the insurance of the stability of the staff in the school unit, the wage increase up to a motivating level, the insurance of the human resources on the basis established at the level of the school unit.

The descentralization of the units in the budget system with a reference to the education leads to some doubts regarding the conscription and the selection of teaching staff as well as the professional training which are partially coordinated by the school unit and the school county inspectorate which are submitted to the orders and the organization at the central level conducted by the National Education Minister. The conscription, the selection and the professional training of the teaching staff at the school unit level are efficient and guarantee an educational quality owing to the fact that they select teaching staff who have the suitable abilities and qualifications in the domain they are to be employed. The testing of the abilities is to be carried out in the future workplace.

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GESTIUNEA ŞI DEZVOLTAREA RESURSELOR UMANE ÎN ÎNVĂȚĂMÂNTUL PREUNIVERSITAR

Luminița, Andone[1]

Rezumat:

Prin gestiunea resurselor umane se asigură necesarul de forță de muncă într-o instituție, pe categorii de personal în scopul realizării activităților şi obținerea rezultatelor aşteptate.

Descentralizarea instituțiilor bugetare face necesară însuşirea unor principii ale managementului resurselor umane astfel încât să fie create condițiile unei implicări şi participări la activitatea instituției, în condițiile în care dorim să traim într-o societate în care valorile fundamentale sunt creativitatea, libertatea, pluralismul şi toleranța.

Instituțiile din învățământul preuniversitar (grădinițe, şcoli, licee) nu beneficiază de manager de resurse umane.

Descentralizarea instituțiilor bugetare face necesară însuşirea unor principii ale managementului resurselor umane astfel încât să fie create condițiile unei implicări şi participari la activitatea instituției, în condițiile în care dorim să traim într-o societate în care valorile fundamentale sunt creativitatea, libertatea, pluralismul şi toleranța.

Instituțiile din învățământul preuniversitar nu beneficiază de manager de resurse umane.

Gestionarea centralizată a resurselor umane la nivelul Inspectoratelor Şcolare Județene, lipsa unei politici clare în domeniul resurselor umane (la nivelul Inspectoratului Şcolar Județean, chiar dacă există compartiment de management al resurselor umane, cei care lucrează în acest compartiment nu au pregătirea necesară, fiind cadre didactice selectate pe anumite criterii) şi intervenția neprofesionistă a autorității locale, aceştia fiind factori perturbatori ai procesului instructiv-educativ.

Cuvinte cheie: *gestiune, resurse umane, descentralizare, formare, recrutare, selecție.*

Clasificare JEL: A10; A14; A20

1. Gestiunea resurselor umane

Conducerea resurselor umane, vizează asigurarea de personal, atât din punct de vedere cantitativ, dar mai ales calitativ.

Descentralizarea instituțiilor bugetare face necesară însuşirea unor principii ale managementului resurselor umane astfel încât să fie create condițiile unei implicări şi participari la activitatea instituției, în condițiile în care dorim să traim într-o societate în care valorile fundamentale sunt creativitatea, libertatea, pluralismul şi toleranța.

Instituțiile din învățământul preuniversitar (grădinițe, şcoli, licee) nu beneficiază de manager de resurse umane.

Puncte slabe şi propuneri de îmbunătățire identificare în sistemul învățământului preuniversitar ca rezultat al gestionării centralizate a resureslor umane sunt:

- deciziile adoptate în sistemul educațional privind resursele umane au efecte asupra instituției de învățământ şi a indivizilor din instituție;
- orice dezechilibru poate genera disfuncții serioase la nivelul instituției de învățământ ținând cont de rolul cadrului didactic pe care îl are în procesul instructiv-educativ;
- prin strategii ale resurelor umane, instituța de învățământ poate produce schimbări individuale care pot fi transferate de către personal şi în mediul extins.

Managerul resurselor umane dintr-o instituție de învățământ trebuie să se concentreze asupra optimizării optime a potențialului de resurse umane existent, estimarea necesarului de personal didactic, didactic auxiliar şi nedidactic, investițiile în dezvoltarea resurselor umane necesare pentru perioada următoare.

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Pensionarea, demiterea sau concedierea sunt activități ce țin de unitatea şcolară împreună cu Inspectoratele Şcolare Județene.

Resursele umane nu trebuie privite ca o componentă a costului, ci ca o investiție rentabilă în cadrul unității de învățământ, nu doar al costurilor de producție, ci principalul agent al promovării educației şi performanței.

Gestionarea centralizată a resurselor umane la nivelul Inspectoratelor Şcolare Județene, lipsa unei politici clare în domeniul resurselor umane (la nivelul Inspectoratului Şcolar Județean, chiar dacă există compartiment de management al resurselor umane, cei care lucrează în acest compartiment nu au pregătirea necesară, fiind cadre didactice selectate pe anumite criterii) şi intervenția neprofesionistă a autorității locale, aceştia fiind factori perturbatori ai procesului instructiv-educativ. Consecințele acestor factori perturbatori la nivelul unității şcolare. Asigurarea resurselor umane cu personal didactic se realizează centralizat la nivelul Inspectoratului Şcolar Județean, formarea şi dezvoltarea cadrelor didactice este într-o continuă schimbare, instabilitatea resursei umane, prin rezervarea unui număr mare de posturi pentru suplinire, acceptarea în sistemul educațional a unor specialişti care nu au pregătire adecvată, adică module pedagogice/metodică, salariile mici îi dezarmează pe tinerii valoroși să intre în sistemul de învățământ. Ca propuneri ar fi, sprijinirea financiară şi materială a resurselor umane în vederea menținerii şi formării continue, asigurarea stabilității personalului în unitatea şcolară, creşterea salariilor până la un nivel motivant, asigurarea de resurse umane pe baza principiilor stabilite la nivelul unității şcolare.

2. Dezvoltarea resurselor umane în învățământul preuniversitar

În condițiile exploziei informaționale, ale educației permanente şi ale eforturilor pentru dezvoltarea resurselor umane sunt în continuă înnoire, formarea nivelului profesional şi ridicarea nivelului profesional, ca proces general de acumulare de cunoştințe din toate domeniile ce se conturează, trebuie să reprezinte un domeniu cheie al activității fiecărei organizații.

Calitatea întregului proces de formare şi ridicare a nivelului profesional este, fără îndoială, rezultanta unui ansamblu de acțiuni interdependente care țin de:

- modernizarea;
- viteza;
- asigurarea mobilității intelectuale la care concură capacitatea procesului de pregătire a absolvenților conform experiențelor/aşteptărilor, actuale, înarmarea lor cu cunoştințele necesare, cu deprinderi de studiu şi învățare permanentă, formarea unei gândiri prospective, anticipative;
- structurarea procesului de formare;
- dotarea cu cadre didactice, cu baza tehnico-materială şi aparatură didactică;
- monitorizarea;
- obținerea unui randament superior întregii educații permanente etc.

În consecință toate aceste cerințe implică acțiuni convergente şi reacții prompte la nevoile dezvoltării pentru a atinge standardele de performanță urmărită în pregătirea ştiințifică şi tehnică a resurselor umane.

De altfel, caracterul dinamizator al învățământului, ca sector strategic al dezvoltării în aceasta constă (Ion Petrescu , 2003) [2].

Nu există creație fără acumulare de experiență şi fără competență. De asemenea, nu există invenție fără ştiință şi „savoir-faire!, cu condiția ca competența să fie dublată şi de îndrăzneală.

Formatorul adevărat şi nu un instructor obişnuit (rol pe care îl poate îndeplini şi un pedagog la un preț mai redus) trebuie să îndeplinească următoarele deziderate:

- să antreneze şi să dezvolte flexibilitatea mentală, ceea ce implică revigorarea încrederii în sine, să înlăture rigiditatea provocată de condiționarea şi rutină, de frica de nou, precum şi de lipsa de experiență;
- să-i învețe pe cursanți tehnicile învățării, încât fiecare să-şi descopere propria strategie de învățare şi mijloacele de optimizare;
- să le consolideze încrederea în învățarea permanentă, ca o condiție necesară a creşterii şi dezvoltării personale care nu se poate realiza decât prin efort pentru mobilizarea tuturor capacităților de care dispun;
- să se încadreze în bucla sistemică, unul din punctele cardinale ale strategiei instituției.

Asumarea şi realizarea acestor deziderate declanşează forțape care astăzi o numim formare, precum şi sistemul însuşi de educație națională, , încă centrat astăzi pe transmiterea şi controlul cunoştințelor, livrând topuri de hârtie, deci vanitatea este etalată tot mai evident. „Faptul că posed o diplomă nu probează decât un lucru”, scrie un expert american, „acela că am fost capabil de a reuşi la examenul ce condiționa eliberarea acestei diplome” (Radu Emilian,1999) [3].

Pentru supraviețuirea instituției un ingredient esențial al succesului este învățarea la nivel strategic, operațional şi la cel al politicilor care trebuie să fie conştientă, continuă şi integrată.

Responsabilitatea unui climat, în care întregul personal să învețe permanent, o poartă echipa managerială, care prin formarea personalului alimentează şi asigură transmiterea acestui patrimoniu, element esențial al valorii unei instituții moderne (Viorel Lefter, Alexandrina Deaconu, 2008) [4].

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Formarea generală, formarea profesională şi acumularea de experiență în muncă constituie triada/triunghiul formării personalului.

Formarea personalului este considerată cea mai profitabilă investiție, implică cheltuiala şi au ca scop obținerea profitului, expectanțele investitorului pot fi predicții ce se împlinesc (Bernard Gazier, 2003) [6].

3. Asigurarea necesarului de resurse umane în învățământul preunivrsitar

Pe baza planurilor-cadru de învățământ, prevăzute în Ordinele Ministerului Educației Naționale, se stabilesc posturile/catedrele didactice din învățământul preuniversitar, avându-se în vedere, cu prioritate, respectarea principiului contiunității activității didactice de predare la aceleaşi clase sau grupe de elevi.

Comisia de mobilitate a personalului didactic validează lista posturilor/catedrelor didactice vacante/rezervate comunicate de către unitatățile şcolare Consiliului de Administrație al Inspectoratului Şcolar Județean.

După încadrarea titularilor pe posturile/catedrele de bază şi soluționează complectările de normă didactică se face declararea posturilor/catedrelor vacante care sunt scoase la concurs.

Concursul pentru ocuparea posturilor didactice are caracter deschis.

Legislația în vigoare (Legea 1/2011, Legea invațamântului) prevede condițiile ce trebuie îndeplinite pentru participarea la concurs (Legea nr. 1/2011) [7].

Organul de specialitate al administrației publice centrale este Ministerul educației Naționale care elaborează şi implementează politici naționale în domeniul învățământului preuniversitar. Ministerul Educației Naționale inițiază şi execută politica financiară şi a resurselor umane din sfera educației, de asemenea, în domeniul învățământului preuniversitar are atribuții de a elabora metodologia privind mişcarea personalului didactic în unitățile de învățământ preuniversitar.

Actele normative adoptate la nivel național şi metodologiile elaborate de Ministerul educației Naționale reglementează managementul resurselor umane în învățământul preuniversitar care se realizează prin exercitarea descentralizată la nivelul şcolii.

Organismele implicate în buna desfăşurare a activităților didactice şi a procesului educațional, la nivel central este Ministerul Educației Naționale, iar la nivel local sunt Inspectoratele Şcolare, instituții care se ocupă cu asigurarea necesarului de personal didactic, didactic auxiliar şi nedidactic.

Prin Consiliile locale şi Consiliile județene, Ministerul educației Naționale asigură condițiile optime pentru desfăşurarea activității didactice, dotarea bazei materiale, investiții, renovarea şi modernizarea bazei materiale, precum şi salarizarea personalului care îşi desfăşoară activitatea la nivel de instituție şcolară.

Pe baza informațiilor primite în urma recensământului efectivelor de elevi şi ținându-se seama de toți parametrii legislativi se întocmeşte planul de şcolarizare.

Pe baza planurilor-cadru, aprobate prin Ordin al ministrului educației naționale, se constituie posturile/catedrele din învățământul preuniversitar.

În sensul metodologiilor aprobate, prin unități de învățământ înțelegem: unitățile de învățământ **cu personalitate juridică,** unitățile de învățământ conexe, palatele şi cluburile copiilor şi elevilor şi Palatul Național al Copiilor, centrele județene/al municipiului Bucureşti de resurse şi asistență educațională, centrele şcolare pentru educație incluzivă, centrele logopedice interşcolare şi cabinetele logopedice, centrele şi cabinetele de asistență psihopedagogică (INSTRUCȚIUNI) [8].

Potrivit Legii educației naționale nr. 1/2011, norma didactică a personalului didactic din unitățile de învățământ de predare-învățare, de instruire practică şi de evaluare curentă a preşcolarilor şi a elevilor în clasă cuprinde cuprinde ore prevăzute în planul de învățământ la disciplinele corespunzătoare specializării sau specializărilor înscrise pe diploma/diplomele de licență sau de absolvire, pe diploma de absolvire a ciclului II de studii universitare de masterat sau pe diploma/diplomele/certificatul/certificatele de absolvire a unor cursuri postuniversitare, cu durata de cel puțin un an şi jumătate, aprobate de Ministerul Educației Naționale - studii aprofundate, studii academice postuniversitare, studii postuniversitare de specializare, în profilul postului, în conformitate cu prevederile *art. 1 lit. a) din Ordonanța Guvernului nr. 103/1998, aprobată şi modificată prin Legea nr. 109/1999 şi Legea educației naționale nr. 1/2011 este*[9].

Numărul personalului angajat în învățământ, inclusiv al personalului didactic, este în raport de intercondiționare şi complementaritate cu evoluția efectivelor de elevi/studenți, care, din păcate, are tendință de scădere.

Formarea inițială pentru ocuparea funcțiilor didactice din învățământul preuniversitar cuprinde:

- formarea inițială, teoretică, în specialitate, realizată prin universități, în cadrul unor programe acreditate potrivit legii;
- master didactic cu durata de 2 ani;
- stagiul practic cu durata de un an şcolar, realizat într-o unitate de învățământ, sub coordonarea unui profesor mentor.

Personalul din educația preşcolară şi primară face excepție de la aceste prevederi, deoarece funcțiile de educatoare/educator, învățător/învățăroare se realizează prin liceele pedagogice.

În vedera obținerii altor specializări, absolvenții studiilor de licență pot urma module de minimum 90 credite transferabile care atestă obținerea de competențe de predare a unei discipline din domeniul specializării înscrise pe diploma de licență (Legea educației naționale, 2011) [10].

În urma analizei nevoilor de formare, Ministerul educației Naționale stabileşte reperele curriculare şi calificările de formare inițială teoretică în specialitate a personalului, în calitate de principal finanțator.

După evaluarea nevoii de cadre didactice se elaborează planurile ce asigură angajarea forței de muncă competentă şi stabilă prin procesul de planificare a resurselor umane.

Catedrele, la nivelul unităților de învățământ, se constituie în urma recensământului efectuat, a numărului de elevi înscrişi şi a numărului de clase, care se transmit Inspectoratului Şcolar Județean.

Inspectoratele şcolare județene vor elabora propunerile pentru proiectul planului de şcolarizare şi al rețelei unităților de învățământ preuniversitar. Planul de şcolarizare se va fundamenta printr-un studiu de specialitate din perspectiva argumentelor pedagogice, psihopedagogice, sociologice şi economice. La elaborarea acestuia vor fi implicați profesorii consilieri din centrele şi cabinetele şcolare, specialişti din centrele județene/ al municipiului Bucureşti de resurse şi asistență educațională, din cadrul centrului județean/al municipiului Bucureşti de asistență psihopedagogică, cadre didactice de la toate nivelurile de învățământ, sindicatele din învățământ, reprezentanții organizațiilor județene/al municipiului Bucureşti ale părinților, autoritățile locale (prefecturi, consilii județene, consilii locale etc.) şi Comitetul Local de Dezvoltare a Parteneriatului Social.

4. Recrutarea şi selecția personalului didactic în învățământul preuniversitar

Activitatea organizată de a atrage resursele umane neocupate, pentru satisfacerea necesarului de forță de muncă din perioada respectivă, reprezintă recrutarea personalului. Aceasta este o acțiune prealabilă încheierii contractului de muncă și nu implică obligații din partea organizației.

Recrutarea reprezintă preluarea din rândul indivizilor selecționați, pe aceia a căror cunoştințe profesionale în domeniu, personalitate şi aptitudini, corespund cel mai bine posturilor vacante scoase la concurs.

Principalul scop al activităților de recrutare este de a atrage un număr suficient de posibili angajați corespunzători, care să candideze la posturile libere din cadrul organizației. Prin comparație, scopul principal al activităților de selecție este de a-i identifica pe candidații cei mai potriviți şi de a-i convinge să accepte un post în cadrul prganizației.

Recrutarea personalului este momentul de interacțiune dintre persoana care caută un post şi reprezentantul unei instituții care caută o persoană potrivită pentru ocuparea unui post liber.

Prin realizarea unei concordanțe depline între exigențele postului respectiv şi caracteristicile profesionale şi personale ale persoanei respective se încheie activitatea de recrutare care se concretizează prin oferta de angajare(Burloiu Petre, 1997) [11].

Codul de conduită al instituției în acest domeniu, îl reprezintă politica de recrutare.

Instituția în politica de recrutare, îşi propune să respecte următoarele principii:

- să anunțe pe plan intern toate posturile libere existente;
- să răspundă tuturor cerințelor de angajare, cu minimum de întârziere;
- să-i informeze cu bună credință, în orice împrejurare, pe potențialii angajați, în privința datelor esențiale şi a condițiilor de angajare aferente fiecărui post liber anunțat;
- să prelucreze cu eficiență şi bunăvoință toate cererile de angajare primite;
- să caute candidați pentru ocuparea postului liber respectiv, pornind de la baza calificării lor;
- să-i acorde fiecărei persoane invitate la interviu, în mod echitabil, atenția cuvenită.

Instituția îşi propune în orice împrejurare să evite:

- discriminarea nedreaptă a potențialilor candidați pe temeiul sexului, rasei, vârstei, orientării religioase sau a handicapului fizic;
- discriminarea nedreaptă a candidaților care au cazier;
- formularea cu bună știință a unor condiții false sau exagerate în cuprinsul materialelor de recrutare sau al anunțurilor de angajare” (G.A. Cole , 2000) [12].

Prin recrutare se urmărește, înainte de toate, atașamentul noului angajat față de instituție, asigurarea condițiilor ca acesta să-și îndeplinească sarcinile de serviciu și să se încadreze în colectivul de lucru, mai mult decât simpla ocupare a posturilor vacante.

În orice unitate, se au în vedere procedurile de recrutare și criteriile de aplicare:

- importanța funcțiilor respective în structura organizațională (conținutul muncii, autoritate, responsabilitate);
- condițiile de angajare, care urmează a fi oferite (selectarea și recrutarea pentru angajarea pe termen lung sau scurt) și posibilitatea rezilierii contractelor de angajare;
- evoluția profesională a personalului respectiv (promovări, misiuni în străinătate, contracte profesionale);
- legislația ce stă la baza procesului de recrutare;
- practicile stabilite oficial sau neoficial cu privire la participarea reprezentanților salariaților și a sindicatelor, în general, la recrutarea personalului (comitete de selecție mixte, necesitatea de a obține acordul sindicatului).

Pentru a asigura bunul mers al instituției, funcția de recrutare trebuie să se desfășoare neântrerupt și să se bazeze pe elementele esențiale ale procesului recrutării personalului.

Aceste elemente dovedesc importanța recrutării personalului și rolul pe care acesta îl ocupă în cadrul instituției și ele sunt următoarele: în primul rând politica de recrutare a personalului, constituirea unui organism distinct destinat recrutării personalului; elaborarea previziunilor, privind necesarul de forță de muncă; atragerea solicitanților; evaluarea programului de recrutare a personalului (G.A. Cole , 2000) [13].

În cadrul procesului de recrutare și selecție sunt identificate persoanele potențial potrivite unor posturi vacante, și selectarea pentru instituție prin intermediul unor criterii adecvate (Ion Petrescu, 1995) [14].

Selecția personalului urmează după etapa activității de recrutare în urma căreia instituția a reșit să atragă un număr suficient de candidați potriviți de pe piața externă de muncă. Această etapă are drept scop să-i identifice pe candidații cei mai potriviți și să-i convingă să intre în instituție.

Selecția din punct de vedere al instituției, reprezintă o operațiune de„marketing și vânzare” ca și recrutarea inițială (Georgeta Pânișoară, Ion-Ovidiu Pânișoară, 2004*)* [15].

Pașii procedeului de selecție a personalului sunt următorii: elementele cererii de angajare (CV, formulare, scrisori); interviul; teste de selecție, precum și alte elemente auxiliare, cum ar fi recomandările (referințele) (G.A. Cole , 2000) [16].

Pentru recrutarea personalului didactic din învățământul preuniversitar, se elaborează de către Ministerul Educației Naționale calendarul și graficul desfășurării concursului național pentru ocuparea posturilor/catedrelor didactice

Documentele care atestă statutul de cadru didactic titular al sistemului național de învățământ preuniversitar sunt actele de numire/transfer/repartizare pe post/catedră; ordine de ministru, decizii ale inspectoratului școlar general, dispoziții de repartizare – emise de instituții abilitate în acest sens: Ministerul Educației Naționale, Inspectoratele școlare, comisii naționale de repartizare (Legea nr.1/2011) [17].

Comisia de mobilitate a personalului didactic validează lista posturilor/catedrelor didactice vacante/rezervate, comunicată de către unitățile școlare pe care o comunică în scris Consiliului de Administrație al Inspectoratului Școlar.

După încadrarea titularilor pe posturile/catedrele de bază şi soluționarea complectărilor de normă didactică, sunt declarate posturile/catedrele didactice vacante.

Metodologia reglementează etapele de constituire a posturilor didactice/catedrelor, constituirea normei didactice de predare-învățare-evaluare pentru personalul didactic titular al sistemului național de învățământ şi personalul didactic titular al unităților de învățământ, angajat cu contract individual de muncă pe perioadă nedeterminată, stabilirea posturilor didactice/catedrelor vacante/rezervate şi de mobilitate a personalului didactic din învățământul preuniversitar.

Etapele de mobilitate a personalului didactic din învățământul preuniversitar sunt următoarele:

- constituirea posturilor didactice/catedrelor ca urmare a aplicării planurilor-cadru de învățământ şi a aprobării planurilor de şcolarizare;
- constituirea normei didactice de predare-învățare-evaluare pentru personalul didactic titular al sistemului național de învățământ şi personalul didactic titular al unităților de învățământ, angajat cu contract individual de muncă pe perioadă nedeterminată, cu ore la nivel de unitate de învățământ sau în unități de învățământ din aceeaşi localitate ori la nivelul consorțiilor şcolare;
- întregirea normei didactice de predare-învățare-evaluare pentru personalul didactic titular al sistemului național de învățământ şi personalul didactic titular al unităților de învățământ, angajat cu contract individual de muncă pe o perioadă nedeterminată, în două sau mai multe unități de învățământ;
- stabilirea posturilor didactice/catedrelor vacante/rezervate şi publicarea acestora în vederea ocupării;
- transferarea personalului didactic titular al sistemului național de învățământ disponibilizat prin restrângre de activitate sau prin restructurarea rețelei şcolare ori desființarea unor unități de învățământ;
- ocuparea posturilor didactice/catedrelor declarate vacante/rezervate de unitățile de învățământ, prin concurs organizat la nivelul unităților de învățământ, consorțiilor şcolare ori asocierilor temporare de unități de învățământ la nivel local/județean;
- completarea normei didactice, la nivelul inspectoratului şcolar, pentru personalul didactic titular căruia nu i se poate construi catedra la nivelul unității de învățământ ori în unități de învățământ din aceeaşi localitate sau la nivelul consorțiului şcolar;
- repartizarea candidaților rămaşi nerepartizați după concursul organizat la nivelul unităților/consorțiilor şcolare ori prin asocieri temporare de unități de învățământ la nivel local/județean, în şedință publică organizată la nivelul inspectoratului şcolar;
- ocuparea posturilor didactice/catedrelor vacante/rezervate prin plata cu ora;
- ocuparea posturilor didactice/catedrelor vacante/rezervate prin detaşare;
- ocuparea posturilor didactice/catedrelor vacante/rezervate prin plata cu ora sau detaşare pe tot parcursul anului şcolar (Metodologie cadru privind mobilitatea personalului didactic din învățământul preuniversitar în anul şcolar 2012-2013) [18].

Un candidat se poate înscrie la concurs numai într-un singur județ/municipiul Bucureşti, unde îşi va depune şi fişa de opțiuni pentru repartizare. În caz contrar i se anulează înscrierea la concurs.

Pentru ocuparea posturilor/catedrelor vacante se pot înscrie la concurs absolvenți ai învățământului superior de lungă/scurtă durată, mediu/postliceal, care au înscrise pe diplomă specializările corespunzătoare posturilor/catedrelor respective.

Ocuparea posturilor vacante din învățământul preuniversitar atrage după sine o serie de cheltuieli, cum ar fi: *cheltuieli de personal* (de supraveghere a candidaților); *cheltuieli materiale*.

Sumele pentru cheltuielile de personal şi materiale se primesc de la Ministerul Educației Naționale dintr-un cont special destinat titularizării, iar celelete cheltuieli sunt suportate de Inspectoratul Şcolar. Aceste sume sunt virate de catre Inspectoratul Şcolar județean în centrele universitare la care se corectează lucrările.

Cheltuielile efectuate cu maculatura, supravegerea candidaților participanți la concurs, deplasarea şi diurna persoanelor care asigură transportul către universitățile unde se corectează sunt suportate în totalitate de Inspectoratul Şcolar Județean.

Pe baza convenției încheiată între Inspectoratul Şcolar cu Universitatea unde se corectează lucrări se virează sumele care sunt stabilite de către Ministerul Educației Naționale. Obiectul convenției este modul de utilizare a unor categorii de cheltuieli pentru organizarea şi desfăşurarea activităților de evaluare a lucrărilor candidaților înscrişi şi participanți la concursul de titularizare.

Situația posturilor scoase la concursul de titularizare

An şcolar	TOTAL nr. posturi	Din care:			
		Titulari-zabile	Netitula-rizabile	Din care:	
				complete	incomplete
2010/2011	1.347	528	819	437	382
2011/2012	1.729	476	1.253	608	645

Sursa: Date culese de autor de la *Inspectoratul Şcolar Județean Mureş, şi prelucrate*

Cheltuieli privind concursul de titularizare

Anul	Total persoane participante la concursul de titularizare	Cheltuieli privind titularizarea
2011-2012	1347	12685
2012-2013	1729	23085

Sursa: Date culese de autor de la *Inspectoratul Şcolar Județean Mureş, şi prelucrate*

Eficacitatea şi productivitatea muncii se regăsesc în modul de utilizare a timpului de lucru şi a resursei umane. Acestea se exprimă individual şi național sau la nivel de ramură.

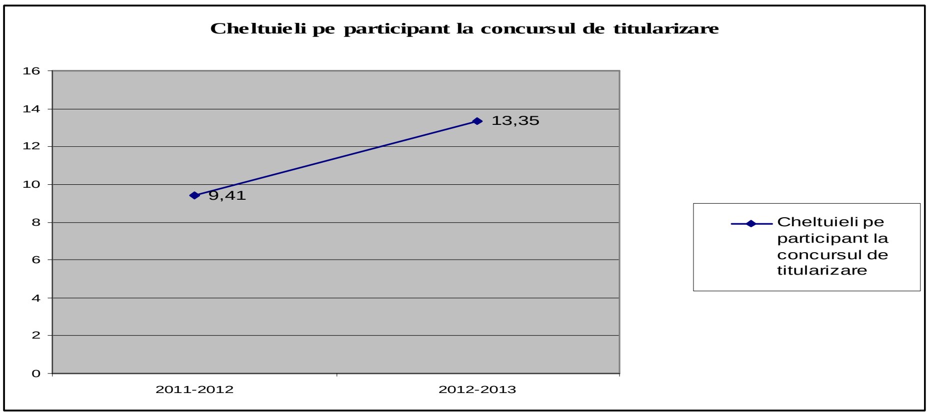
Productivitatea muncii individuale manifestă prolificitatea foctorului muncă la nivel de lucrător, instituție sau ramură. Activitatea economică se derulează în funcție de dimensiunea şi factorii specifici, de ordin economic, tehnic, organizatoric, social etc.

W=Q/T; Q – producția obținută; T- cheltuielile de timp demuncă executate în obținerea producției Q.

20112012; $W=\frac{Q}{T}=\frac{cheltuieli}{nr.lucrari}=\frac{12685}{1347}=$ 9,41 lei/lucrare corectată;

2012-2013; $W=\frac{Q}{T}=\frac{cheltuieli}{nr.lucrari}=\frac{23085}{1729}=$ 13,35 lei/lucrare corectată;

Anul	Cheltuieli pe participant la concursul de titularizare
2011-2012	9,41
2012-2013	13,35



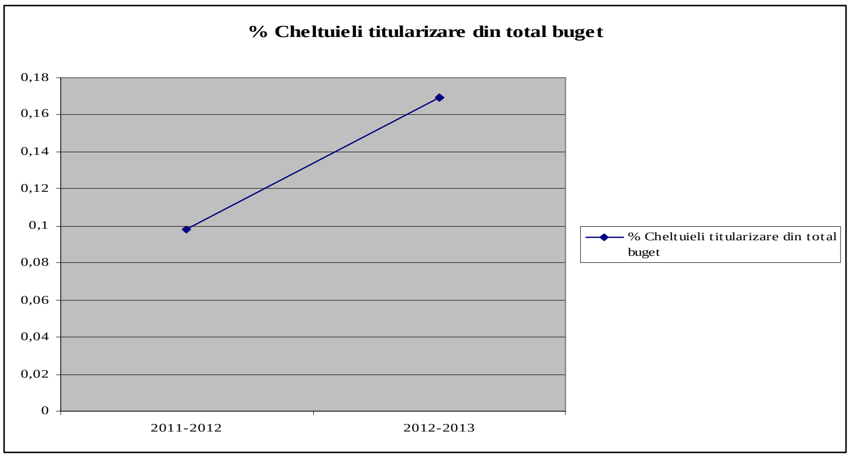
Cheltuieli privind titularizarea din total buget aprobat

Anul	Buget aprobat	Cheltuieli privind titularizarea
2011-2012	12.860.572	12685
2012-2013	13.588.960	23085

20112012; W=$\frac{Q}{T}$ x 100 =$\frac{ch.titularizare}{buget}$ x 100= $\frac{12685}{12860572}$ x 100 = 0,00098 x 100 = 0,098 %;

2012-2013; W=$\frac{Q}{T}$ x 100 =$\frac{ch.titularizare}{buget}$ x 100= $\frac{23085}{13588960}$ x 100 = 0,00169 x 100 = 0,169 %;

Anul	% Cheltuieli titularizare din total buget
2011-2012	0,098
2012-2013	0,169



Cheltuielile privind titularizarea cadrelor didactice în învăţământul preuniversitar efectuate de către InspectortulŞcolar Judeţean Mureş sunt cheltuielile privind organizarea şi desfăşurarea concursului, iar cheltuielile privind corecarea lucrarilor participanţilor la concursul de titularizare sunt cheltuielile de personal şi materiale se primesc de la Ministerul Educaţiei Naţionale dintr-un cont special destinat titularizării, iar celelete cheltuieli sunt suportate de Inspectoratul Şcolar. Aceste sume sunt virate de catre Inspectoratul Şcolar județean în centrele universitare la care se corectează lucrările.

Pe baza convenției încheiată între Inspectoratul Şcolar cu Universitatea unde se corectează lucrări se virează sumele care sunt stabilite de către Ministerul Educației Naționale. Obiectul convenției este modul de utilizare a unor categorii de cheltuieli pentru arganizarea şi desfăşurarea activităților de evaluare a lucrărilor candidaților înscrişi şi participanți la concursul de titularizare. *Situația posturilor scoase la concursul de titularizare*

Concluzii

Prin gestiunea resurselor umane se asigură necesarul de forță de muncă într-o instituție, pe categorii de personal în scopul realizării activităților şi obținerea rezultatelor aşteptate.

Descentralizarea instituțiilor bugetare face necesară însuşirea unor principii ale managementului resurselor umane astfel încât să fie create condițiile unei implicări şi participări la activitatea instituției, în condițiile în care dorim să traim într-o societate în care valorile fundamentale sunt creativitatea, libertatea, pluralismul şi toleranța.

Instituțiile din învățământul preuniversitar (grădinițe, şcoli, licee) nu beneficiază de manager de resurse umane.

Puncte slabe şi propuneri de îmbunătățire identificare în sistemul învățământului preuniversitar ca rezultat al gestionării centralizate a resureslor umane sunt:

- deciziile adoptate în sistemul educațional privind resursele umane au efecte asupra instituției de învățământ şi a indivizilor din instituție;
- orice dezechilibru poate genera disfuncții serioase la nivelul instituției de învățământ ținând cont de rolul cadrului didactic pe care îl are în procesul instructiv-educativ;
- prin strategii ale resurelor umane, instituța de învățământ poate produce schimbări individuale care pot fi transferate de către personal şi în mediul extins.

Gestionarea centralizată a resurselor umane la nivelul Inspectoratelor Şcolare Județene, lipsa unei politici clare în domeniul resurselor umane (la nivelul Inspectoratului Şcolar Județean, chiar daca există compartiment de management al resurselor umane, cei care lucrează în acest compartiment nu au pregătirea necesară, fiind cadre didactice selectate pe anumite criterii) şi intervenția neprofesionistă a autorității locale, aceştia fiind factori perturbatori ai procesului instructiv-educativ. Asigurarea resurselor umane cu personal didactic se realizează centralizat la nivelul Inspectoratului Şcolar Județean, formarea şi dezvoltarea cadrelor didactice este într-o continuă schimbare, instabilitatea resursei umane, prin rezervarea unui număr mare de posturi pentru suplinire, acceptarea în sistemul educațional a unor specialişti care nu au pregătire adecvată, adică module pedagogice/metodică, salariile mici îi dezarmează pe tinerii valoroşi să intre în sistemul de învățământ.

Cheltuielile privind concursul de titularizare sunt destul de semnificative la nivelul județului şi de aici ideea de ocupare a posturilor vacante să fie prin repartiție de la unitatea de învățământ superior.

Propuneri

Participarea la formarea profesională a cadrelor didactice să fie o preocupare a tuturor factorilor interesați, elevii, societatea şi autoritățile publice.

Ca propuneri ar fi, sprijinirea financiară şi materială a resurselor umane în vederea menținerii şi formării continue, asigurarea stabilității personalului în unitatea şcolară, creşterea salariilor până la un nivel motivant, asigurarea de resurse umane pe baza principiilor stabilite la nivelul unității şcolare.

Descentralizarea unităților din sectorul bugetar cu referire la educație duce la şovăieli privitoare la recrutarea şi selecția cadrelor didactice precum şi formarea profesională care parțial sunt coordonate de unitatea școlară şi de inspectoratele școlare județene care se supun ordinelor şi organizării la nivel central dirijate de Ministerul Educației Naționale. Recrutarea, selecția şi perfecționarea cadrelor didactice la nivelul instuției școlare dă randament şi se obține o calitate a educației datorită faptului că ar fi selectate cadrele didactice care au aptitudini în specialitatea şi domeniul în care urmează angajarea. Testarea aptitudinilor să se efectueze la viitorul loc de muncă.

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EFFICIENT MANAGEMENT OF WORKING CAPITAL: A STUDY OF HEATHCARE SECTOR IN INDIA

Harsh, Vineet, Kaur[1]

Abstract:

Efficient management of working capital means management of various components of working capital in such a way that an adequate amount of working capital is maintained for smooth running of a firm and for fulfilment of twin objectives of liquidity and profitability. Also it is the most crucial factor for survival and solvency of a concern. The present paper attempts to measure the efficiency of working capital of firms in Healthcare Sector in India. The study reveals that most of the firms of this sector have efficiently managed their current assets for the purpose of generation of sales. Further more efficient management of working capital has a positive effect on Income to Average total assets.

Keywords: management working capital, healthcare sector

JEL Classification: G31

Introduction

Efficient Management of Working capital is one of the preconditions for success of an organization as Working Capital is the life giving force to an economic entity. Efficient management of working capital means management of various components of working capital in such a way that an adequate amount of working capital is maintained for smooth running of a firm and for fulfilment of twin objectives of liquidity and profitability. Also it is the most crucial factor for survival and solvency of a concern.

While inadequate amount of working capital impairs the firm's liquidity, holding of excess working capital results in the reduction of the profitability. But the proper estimation of working capital actually required, is a difficult task for the management because the amount of working capital varies across firms over the periods depending upon the nature of business, scale of operation, production cycle, credit policy, availability of raw materials, etc. For this significant amount of funds is necessary to invest permanently in the form of various current assets. For instance, due to time lag between sale of goods and their actual realization in cash, adequate amount of working capital is always required to be made available for maintaining the desired level of sales. Empirical results show that ineffective management of working capital is one of the important factors causing industrial sickness (Yadav, 1986). Modern Financial management aims at reducing the level of current assets without ignoring the risk of stock outs (Bhattacharya, 1997).

Efficient management of working capital is, thus, an important indicator of sound health of an organization which requires reduction of unnecessary blocking of capital in order to bring down the cost of financing. However, short-term assets and liabilities are important components of total assets and needs to be carefully analysed. Management of these short-term assets and liabilities warrants a careful investigation since the working capital management plays an important role for the firm's profitability and risk as well as its value (Smith, 1980). The optimal level of working capital is determined to a large extent by the methods adopted for the management of current assets and liabilities.

Review of Literature

Lyroudi and McCarty (1993) indicated that the cash conversion cycle was negatively related to the current ratio, to the inventory conversion period and to the payables deferral

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period, but positively related to the quick ratio and to the receivables conversion period. Moss and Stine (1993) indicated that larger retail firms had shorter CCCs, which implies that smaller companies should try to better manage their CCC. The relationship between the CCC and the current and quick ratios was found positive and significant, indicating that although strong current and quick ratios are generally desirable, they could imply a large investment in working capital which could lead to problems if not taken into consideration.

Pandey and Parera (1997) provided an empirical evidence of working capital management policies and practices of the private sector manufacturing companies in Sri Lanka. The authors found that most companies in Sri Lanka have informal working capital policy and company size has an influence on the overall working capital policy (formal or informal) and approach (conservative, moderate or aggressive). Moreover, company profitability has a strong influence on the methods of working capital planning and control.

Shin and Soenen, (1998) highlighted the relationship between the length of Net Trading Cycle, corporate profitability and risk adjusted stock return was examined using correlation and regression analysis, by industry and capital intensity. They found a strong negative relationship between lengths of the firm's net trading Cycle and its profitability. In addition, shorter net trade cycles were associated with higher risk adjusted stock returns.

Cote and Latham (1999) argued the management of receivables, inventory and accounts payable have tremendous impact on cash flows, which in turn affect the profitability of firms. Each of the WC items (i.e., cash, receivables and inventories) helps in the management of firms in its own particular way.

Fishazion, Von Eije and Lutz (2000) found that both human and financial resources of the firms in developing economies are also very limited to manage WC investments and short-term debt. Proper WCM is particularly important for the firms in developing countries in order to solve these problems.

Lyroudi and Lazaridis (2000) examined the cash conversion cycle (CCC) as a liquidity indicator of the food industry Greek companies and tried to determine its relationship with the current and the quick ratios, with its component variables, and investigates the implications of the CCC in terms of profitability, in debtness and firm size. The results indicated that there is a significant positive relationship between the cash conversion cycle and the traditional liquidity measures of current and quick ratios. The cash conversion cycle was positively related to the return on assets and the net profit margin but had no linear relationship with the leverage ratios. On the other hand, the current and quick ratios had negative relationship with the debt to equity ratio, and a positive one with the times interest earned ratio. Finally, there is no difference between the liquidity ratios of large and small firms.

Saravanan (2001) had undertaken a research on working capital management in non-banking finance companies. He observed that, medium and large size non-banking companies have efficiently made use of bank credit to finance their working capital requirements.

Anand and Prakash (2002) studied working capital management performance of Corporate India by using three financial parameters – Cash Conversion Efficiency, Days Operating Cycle and Days Working Capital and by assigning them different weights in the overall score, to rank and analyse their performance. These estimates were used in benchmarking and performance evaluation of working capital management of companies to help the Chief Financial Officers to manage their working capital better and thus, add to the firm's value. Similar study was made by Anand (2001).

Deloof (2003) tried to establish a relation between working capital management and corporate profitability by investigating a sample of 1009 large Belgian non-financial firms over a period of 1992-1996. Number of days of accounts receivable, inventories and accounts payable were used as a comprehensive measure of working capital. The analysis through correlation and regression suggested that managers can increase corporate profitability by reducing the number of day's accounts receivable and inventories. The results found a negative relation between gross operating income and number of days accounts receivable , inventories and accounts payable of Belgian firms. Managers could create value for their shareholders by reducing the number of day's accounts receivable and inventories to a reasonable level.

Ghosh and Maji (2003 & 2004) attempted to examine the efficiency of working capital management of the Indian cement companies during 1992-93 to 2001 -2002.For measuring the efficiency of working capital management three index values-performance index, utilization index and overall efficiency index are calculated, instead of using some common working capital management ratios. Using industry norm as target -efficiency level of the individual firms, this paper also tests the speed of achieving that target level of efficiency by an individual firm during the period of study. Finding of the study indicates that the Indian Cement Industry as a whole did not perform remarkably well during this period.

Enyi (2005) studied working capital management from the perspective of net investment. To aid analysis, the research studied financial reports of 25 selected listed companies together with opinion surveys on (existing) practical applications on working capital management in some of them. The results from data analysis were validated using a students 't' distribution test. The findings revealed that firms that considered relative liquidity performs better and have better growth prospect than others, while the study recommends the use of relative liquidity (relative solvency) for a more accurate estimation of working capital adequacy by organizations.

Lazaridis and Tryfonidis (2006) investigated the relationship between corporate profitability and working capital management using listed companies on the Athens Stock exchange. They discovered that statistically significant relationship existed between profitability and the cash conversion cycle. They concluded that businesses can create profits for their companies by handling correctly the cash conversion cycle and keeping each component of the cash conversion cycle (i.e. accounts receivable, accounts payable and inventory) to an optimum level.

Padachi (2006) examined the trends in working capital management and its impact on firms' performance to identify the causes for any significant differences between the industries. The dependent variable, return on total assets was used as a measure of profitability and the relation between working capital management and corporate profitability is investigated for a sample of 58 small manufacturing firms, using panel data analysis for the period 1998 – 2003. The regression results showed that high investment in inventories and receivables is associated with lower profitability.

Wieslaw and Marcin (2006) analyzed the profiles of six selected construction companies from the viewpoint of working capital formation and the management strategies applied to working capital management. Using financial ratios it was found that the selected companies differ in their levels of working capital and strategies of maintaining working capital in the organization. Most of the companies which were analyzed adopted a moderate policy of working capital management.

Afza and Nazir (2007) investigated the relationship between the aggressive/conservative working capital policies for seventeen industrial groups and a large sample of 263 public limited companies listed at Karachi Stock Exchange for a period of 1998- 2003. The study found significant differences among their working capital investment and financing policies across different industries. The study found a negative relationship among the profitability measures of firms and degree of aggressiveness of working capital investment and financing policies. The study further investigated the impact of the degree of aggressiveness of working capital policies on market measures of profitability i.e. market rate of return and Tobin's q as well as the risk of firms.

Appuhami (2008) investigated the impact of firms' capital expenditure on their working capital management. The author used the data collected from listed companies in the Thailand Stock Exchange. The empirical research found that firms' capital expenditure had a significant impact on working capital management. The study also found that the firms' operating cash flow, which was recognized as a control variable, had a significant relationship with working capital management.

Samiloglu and Demirgunes (2008) analysed the effect of working capital management on firm profitability. Empirical findings of the study showed that accounts receivables period, inventory period and leverage affect firm profitability negatively; while growth (in sales) affects firm profitability positively.

Sathyamoorthi and Dima(2008) analysed the working capital management of retail domestic companies Botswana Stock Exchange. The research findings revealed that the listed companies adopted a conservative approach in the management of their working capital and suggested that the working capital was not static overtime but varies with the changes in the state of economy.

Falope and Ajilore (2009) studied empirical evidence about the effects of working capital management on profitability performance for a panel made up of a sample of Nigerian quoted non-financial firms for the period 1996-2005. The study found a significant negative relationship between net operating profitability and the average collection period, inventory turnover in days, average payment period and cash conversion cycle for a sample of fifty Nigerian firms listed on the Nigerian Stock Exchange. Furthermore, the study found no significant variations in the effects of working capital management between large and small firms.

Nobanee and AlHajjar (2009)suggested more accurate measures of the efficacy of working capital management where optimal levels of inventory, receivables, and payables are identified, and total holding and opportunities cost are minimized and recalculating the operating cycle, the cash conversion cycle, and the net trade cycle according to these optimal points. In this regard, the authors suggested an optimal operating cycle, an optimal cash conversion cycle, and an optimal net trade cycle as more accurate and comprehensive measures of working capital management

Dănulețiu(2010) analysed the efficiency of working capital management of companies from Alba County. The relation between the efficiency of the working capital management and profitability was examined using Pearson correlation analyses and using a sample of 20 annual financial statements of companies covering period 2004-2008. The study concluded s that there is a weak negative linear correlation between working capital management indicators and profitability rates.

Dong and Su (2010) studied how working capital management plays an important role for success or failure of firm in business and its effect on firm's profitability as well on liquidity. The study made an attempt to investigate the relationship existing between profitability, the cash conversion cycle and its components for listed firms in Vietnam stock exchange. The finding showed that there is a strong negative relationship between profitability, measured through gross operating profit, and the cash conversion cycle. This means that as the cash conversion cycle increases, it will lead to declining of profitability of firm. Therefore, the managers can create a positive value for the shareholders by handling the adequate cash conversion cycle and keeping each different component to an optimum level.

Afza and Nazir (2011) evaluated the efficiency of the working capital management of cement sector of Pakistan for the period 1988-2008. Instead of employing the traditional ratios; working capital efficiency has been measured in terms of utilization index, performance index and total efficiency index as suggested by Bhattacharya (1997). This paper also tests the speed of achieving the target level of efficiency by an individual firm during the period of study using industry norms as the target level of efficiency. Findings of the study indicated that the cement sector as a whole did perform well during the study period.

Alipour (2011) studied the relationship between working capital management and profitability. Cash conversion cycle was used as a tool to calculate the efficiency of working capital management. The results of the statistical test of the hypothesis indicated that there is a negative significant relation between number of days accounts receivable and profitability, a negative significant relation between Inventory turnover in days and profitability, a direct significant relation between number of day's accounts payables and profitability and there is a negative significant relation between cash conversion cycle and profitability. The results of the research showed that there is a significant relation between working capital management and profitability and working capital management has a great effect on the profitability of the companies and the managers can create value for shareholders by means of decreasing receivable accounts and inventory.

Al Debi'e (2011) examined the relationship between profitability and working capital management measures for industrial companies listed on Amman Stock Exchange in Jordan during the period 2001-2010. Industrial companies in Jordan invest significantly in working capital. Therefore, efficient working capital management is expected to enhance the profitability of these companies. The results showed that less profitable companies wait longer to sell their products, to collect credit sales, and to pay their supplies of goods. Moreover, the results showed that regardless of the level of profitability industrial companies in Jordan pay their suppliers before collecting credit sales. The control variables (Size, Leverage, and GDP growth) included in all regression models were significant and have the expected signs. Profitability increased with Size and GDP growth and decreased with leverage.

Haq et al (2011) empirically examined the relationship between working capital management and profitability by using data of fourteen companies in cement industry in the Khyber Pakhtonkhuwa Province (KPK) of Pakistan. The study was based on secondary data collected from financial reports which is listed in Karachi Stock Exchange for the period of six years from 2004-2009. The data was analysed using the techniques of correlation coefficient and multiple regression analysis. The study concluded that there is a moderate relationship between working capital management and profitability in the specific context of cement industry in Pakistan.

Nobanee Abdullatif and AlHajjar, (2011) investigated the relation between a firm's cash conversion cycle and its profitability. The authors used dynamic panel data analysis for a sample of Japanese firms for the period from 1990 to 2004. The study found a strong negative relation between the length of the firm's cash conversion cycle and its profitability is found in all of the authors' study samples except for consumer goods companies and services companies.

Owalabi (2011) investigated the relationship between liquidity and profitability in selected quoted companies in Nigeria. The results showed that while a trade-off existed between liquidity and profitability in the banking company, the two variables were positively correlated and also reinforced each other in the other companies. While each company sustained some level of liquidity at zero profitability, only the banking and manufacturing firms could sustain some level of profitability at zero liquidity. The performance measures exerted negative but insignificant effect on, and exhibited weak explanatory power in explaining changes in, each other. They exerted significant positive effect on, and strongly explained changes in, each other in processing firm. In the manufacturing firm, they exerted positive but insignificant effect on, and exhibited weak explanatory power in explaining changes in, each other.

Al-Mwalla (2012) investigated the impact of working capital management policies (aggressive and conservative policies) on the firms' profitability and value. Using annual data for 57 industrial firms listed in Amman Stocks Market for the period of 2001 to 2009, the results showed that following a conservative investment policy has a positive impact on a firm's profitability and value. However following the aggressive financing policy has a negative impact on the firm's profitability and value. Finally, this study finds that firm Size, firm Growth and GDP Growth has a positive impact on the firm's profitability and value with no effect of financial leverage.

Islam and Mili (2012**)** attempted to study the financial health, strength and weakness of Pharmaceutical industry of Bangladesh by measuring financial performance and risks. The study observed that the liquidity, profitability and solvency position of most of the selected pharmaceuticals are in average position. The factors behind this position were unsound financial management, inadequate working capital, slow conversion of receivables and inventory into cash, lower position of sales, higher amount of debt, no professional distribution house, restrictions on patent right, fixed mark-up system, contrary policy of the government, vulnerability of environmental risk and increased cost of production.

Kieschnick, Laplante and Moussawi (2012) empirically studied the relationship between corporate working capital management and shareholder wealth. Examining U.S. corporations from 1990 through 2006, the authors evidence that a dollar invested in net operating capital is worth less on average than a dollar held in cash. The authors also found that the value of an additional dollar invested in net operating working is significantly influenced by a firm's future sales expectations, its debt load, its financial constraints, its bankruptcy risk, and future inflationary expectations. Also, additional investments in extending credit to one's customers exercise a greater effect than additional investments in inventories on shareholder wealth

Objectives

1. To measure the overall efficiency of working capital
2. To evaluate the efficiency of each firm under study to achieve the target level of efficiency.
3. To measure the relationship between efficiency of working capital and profitability.

Data Base

The present study has been conducted on firms in Healthcare Sector (on the basis of BSE 200 companies). The data has been taken from the PROWESS database of Centre for Monitoring Indian Economy. The study includes 13 manufacturing companies in respect of which data for 14 years i.e. from the year 2000-2001 to 2013-2014 has been taken.

Research Methodology

To measure Efficiency of Working Capital: For measuring the overall efficiency of working capital three parameters namely Performance Index of Working Capital, Utilisation Index of Working capital and Efficiency Index of Working capital have been calculated as follows:

- **Performance Index For Working Capital Management:** Performance index of WCM represents average performance index of the various components of current assets. A firm may be said to have managed its working capital efficiently if the proportionate rise in sales is more than the proportionate rise in current assets during a particular period. Numerically overall performance index more than 1 indicates efficient management of working capital.

$$PI_{(WCM)} = \frac{I_S \sum_{i=1}^{n} W_{i(t-1)} / W_{it}}{N}$$

Where:

I_S = Sales Index S_t / S_{t-1}

W_i = individual group of current assets

N= number of current asset group

i = 1,2,3,…………… N

Total current assets has eight components---- raw material inventory ; work-in-progress inventory; finished goods inventory; stores and spares inventory ; debtors ; cash ; loans and advances ; other current assets.

- **Working Capital Utilization Index**: While performance index represents the average overall performance in managing the components of current assets, utilization index indicates the ability of the firm in utilizing its current assets as a whole for the purpose of generating sales. If an increase in total current assets is coupled with more than proportionate rise in sales, the degree of utilization of these assets with respect to sales is said to have improved and vice versa. This ultimately reflects the operating cycle of the firm. This can be shortened by means of increasing the degree of utilization. Thus, a value of utilization index greater than one is desired.

$$UI_{(WCM)} = \frac{A_{(t-i)}}{A_t}$$

where A = Current Assets / Sales

- **Efficiency Index of Working Capital**

Efficiency index is a measure of performance which reflects the combined effects of both the Performance index and the Utilization index.

$$EI_{(WCM)} = PI_{(WCM)} * UI_{(WCM)}$$

In financial analysis, the average performance of an industry is considered as the yardstick for performance evaluation of the firms belonging to that industry group. For calculating industry norm, any measure of central tendency, e.g. mean or median can be used. Following Robert Morris Associates and Dun & Bradstreet, mean values of each of the three indexes have been used as the industry norms for this study.

Efficiency in Achieving Targeted Level of Efficiency

In order to measure the firm's efficiency in achieving the targeted level of efficiency during the study period following regression equation has been used:

$$Y_i = \alpha + \beta X_i + e_i$$

Where, $Y_i = Z_t - Z_{t-1}$

$X_i = Z^*_t - Z_{t-1}$

Z_t = Index at time 't' for the firm and

Z^*_t = Average index of the industry at t-1

The estimated beta value (β) represents the speed of the individual firm in improving its efficiency in achieving the industry norms in this regard. $\beta = 1$ indicates that the degree of firms efficiency in the matter of managing working capital is equal to average efficiency level of the industry as a whole. β<1 signifies that the firm needs improvement for better managing its working capital. Efficiency Index is compared with industry norm for finding out performance. Following Robert Morris Associates' Annual statement studies (1975) and Dun & Bradstreet's Key Business Ratio (1975) calculations, average value has been taken as the target industry norms for the present purpose .

Relationship between Efficiency and Profitability

For testing the Relationship between efficiency of working capital management and profitability Pearson Correlation between the Efficiency Index of Working Capital and Profitability measured by Income to Sales and Income to Assets. Pearson's Correlation analysis is used for data to see the relationship between Efficiency of Working Capital Management and Profitability. R^2 has also been calculated. The significance of the ratio shall be tested at 5 % and 0.5% level of significance. If efficient working capital management increases profitability, one should expect a Positive relationship between Efficiency Index of Working capital and Profitability Variable.

Findings

Efficiency of working Capital: Table 1.1 shows the efficiency index of working capital. The table shows that most of the firms in the Health care sector have a Performance Index of more than 1. Dr Reddy's Laboratories Ltd have the highest index of 5.696 . Only 2 firms have an index of less than one indicating that these firms were not able to efficiently manage their current assets.

Overall Working Capital Utilisation Index is less than 1 which shows that the firms in this sector were not able to utilise current assets as a whole for generation of sales. Only Biocon Ltd, Lupin Ltd., Piramal Healthcare Ltd and Sterling Biotech Ltd have been able to utilise their current assets efficiently.

The overall Efficiency Index is 2.195 indicating that the firms in Healthcare sector have efficiently managed their working capital. Out of all firms under study, only 2 firms namely GlaxoSmithKline Pharmaceuticals Ltd and Sun Pharmaceutical Inds Ltd have not been able to manage their working capital efficiently. These two firms were inefficient in managing the individual components of working capital i.e Performance Index as well in managing current assets as whole for generation of sales i.e Working Capital Utilisation Index.

Table 1 - Efficiency Index of Working Capital

Company	Performance Index	Utilization Index	Efficiency Index
Healthcare (overall)	1.873311	0.983766	2.19587
Apollo Hospitals Enterprises Ltd.	1.0215	0.994	1.029
Biocon Ltd.	3.814	1.0156	7.199
Cipla Ltd.	1.028	0.960	1.0008
Divi's Laboratories Ltd.	1.939	0.951	2.456
Dr Reddy's Laboratories Ltd.	5.696	0.985	5.490
GlaxoSmithKline Pharmaceuticals Ltd.	0.953	0.864	0.856
Glen mark Pharmaceuticals Ltd.	1.453	0.979	1.482
Lupin Ltd.	2.291	1.092	2.532
Opto Circuits (India) Ltd.	1.594	0.960	1.717
Piramal Healthcare Ltd.	1.163	1.027	1.201
Ranbaxy Laboratories Ltd.	1.111	0.995	1.1379
Sterling Biotech Ltd.	1.308	1.003	1.451
Sun Pharmaceutical Inds Ltd.	0.975	0.958	0.989

Industry norms as target level of efficiency

In financial analysis, the average performance of an industry is considered as the yardstick for performance evaluation of the firms belonging to that industry group. For calculating industry norm, any measure of central tendency, e.g. mean or median can be used. Following Robert Morris Associates and Dun & Bradstreet, mean values of each of the three indexes have been used as the industry norms for this study. One main advantages of using mean as the industry norm is that the existence of any extreme value cannot affect the industry average.

In this sector Dr.Reddy's Laboratories Ltd with beta value of .727 was the most successful firm in achieving industry efficiency but its ability to achieve industry norm of utilisation of current assets is very low(β=.165). In utilisation of current assets for generation of sales Glaxo SmithKline(β=.783)was most successful followed by Lupin Ltd(β=.674). In the overall efficiency norm Biocon Ltd has the highest index of .760 followed by Ranbaxy Labs with Beta value of .495.

Table 2 - Individual Efficiency to achieve target Efficiency: Performance Index

Company	Performance Index		
	Constant	Beta	R^2
Healthcare			
Appolo Hospitals	-.024(-.260)	.387(1.111)	.150
Biocon Ltd	1.574(.392)	.458(1.362)	.210
Cipla Ltd	-.023(-.178)	-.131(-.351)	.017
Divis Labs	.516(.305)	.416(1.211)	.173
Dr.Reddys Labs	-2.201(-.555)	.727(2.801)	.529
Glaxosmithkline	.008(.062)	.278(.766)	.077
Lupin Ltd	.442(.321)	.473(1.420)	.224
Opto Circuits	-.341(-.442)	-.532(-1.664)	.284
Piramal Healthcare	.003(.028)	.277(.761)	.076
Ranbaxy Labs	.074(.583)	.686(2.494)	.470
Sterling Biotech	.033(.082)	.330(.923)	.109
Sun Pharma	.056(.544)	-.581(-1.887)	.337
Glen Mark Pharma	.123(.224)	.424(1.240)	.180

Figures in parentheses indicate t values

Table 3 - Individual Efficiency to achieve target Efficiency: Utilisation Index

Company	Utilisation Index		
	Constant	Beta	R^2
Healthcare			
Appolo Hospitals	-.044(-.685)	.266(.730)	.071
Biocon Ltd	.073(.242)	-.288(-.797)	.083
Cipla Ltd	-.002(-.044)	.622(2.101)	.387
Divis Labs	-.018(-.178)	.396(1.140)	.157
Dr.Reddys Labs	.009(.075)	.165(.443)	.027
Glaxosmithkline	-.016(-.225)	.783(3.334)	.614
Lupin Ltd	-.035(-.386)	.674(2.415)	.454
Opto Circuits	.027(.305)	.567(1.821)	.321
Piramal Healthcare	-.006(-.075)	.097(.259)	.009
Ranbaxy Labs	.040(.338)	.063(.167)	.004
Sterling Biotech	-.009(-.064)	.541(1.702)	.293
Sun Pharma	.059(.405)	.410(1.189)	.168
Glen Mark Pharma	.031(.449)	.519(1.605)	.269

Figures in parentheses indicate t values

Table 4 - Individual Efficiency to achieve target Efficiency: Efficiency Index

Company	Efficiency Index		
	Constant	Beta	R^2
Healthcare			
Appolo Hospitals	-.065(-.507)	.435(1.279)	.189
Biocon Ltd	3.635(.557)	.760(3.094)	.578
Cipla Ltd	-.038(-.201)	-.251(-.685)	.063
Divis Labs	.482(.181)	.389(1.118)	.152
Dr.Reddys Labs	-3.797(-.782)	.434(1.274)	.188
Glaxosmithkline	-.030(-.161)	.079(.209)	.006
Lupin Ltd	.195(.126)	.419(1.220)	.175
Opto Circuits	-.215(-.206)	-.439(-1.292)	.192
Piramal Healthcare	-.030(-.280)	-.069(-.183)	.005
Ranbaxy Labs	.108(.479)	.495(1.508)	.245
Sterling Biotech	.014(.021)	.281(.774)	.079
Sun Pharma	.078(.471)	-.707(-2.648)	.500
Glen Mark Pharma	.078(.130)	.319(.890)	.102

Figures in parentheses indicate t values

Thus, on the whole, scope for the improvement in the matter of managing either the individual components of current assets or the current assets as a whole for generating increased sales revenue is found. A careful attention to this would help the firms in enhancing their efficiency in working capital Management. In the context of the present highly competitive market situation, these scopes should be properly utilised.

Relationships between Efficiency and Profitability

The profitability of a business concern depends upon the manner in which its WC is managed. The inefficient management of WC not only reduces profitability but ultimately may also lead a concern to financial crisis. Every organization, irrespective of its profit orientation, size and nature of business, needs requisite amount of WC. The efficient WCM is the most crucial factor in maintaining survival, liquidity, solvency and profitability of the concerned business organization. Considering the indisputable importance of efficient WCM, much managerial effort is expended in bringing non-optimal levels of current assets and liabilities back toward optimal level, a level in which a balance is achieved between risk and efficiency. In this context, WCM efficiency has a special relevance and a thorough investigation regarding WC practice in the industries is of utmost importance.

Table 5 - Correlation between Efficiency Index and Profitability

Name	Efficiency Index And Income to Current Assets	Efficiency Index And Income To Avg Total Assets
Appolo Hospitals	.738*	-.156
Biocon Ltd	-.563	-.061
Cipla Ltd	.194	.015
Divis Labs	.140	.135
Dr.Reddys Labs	.789**	.638*
Glaxosmithkline	.126	-.025
Glenmark Pharma	.036	-.131
Lupin Ltd	.205	.154
Opto Circuits	.514	.072
Piramal Healthcare	.116	.371
Ranbaxy Labs	.241	.034
Sterling Biotech	.210	-.089
Sun Pharma	.217	-.356
Overall	.04	.72

*significant at 0.05 level(2 tailed test)

**significant at 0.01 level (2 tailed test)

The pooled data of all the firms of all the industrial sector under study show a positive correlation of 0.72 between Efficiency index & income to average total assets. This means that proper management and utilisation of current assets results in higher generation of income for the organisation leading to profitability of the firm. The relationship between Efficiency index and Income to current assets is to the extent of 0.04 only. This shows that even though efficient management of working capital does affect the profitability but there are other factors also besides working capital management that influence the profitability.

Conclusions

In the present analysis of working capital measures the efficiency of working capital management. Three index values comprising of performance of various components of current assets, the degree of utilisation of total current assets in generating sales and efficiency in managing current assets has been computed. Using industry mean as the target level of efficiency for each individual company, an evaluation of the speed of achieving that target level has been evaluated. The relationship between efficiency of working capital management with the profitability has been established by calculating correlation between efficiency index & Income to Current assets and Efficiency Index & Income to Average total assets.

From the present study it can be concluded that most of the firms under study have performed well as far as the performance of working capital, utilisation of current assets to generate sales and efficiency of working capital is concerned. Some of the firms have very high indexes. These extreme indexes arrive only for those firms who have substantially increased investment in their current assets in two subsequent financial years. Keeping larger current assets not doubt increases the liquidity of the firms but it has been observed that these firms have been able to utilise the increased current assets in generation of sales in those years. This leads to lower efficiency index. Thereby, such firms need to put in efforts to utilise the current assets properly to as achieve effective management of working capital. In the matter of achieving the target level(industry norm) of efficiency by firms, it has been observed that most of the firms have the ability to achieve the targets. Thus, on the whole, scope for the improvement in the matter of managing either the individual components of current assets or the current assets as a whole for generating increased sales revenue is found. A careful attention to this would help the firms in enhancing their efficiency in working capital Management. In the context of the present highly competitive market situation, these scopes should be properly utilised.

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THE FRANCOPHONE AREA IN THE CONTEXT OF GLOBALIZATION

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Abstract:
In this work there is underlined how the Francophone area has developed from historical and political points of view, with an economic and geographic extension at the global level. Its economical growth was imposed by local and global politics, as well as a general economic evolution in terms of progress or gaps. The francophone area has influenced the global society in many ways and directly contributed to "the phenomenon of Europeanizing" consolidation.

Keywords: *Francophone; economy; globalization.*

JELCode: N90, Z19

The Francophone area's complexity, considered to be one of the main pieces of the world's progress and civilization, is determined by the role played over the times by the central nucleus which generated its constitution and consolidation, mainly in France. By investigating the situation from the present perspective, in which the Anglo-Saxon values spread in the collective mental of the most people, we may assert with amazement that France still manages to impose, although it has remained one of the last "Anglicized" and "Americanized" countries (Djuvara, 2006, p.109). The causes of this resistance are probable linked to existence of its own identity, given by the culture and civilization authenticity, although the economical factor was the one which has determined that, at the time of its historical exams, the Francophone area would not reach the greatness and the influence of the Anglophone ones.

For a correct understanding of France's hegemonic role, we must introduce a short progressive look of its creation and growth step by step. So, we may appreciate that France is a country which, just from the XVIth century has been affirmed by its double vocation, respectively the continental and the maritime ones, defined by its participation to the rivality for the first top in Europe. Then, the XVIIth and the XVIIIth centuries period is marked by the extension of the colonial and maritime dominance, after which a big part of Northern America became French: Canada of the "New France", conquered from the XVIth century (Quebec, founded in 1687); Louisiana during Ludovic the XIVth, who named it; the land which linked the Mexico Golf to the Canadian lands on the two banks of Mississippi river: The Antiles, Haiti, Guadalupe, Martinique (Boia, 2012, p.p. 25-26). Although it followed a politics of territorial conquests like in England, at the scale of times, the maritime France lost the battle against the continental France. Obviously, in that epoch the European stakes proved to be more important than the international ones. So, although it concentrated on European hegemony politics, again justified by the transformations brought by the Revolution from 1789, no other European power (England, Germany, Prussia) was influenced by the French supremacy (le Breton, 2006, p. 64).

Then, the XIXth century was also marked by the territorial conquests to sustain and consolidate its power of influence. So, in 1800 it succeeded in recovering a part from Louisiana, which had been yielded to Spain in 1763. Immediately the official booming of the Napoleon's Empire was following (1804, May 18th), with his proclamation as a hereditary

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Emperor of France. It was surrounded by its national frontiers (the Rhine, the Alps, the Pyrenees) besides the annexed lands of Piedmont, Parma, Toscana, Papal States and, after 1810, Holland. They were bordered on a semicircle of independent satellite states led by Bonaparte family's relations and which formed a buffer zone for the purposes of preventing the French Empire borders from the eventual attacks; assuring in the meantime nearly a third part of the total army's effectives, such as an auxiliary army. Their geographical division was made on two fronts: the Occidental European ones, constituted of Switzerland, the Spanish and the Italian Kingdoms, the German Confederation of Rhine; and the Eastern Europe ones with the Great Duchy of Warsaw, consisted of the conquered Polish lands, as a barrier against the Russian expansion in Central Europe. We must also mention than in all these lands there were developing the most important national institutions: the Concordat and the Civil/ Napoleon Code, by which there were united in only one system all the Empire's countries, the Empire's University, the proceedings of civil and penal courts, the fiscal system, the obligativity of the military service, the school-leaving examination (Stiles, 1993, p.p. 119-120).

After "Napoleon's epoch", a new one was following, characterized by colonial conquests, which debuted by Alger's enclosing in 1830. It was continued by the Colonial Empire's extension in the Dark Africa, by the Senegal and Cochinchina's conquest in the Extreme Orient (considered a main position for the next Indochina conquest). In the meantime, the period between 1880 and 1891 is characterized by the assimilation of the next lands: Tunisia (1881), Indochina (1882-1885), Occidental Africa, Congo and Ciad (1880-1900), Madagascar (1895) at which we may add Maroc (1906-1912). According with Boia (2012, p. 85), all these successes may be explained by the unexpected extension of Africa to the Francophone area, all added to the result of Bismarck's policy of the consolidation of "power balance" in the world, with the purpose that Africa should belong to the French people and Europe to the Germans.

When reanalyzing the European continent, we must not neglect the alliance with England dating back from Napoleon the IIIrd period, when the "nationalities" principle became the main instrument used in diminishing the empires strength and influences (Russia, Austria), France being itself drawn into political European policy consolidation. Beginning with the second half of the XIXth century, France was deserting into the fight for the first place in Europe (le Breton, 2006, p.p. 359-360); first of all, following the state that the new coalition "the Saint Alliance" imposed and next, because, being conquered by Prussia in 1870, it diminished its ambitions, being interested in winning an important high-position, but not the very first one.

The beginning of the XXth century period, obviously after the Second World War, was characterized by the climax of the Colonial Empire, France receiving also Syria and Lebanon (taken from the former Ottoman Empire). It was the start for a new epoch when Europe destiny had been being influenced by other powers (US and the Soviet Russia). France was the first country which considered that situation brought to the beginning of adaptation to a global world. Between 1939 and 1962, colonial wars were succeeding, being accompanied by France's loss of prestige, to which there were added the real losses (Indochina, Algeria). It became more and more obvious that the loss of colonies meant in fact damage, especially in the economic field.

Then, the second half of the XXth century was characterized by the appearance of a polarized world to the two rival powers (US and USSR), the other "small powers" (France, Great Britain, Germany) having to unify the forces by approaching and cooperation (Boia, 2012, p. 85). That period was also known for the construction's epoch of the United Europe, France being the country which understood that only in such a context could avoid the situation of becoming US or USSR satellite. So, it was materializing the initiative of Jean Monnet and Robert Schuman, considered to be "Europe's parents" in creating the CECO (1951) and Common Market (1957).

In the meantime, Charles de Gaulle's period (1959-1969) was known by a turning point, characterized by the relationship intensification among the states, looking for a joining of relationships with the small countries as well as big powers. It may be also considered a reconstruction period of the Colonial Empire, by a free nation association, its members signing bilateral agreements with France. It must also be pointed out that a few countries, choosing a strategy of an independent development, preferred to close the agreements with France. It is quite relevant the situation of Algeria which, in fact, detached from its colonial past, choosing the group of the Arabian countries and of the third world (Boia, 2012, p.p. 144-145).

Another change of political strategy was produced in 1966 when Charles de Gaulle removed France from NATO, and the American armies had to leave the French territory (Boia, 2012, p. 148). This movement meant in fact an attitude of hostility to USA, but it was not exactly anti-American and rather against its hegemony traditions, France being against any other hegemony. It was an epoch in which de Gaulle wanted "Europe of the countries", in which every nation to be free and independent. It's following then a period of European France's visibility consolidation, started by leadership taken over by Valery Giscard d'Estaing of the commission charged with the issuing of European Constitution, as an important step in creating a United Europe, France being one of the founder countries of European Union. By regarding the know-how of the European building, we may talk about the existence of two schools of thinking (le Breton, 2006, p.p. 366-367):

a) The "Gaullist" School, which considered to have as a priority the agreement among the European countries concerning the vocation of united Europe;

b) The Robert Schuman school, which appreciated this agreement as ephemeral if it has not been supported in institutions with precise rules.

Regarding the situation at the scale of the time, it seems that the institutions are those which proved the validity, trying to avoid the affinities and rivalities depending on their interests, but also to contribute to the adoption of several commercial, agricultural and regional politics. Just after the Euro zone constitution, the European continent has not yet an own political existence which may help it to be a real partner for Russia, US or China.

All these dynamics of the influence forced by the hegemonic positions consolidation must be analyzed in correlation with the progressive aspects of the economical politics (theoretically sustained by famous economists who created some referential economical doctrines for the history of economic thought at the universality level).

So, Colbert is relevant as a representative exponent of mercantilism, those who seemed to be a little interested inland tradings. In his opinion, they had a little contribution to the national wealth growing, for which reason he sustained the necessity of the export development for attracting a lot of gold in the country. The main beneficiary of those cash reserves have been the king's budget, the gained money being spent on prestigious objectives, like Versailles, but also for the war support. The accumulated wealth was designated also for colonization of France to which it may be also added the implementation of the naval buildings programs which had as a result a French fleet of big dimensions. This greatness ambitious made France always be in financial crisis, because the spendings always outrun the accumulation possibilities.

The second doctrine, which was born and developed in France is the physiocratic one, which was conceived by Francois Turgot Quesnay in his "Tableau Economique" (1758), who was also the financial inspector during the XVIth Ludovic's reign (Oppenheim, 1992, p.p. 30-31). The device of this way of thinking was referring to the necessity of subordinating the economic acts and actions to the natural laws. This vision adaptation was linked, first of all, by the fact that agriculture was the dominant branch in economy, so that, the earth, and not the gold, began to be considered the veritable wealth of the country. In this context, it was also pleading for the introduction of a whole tax above the lands, with the intention that the rich owners should pay more than the peasants. On the other hand, the industry and the commerce, considered to be dependent on agriculture, were sustained in their development by laws designed to diminish the governmental regulations and the guilds' control.

As Stiles (1993, p. 64) said, the Napoleon epoch is also bringing the Continental Blockade as an implementation instrument of economic fight against England, but also with a role of commercial protection for France in her relationships with other countries referring to the markets consolidation from the satellite and annexed countries. By studying the situation at the scale of time, we may appreciate that the above mentioned economical strategy had a ruin effect over the agricultural communities from the satellites states, by the fact that France was producing enough food for its own needs and all these states were anyway interdicted to export the excess of their food products in other countries. This state ended in a dramatic price decreasing of the alimentary goods and implicitly the level of living of those who weren't capable of paying the new artificial prices of goods imported from France.

The first part of the XIXth century marked for France the beginning of the industrial revolution with influence over the autochthonous development of several branches, such as: the cotton's industry (in Paris, the number of cotton spinning mills grew from 5 to 58 in 80 years) or the chemical industry (artificial colors, artificial materials, soap manufactories). With all of these notable progresses, France was still situated much under the level of the industrial revolution from England.

Based on data from British Universal Encyclopedia (2010, p. 140), we may appreciate that the results from the material productions were accompanied by measures of financial consolidation, situation confirmed by the constitution, in 1800, of National Bank, for restoring the trust in the French banking system after the turbulences from the revolution times, Napoleon being one of the founders.

After the first decade of that century, France was confronted with an economic decline generated first of all by the high costs of the Napoleonian Wars, the speculation with contraband products introduced by avoiding the Continental Blockade, the distrust in the national coin, the banking bankruptcy. By a suitable consolidation effort, France manages to overtake these troubles so that, at the beginning of XXth century, it became the second financial power of the world after Great Britain and the French franc was appreciated too as one of the most powerful coins from the world (Stiles, 1993, p.p. 112-113). We must also notice that the situation was favorized by the French people's inclination for saving by comparing with the investors' situation one. At this tendency we may also add that the economic expansion culminated with the foreign trade's tripling situation which scores a turning point to an industrial and financial civilization and the third position in the economic world hierarchy. Unfortunately, it was for a short time period, because after the First World War it had to borrow again and the franc was falling down, opening the premise of a galloping inflation. The phenomenon was continuing for several years, 1926 being marked by Poincare's reform, which devaluated the franc at a fifth of its value before the war (Boia, 2012, p. 105).

The economy decreasing was also continuing after the Second World War, France hardly succeeded at recovering the development differences and to enter the industrialized countries sphere because it was a country with solid agrarian traditions. In this time the world development was in an early stage, being prevailed by the small factories; and the competition spirit was broken by the state's intervention and by the customs protection. However, it was the beginning time to concentrate on the internal market's consolidation by the consumers' mass development, but also upon the extern ones, by intensifying the contacts with the developed countries.

Then, the period of Charles de Gaulle was characterized by the consumer society's ascension and of its values, the people being more interested in their own problems than in the glory of France. At the international economy's level there was an outlining of the necessity of changing the monetary system basis, and France required the returning to the gold-standard considered to be the guarantee of the economic stability, but with the intention of eliminating the dependence on the dollar.

The last three decades of the XXth century were starting with an economical boom period, France being already a country with a consolidated industry, in which the number of occupied people in industrial branch increased four times as comparison with the agriculture one.

After 2000, like the other countries situated on top of the economical world hierarchy (the 4th position) France entered the post-industrial epoch, concentrating on the accelerate development of services. This tendency has been continued by the fact that nowadays it is situated on the 4th place at the world export services, in which the transports and the tourism are dominant. With its overall adaptation strength to the contemporary economical transformations, France continues to capitalize in an efficient way its traditional branch, the agriculture; as we have already mentioned, France was being situated on the second place in the world at manufacturing agriculture products.

Above all these tendencies we must mention the situation that, obviously for a country like France, the economical evolution is dependent on the way in which the common people are valorizing their own life. It seems that the French people are regarding the economic development as a means of material and spiritual needs satisfaction. This mentality is obviously reflected in the average life expectancy, France being the country with the most centenarians from Europe.

Coming back to its hegemonic power, on whose dependence we may imagine the destiny of the Francophone space, we may assume that, although the economic and influential power of France was not reduced, others countries (US, Germany, UK) had an accelerated rhythm; for which reason it was noticed a certain variance or lose of speed. This difference of rhythm is in fact the consequence of the globalization process, a phenomenon which is acting as a living organism, subject to a continuous transformation, which culminates with the appearance of any new power relationships. The complexity of these tendencies is connected to the fact that they are reflected and influenced by the multiple geographies, than by global and single ones. So, we may talk about the appearance of some new enclaves of “economic geographies”, as Jones (2011, p. 138) mentioned, too. In these new kinds of enclaves the local and the global economies are mixing touching each other in all aspects.

From what we have mentioned, it is obvious that the historical vocation of France by creating a Francophone area is influenced by its colonial politics, which reached a global dimension, adding to it a veritable symbolic capital. It seems that the diversity situated in a full ascension process in all Europe is a main feature of French culture, reflected first of all by the heterogeneous structure of the autochthonous people. So, nearly 10% of population is represented by the Islamic people, to which we may add many other communities of different ethnical and religious origins (Black Africa, Eastern Europe, and Extreme Orient). All of these are still having an inferior economical and social condition compared to the average level and are representing sources of latent conflicts with periodical outbreakings (for example, the revolts from 2005).

In the meantime, we must mention that the specific cultural refinement offers France an elitist aura which can unfortunately conquer only a minority of the earth’s population from which results the limits of its spreading and globalization, by comparing it with the characteristics of American mass culture. So, from all the characteristics which are defining its individuality, but also its attraction force, we must mention the followings: it is a veritable centre of jazz in Europe; it is the second diplomatic network after US; the embassies of France are the most sumptuous and representative in all the world’s capitals; it is continuing to product representative devises (Vasilescu, 2012).

By regarding the tendencies at the global scale, France is a basic and vital component of European continent, which is holding the supremacy in economical, technical, scientific and cultural fields. The last four centuries are the proof of the fact that the economic progress from this Francophone area has overshadowed the civilization from the other continents. The last mentioned ones suggested progress only for the reason that they have borrowed from their winners so that "the phenomenon of Europeanizing" (as le Breton, 2006 named it) is more and more pregnant while the American way of living is imposing everywhere, in Europe inclusively.

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