

## CONTENTS

Synergy, Solution for Efficiency . . . . .	3
Sorin Ionescu	
Security Solutions in Social Systems . . . . .	5
Bogdan Tiganoaia	
Possibilities and Limits of Foresight . . . . .	16
Rolf Becks	
Leadership Issues in Project Management . . . . .	27
Elena Fleaca, Bogdan Fleaca	
Environmental Management as a Synergetic Tool . . .41	
Kasim Tatic´	
The Emergence of Quality Culture . . . . .	51
Dana Corina Deselnicu, Alexei Matveev	
Strategic Synergies of Low-Cost Airlines . . . . .	60
Catalina Monica Alexe	
Social Politics in European Entreprises . . . . .	71
Marc Richevaux, Doina Corina Serban	

## EDITORIAL

# Synergy, Solution for Efficiency

**T**he articles contained in this issue of the FAIMA Journal are intended to show

that the manager has yet also another role in the organization. It is known that a manager is to be efficient. Efficiency is a philosophical concept. One aspect of efficiency is technical yield that has to be subunitary. Economic efficiency is desired to be greater than one. This can be explained by the fact that there are not taken into account all the efforts, and the resources considered are not evaluated to their true value. But there is also a third explanation, which consists in the way that managers lead activities to create synergy.

In nature there are phenomena that lead to increased effects, which are analyzed by the synergistic science. The explanation for this phenomenon consists of the way it makes the transition from one state to another. Initially a structure can be in disorder. But introducing energy in disorganized structures, they self-organize, and another state appears.

To get a higher effect, the systems must start from a simple structure, then energy is inserted, and thus self-organization occurs, leading to superior effect. Simple initial structures are obtained by the organization, and it is necessary that the existing structures are simplified. A specific element is that the system is self-organized, as if an „invisible hand” would intervene. This would be achieved when there is a perfect link between the effects obtained, and the efforts. In addition, the system must have feedback relationships that give robustness of the effect.

The issues adjacent to synergistic behaviors that were only partially resolved by now are the problem of cooperation, the problem of complexity, and the self-organization problem. Philosophers have found for some time the importance of cooperation. Pursuing personal interest does not lead to success, because social actors do not fully control the actions that can satisfy their interests. So an actor needs to consider the social system, where partners can be found. Synergy in a system is linked to its complexity, given by the number of elements of the system and the relationships between them. A complex system has properties that can not be explained by studying its components. Small actions, but with great resonance greatly influences systems, especially in bifurcation points. It was also observed the ability of complex systems of self-organizing. As a result of self-organization a new structure emerges, without being imposed by an external agent. It is as if there is an intelligent force in charge of the organization. Organizations have certain features necessary to achieve synergy. They are open systems, non-linear, complex, dynamic, and they are composed of subsystems that must work together to achieve the organization's goals. Synergy can be achieved in various ways, but especially through cooperation and by the creation of strategic systems. Companies combine external collaboration with internal collaboration to minimize costs, hence resulting externalizing or internalizing activities. Internal cooperation imposes definition of an „internal market” where internal customers and internal suppliers act. Internal cooperation requires organization. Synergy was taken into account when theorized division of physical labor and division of intellectual labor. H. Simon, one of the first researchers of synergy found that synergy is also given by the number of hierarchical levels. Given the specialization of labor, the pyramid structures occurred. But to achieve self-organization, organizations should have circular structures, spiral structure (such as sunflower formation, the model of morphogenesis, cyclones etc.), or honeycomb structures. If there is a greater autonomy of people, then the self-organization occurs. The strategies developed depend on the desired type of economy. There can be the economies of scale (quantity produced increases and tends to MES – minimum efficient scale); economies of time (learning effect reduces the execution time as experience curves); network economy (there is a cost reduction by combining expertise of



## FAIMA BUSINESS & MANAGEMENT JOURNAL

network organizations); purpose economy (resources are used for many purposes). Synergy in strategy refers to the compatibility between individual strategies chosen. Possible solutions to achieve synergy are teamwork and introduction of human energy into the organization. New structures pursued (honeycomb, spiral, etc.) can be carried by working in teams. The team members support each other, influence each other, they have same roles successively, and they help unconditionally. Energy is obtained by directing staff. This involves coaching, namely guiding subordinates for achieving specific tasks. Thus the operator becomes stronger professionally (empowerment). The second activity that creates energy is motivating. The role of motivation is to create operators' willingness to win. A third way of creating energy lies in how it exercises command.

Prof. Sorin Ionescu  
Editor-in-Chief

# SECURITY SOLUTIONS IN SOCIAL SYSTEMS

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This paper is a study regarding some security solutions and standards. Cryptographic, biometric and steganographic mechanisms and the practicability of them are described. The paper presents considerations regarding the applications of biometrics (biometric passport, access control), the systems based on digital fingerprint or signature, a steganographic system and a model for information security assurance in organizations designed and implemented by the author. Aspects regarding research in the field of steganography and steganalysis and ISO 27000 security standards are also the focus points of the paper.

**Keywords:** security, standards, solutions, steganography, biometrics

# POSSIBILITIES AND LIMITS OF FORESIGHT

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Social systems need to make decisions in order to be capable of action. Whether a decision is good or bad depends largely on the quality of the future-related information which can be used during the decision-making process. This essential information for the planning and decision-making process is the main task of the future research. For the process of decision-preparation, two types of future-related statements are relevant: the positivistic forecast and the normative projections. Future research propagates not a passive acceptance of future conditions; the results of the future research mean especially a call to action. Future can be created and needs to be created.

**Keywords:** information, decision-making process, positivistic forecast, normative projections, future research

# LEADERSHIP ISSUES IN PROJECT MANAGEMENT

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The paper is addressing the complex phenomenon of leadership in the framework of project management. As learning critical lessons from business practices is helping students in leadership development, the authors have conducted a pilot study among 50 companies active in Romanian IT sector. The aim of the study was to assess leadership's issues of project managers in leveraging their project team members to successfully complete the projects.

**Keywords:** project management, leadership development, cultural values

# ENVIRONMENTAL MANAGEMENT AS A SYNERGETIC TOOL

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The aim of this paper is to discuss the role that environmental management accounting plays as a tool intended to provide needed economic and ecological information at the company level with the aim of contributing to a more effective internal process of decision-making and control activities. Certain limitations and shortfalls of traditional accounting systems in handling various environmental issues are shortly discussed. Without information on full costs, it is even more difficult to take correct business decision on what changes to make in order to improve profitability in a business environment characterized by more intensified competition. Some barriers and open issues and challenges for further development of environmental management accounting, as well as general estimation of the situation with that regard in Bosnia and Herzegovina, are provided at the end of the paper.

**Keywords:** environmental costs, environment, accounting, management

# THE EMERGENCE OF QUALITY CULTURE

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Organizational culture can significantly support or hinder the implementation of quality initiatives. The paper presents the results of fieldwork research conducted in a large Romanian leather and footwear production company to identify and examine the nature of the organizational culture in a quality-oriented organization. The company profile is presented, the research methodology is displayed, followed by data analysis and interpretation of the results. The findings reveal that the organizational culture is a very complex and important factor to be considered by an organization pursuing high quality levels. The paper closes with some conclusions regarding objectives attainment, and advances recommendations for future facilitating actions.

**Keywords:** quality, organizational culture, total quality management, Romanian companies

# STRATEGIC SYNERGIES OF LOW-COST AIRLINES

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Based on the finding that the market of the low-cost carriers is constantly growing and changing, the paper presents some of the strategies adopted by the companies in this industry, with exemplification on Blue Air's business model, achieving an analysis of the strategies implemented by the company in the last five years. In the mentioned period, the company has undergone major changes in shareholding, which resulted in significant strategic changes.

**Keywords:** low-cost airlines, organizational strategies, competitive strategies, functional strategies

# SOCIAL POLITICS IN EUROPEAN ENTREPRISES

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In the beginning of the 21<sup>st</sup> Century, the civilized world was different from twenty-five years ago. The separation of Europe stopped and after the Berlin Wall crumbled initiated the European Integration and Building Process. The foundation of the European idea lays in the culture of the population of the continent, a foundation which is overflowing the very geographical bounds of EU. The security and the harmony of common economic politics and common legislation in EU countries has encountered many obstacles, and is further at risk especially meanwhile extension process. The authors intend to analyze only one aspect on the European Integration and Construction Process: the effect of social politics.

**Keywords:** European construction, social progress, European Convention of Human Rights, social politics