P R O C E E D I N G S

THE 14TH INTERNATIONAL SCIENTIFIC CONFERENCE "STRATEGIES XXI"

STRATEGIC CHANGES IN SECURITY AND INTERNATIONAL RELATIONS

Volume 3

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April 26 - 27, 2018
Bucharest, Romania

NATIONAL DEFENSE UNIVERSITY "CAROL I"
SECURITY AND DEFENSE FACULTY   DOCTORAL SCHOOL

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FOREWORD

This year's conference is organized under the auspices of the centenary of the Great Union and the efforts of our forefathers who have made Great Romania.

The papers reunited in the present volume have been submitted to The Fourteen International Scientific Conference "Strategies XXI – Strategic Changes in Security and International Relations", hosted in Bucharest, Romania, by "Carol I" National Defense University in 26-27 April 2018.

Throughout the last decades, the transformations occurring in international relationships, the security challenges and crises emerging in almost all areas around the world, have demonstrated that predictability is still an illusion. The recent events in the Eastern and Southern regions of Europe have proven that detailed analyses are needed in order to reveal the impact of those challenges on strategic relationships.

The proliferation of terrorist acts, the migration waves towards Europe, the Syrian crises, the tensions in the eastern part of Europe as well as in the proximity of the Black Sea and the Mediterranean Sea areas are just a few of the security challenges that the states from the region and also the international and the regional organizations are dealing with. Those kinds of threats are playing a substantial role in reshaping the European Unions and North Atlantic Treaty Organization policies; that is why there are many questions regarding the way the international community should respond to those kinds of threats. Should credibility of conventional deterrence and collective defense be rebuilt in the light of Russian new policy, or crisis management operations should be the key to the future type of operations, and in that case should EU and NATO efforts improve their capabilities in that direction?

In the future it is certain that we will be more interconnected than we are today, continuing to benefit from globalization. The interaction between great powers, the less economically developed states and non-state actors will achieve new dimensions, cyber attacks and sponsoring the terrorism will be new ways of exerting influence. Yet today terrorism, asymmetric and hybrid threats, economic volatility, climate change and energy insecurity endanger our people and the entire globe.

The center of gravity of global economic power is continuing to shift, away from North America and Europe, towards Asia, resulting in a change in the balance of power and an increasingly multi polar world. While the US is likely to remain the world leading military power, its military advantage is likely to be reduced and challenged increasingly by China and the Russian Federation. Other rising powers, such as Brazil and India, will take a strategic interest beyond their own regions in pursuit of resources.

As the security of a nation should be the first duty of the state institutions, we should get deeply involved in finding solutions for promoting a sustainable peace and a more secure world, in using national capabilities to build prosperity and to use all the regional and international instruments of power to prevent conflicts in a comprehensive approach.

The new security challenges, supported by the overlapping processes such as globalization and fragmentation, combined with new concepts, forms and means of struggle for power and resources are added to the classic types of threats, risks and vulnerabilities generating crises. In case of inadequate answers, these new types of crises may evolve into a much shorter time, without geographical limitations, in all confrontation spaces and environments and can quickly reach the stage of a total war, the highest manifestation of crises, a phase after which, most likely, all of us will have lost.

The attempts to redefine the security environment have revealed the major factors that can influence the future of peace and security and at the same time, they may be the cause of future violent conflicts. An inventory of possible characteristics of these factors highlights the change of their nature as well as their multiple forms of propagation. Due to the diverse, complex, interconnected, unpredictable and multidirectional character of the new threats, it becomes increasingly difficult to adopt and apply measures for crisis and conflict management.

Mastering the art and science of crisis management enables managers, organizations and states not only the successful achievement of goals and interests in any conditions of manifestation of the security environment in which they are carrying out their activities, but also the development, the continuous improvement and strengthening of them. Consequently, states and organizations will have access to a higher, privileged level as poles of power and the opportunity of direct participation in governance at national, regional or global level and leaders will evolve, turning themselves into real leaders.

The alternative is a dangerous and generally a tragic one: in case of a nonexistent or defective crises management, organizations will no longer be able to meet the objectives and fundamental interests for which they were created, they will be deeply affected, weakened and finally will end up being destroyed or destructed under the leadership of some who claimed themselves to be leaders but failed to direct the organization to leave the darkness of the crisis; or they can do that but only by using the path illuminated by the darkness generated by their ambitions and inability, thus strengthening the warning launched by Albert Einstein, according to whom "the real crisis is the crisis of incompetence."

Studying the phenomenology and philosophy of crises, mankind has only to gain from the possibility of developing policies and strategies to influence, control or manage them of. The effective and efficient management of the crises falls thus among the biggest challenges of all times, separating the success of transformation from the transformation of success.

In addition to the above, as the topics are becoming more consistent and gaining ground, more and more academic debates are taking place in the international relations and security areas, emerging both at the theoretical and practical level.

This year's Conference itself provides – as its organizing committee has stated – a forum for discussion on topics related to the security and international relations, military phenomena and related subject matters.

Taking into consideration that only a comprehensive, international scientific effort will not prevent a conflict, but without it, we cannot find the proper solutions, the mission of the International Conferences Strategies XXI is to facilitate communication between the international multidisciplinary teams.

The main areas of interest proposed for the submission of the papers cover the following sections:
• Theoretical Aspects of Security and International Relations
• Processes and Phenomena of Globalization
• European and Euro-Atlantic Integration
• Geopolitics, Geostrategy and Defense Studies
• Crisis Management and Conflict Prevention
• NATO Policies and Strategies
• Military History
• Public International Law
• Public and Intercultural Communication and Social Security
• Information Systems, Intelligence, and Cyber Security
• Defense Resource Management
• Education Sciences.

The conference attracted over 210 papers but, in the end, after a very careful evaluation, 113 papers were accepted. We had 27 evaluators, 46 % papers were rejected, 23 % accepted with amendments and 31% papers were accepted as such.

Finally, we would like to thank to all participants who shared their expertise with colleagues during the conference. We also hope that the papers included in this volume will give new ideas to the readers in their quest for solving various problems.

The publisher is honored to inform the authors and readers that the previous Proceedings of the International Scientific Conference "Strategies XXI – Strategic Changes in Security and International Relations" are indexed in the ProQuest Central database.

The conference would not have been possible without the joint effort of the organizing committee (Security and Defense Faculty / "Carol I" National Defense University, the Doctoral School) and the evaluating board, to whom we are deeply grateful.

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C O N T E N T S

Public and Intercultural Communication and Social Security

Chairs:

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PROMOTING EUROPEAN VALUES IN PUBLIC DISCOURSES

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Abstract: *Discourse is one of the most powerful tools used for disseminating ideas in the public space. European values need to reach a wide and diverse audience with a view to creating a coherent and binding European identity. At first glance, the creation of a European identity appears to require relinquishing national values, foregoing national pride, accepting to be subordinate to a superstate entity. However, upon closer analysis, such drastic measures are not needed, a European identity does not mean abolition of national identity and societal values can be transferred from the national to the European level. The tool needed to achieve this transition and to ensure preservation as well as enhancement of identity at the European level is discourse. The present article will present an analysis of discourses as means of promoting national values as well as of forging European identity.*
Key words: *European identity, public discourse, national values, European values.*

European identity is a highly debated subject at present. More and more European countries face nationalist uprisings, nationalist parties have gained more seats in national parliaments and the fate of the European Union is somewhat uncertain in the aftermath of Brexit. This is the context in which some questions began answer more urgently than ever before: what is the European identity? What holds nations together in this superstate organization? What is the value core that all EU member states can adhere to?

According to the 2016 European Union Global Strategy, resilience, promotion of human rights, rule of law are the core principles and values that will guide the European Union in the current complex, connected and contested world.[1] These are the elements that make up the European identity. They are not nationalistic elements, and since replacing democratization as a key principle with resilience, the European Union has also renounced its perceivable position of moral superiority in relation to other nations in the world.

However, these values, if they are simply imposed by EU central structures and not clearly understood and openly accepted by the European citizens, and internalized by the national government structures of the member states cannot and will not promote the wide scale acceptance of the European identity. Moreover, identity is a very personal concept that each nation has forged for itself in time, in history, through continuous interactions among its population, through conflicts and wars, through alliances and partnerships, through culture and language. Identity is an intricate and delicate balance of several factors that each nation holds dear and true to their stance in the world and that no person is willing to surrender easily. It is at this point in time that the duty falls to the respective leaders of each nation to

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[1] European Union Global Strategy, 2016, accessible at
https://eeas.europa.eu/archives/docs/top_stories/pdf/eugs_review_web.pdf, accessed on 15.02.2018.

convince their citizens that by adhering to a European identity they are not in fact relinquishing their own, they are not losing their distinctive features or abandoning their goals, but, on the contrary, they are supporting them, they are making them more powerful and resilient in the challenging environment of the 21st century.

This brings us to the issue debated in this article, namely how European values can best be promoted so as to gain European citizens' support and to be instilled into their consciousness without infringing upon what each citizen considers to be his/her national identity. This delicate balance between what it means to be German, French, Italian, Belgian, Romanian, etc. and what it means to be European can only be struck by those people who have a say in their country, who have been freely elected by their people to represent their interests, who bear the responsibility for their countries' individual well-being as well as for their protection. These are the public figures whose words can change perspectives, whose actions can convince millions that the European identity does not infringe upon national interests but actually ensures their promotion and strong stance in the world.

We shall focus in our analysis on several discourses pertaining to the leaders of the strongest two supporters of the European Union at present: the French president Emmanuel Macron and the German chancellor Angela Merkel. The reason behind our choice to examine discourses relies heavily on what discourse is and what it does in the public sphere. It is the most powerful tool that public figures have at their disposal to alter, shift or shape public opinion. Discourse, however, is always ideologically laden.4

Discussing discourse

Discourse is a term with multiple meanings, two of which are relevant for the present research. Firstly, we shall look at discourse as language in use with a view to understanding it as a form of social practice and to comprehend how it forms and is shaped by society. Secondly, discourse is an organized form of speech, with a certain structure, written and delivered in order to shift, alter or completely replace a target audience's view of the world or of a certain aspect of it.

As far as the first approach is concerned, we fully support Norman Fairclough's view that "discourse is a mode of action, one form in which people may act upon the world and especially upon each other, as well as a mode of representation"[2]. In this capacity and in the context of our research, discourse means a translation of the values, principles, beliefs into language and the resulting interaction and molding of these core elements of national identity.

Foucault[3] was among the first theoreticians who emphasized the ability of discourse to shape reality, society and the power relations within. In fact, society and discourse are interdependent, meaning that discourse cannot exist if not within society, while society becomes accessible, knowable and, consequently, changeable by means of discourse. Foucault also insisted on the fact that discourse is an instrument of power. This leads us to an important point for our research, namely that by textual analysis of discourse we can unveil the power relations and power struggles that affect European identity in its formation.

A significant emphasis in Foucault is upon power struggle over the determination of discursive practices: "Discourse is not simply that which translates struggles or systems of domination, but is the thing for which and by which there is struggle, discourse is the power which is to be seized"[4]. Therefore, Foucault argues in favor of a view that will later be supported by Norman Fairclough, namely that discourse is constitutive of reality, it is the very

[2] Norman Fairclough, *Discourse and Social Change*, Polity Press, 1992, p. 63.

[3] Michel Foucault, *The Archeology of Knowledge*, London: Tavistock Publications, 1972.

[4] Michel Foucault, The order of discourse, in M. Shapiro (ed.), *Language and Politics,* Oxford: Basil Blackwell, 1984, p. 110.

means by which reality is produced for the sake of human interaction and communication about it. Language and discourse are active in the world, not passive vehicles of meaning.

The relationship between discourse and social structure is dialectical, meaning that "discourse is shaped and constrained by social structure in the widest sense and all levels: by class and other social relations at a societal level, by the relations specific to particular institutions such as law or education, by systems of classification, by various norms and conventions of both discursive and a non-discursive nature."[5] The reverse direction is that discourse is socially constitutive and this line of argument is derivative from Foucault's view of discourse. "Discourse contributes to the constitution of all those dimensions of social structure which directly or indirectly shape and constrain it: its own norms and conventions, as well as the relations, identities and institutions which lie behind them"[6].

Fairclough stresses the fact that discourse contributes to the creation of social identities, the social relationships between people and the systems of knowledge and belief. Consequently, Fairclough argues that discourse fulfils three functions:
(1) The identity function which refers to the way social identities are set up in discourse;
(2) The relational function which tackles that ways in which social relationships between discourse participants are enacted and negotiated;
(3) The ideational function which relates to how texts signify the world and its processes, entities and relations.[7]

Norman Fairclough[8] explains that political discourse has a specific nature as it reflects the power struggle that takes place within discourse as well as at the metadiscursive level. Discourse also plays an important role in social change, meaning that as discourse changes it can cause a change in society as well.

In the second meaning that is of interest to the present research, discourse means the concrete manifestation of language in use in a certain context and on a certain topic. To this extent, discourse is a clear manifestation of the speaker's belief and value system and it is aimed to convince the audience of the legitimacy of the speaker's claims. This brings us to the issue regarding the legitimacy of political discourse in the case of the European Union and to the mechanisms needed to change attitudes related to this institution's identity and purpose.

Legitimacy of power is a direct consequence of the ways in which power is instituted and changed. As Constantin Salavastru explains, "if the change of power is done as a result of collective will, then the power is legitimate, and gets its warrant and reason for being from an act of free will"[9] and, we would add, is anchored in the rule of law. Salavastru insists on the fact that no power and no discourse can be accepted if they are not based on a clear and just warrant. "Political discourse legitimizes political knowledge and, by these means, political power itself."[10] The goal of any political system is to be legitimate and, in order to obtain this status, it will use discourse as an instrument to reaffirm its warrant and reasons for existence and its claim for power. This idea is of great relevance in the context of European values and identity, since the European leaders who believe in the legitimacy of the EU are at present faced with the need of reaffirming and confirming the legitimacy of the union, given the recent rise in anti-European and nationalist discourses. The matter of legitimacy is of paramount importance at present as European citizens might feel that the EU works for itself and not in their own best interests. For these reasons, we shall analyze several discourses of the most prominent European leaders at present with a view to identifying those European

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[5] *Idem*, p. 64.
[6] *Idem*, p. 64.
[7] *Idem*, p. 64.
[8] *Idem*, p. 56.
[9] Constantin Salavastru, *Discursul puterii*, Editura Tritonic, Bucuresti, 2009, p. 35.
[10] Idem, p. 37.

values that are promoted and that citizens could adhere to in order to accept a European identity.

Public discourses

As we have mentioned before, we shall focus our analysis on the public discourses held by the leaders of France and Germany, as the representatives of the two strongest economies in the EU after Brexit. The ideas they present are similar, the values they put forth resonate as they aim to create a core value system that citizens from all EU member states could adhere to.

Angela Merkel, the German Federal Chancellor, in a discourse held on 18 February 2017 at the 53rd Munich Security Conference[11], put forth several ideas with reference to the European Union: the importance of the single market and the strengthening of the single currency, the freedom of movement, competitiveness, jobs, internal security and international security. With respect to this latter aspect, Merkel insisted on the importance of joined military capabilities that need to promote security in the Union and in its neighborhood, and which need to extend to development policy and good governance. These ideas can be seen as the values behind the EU domestic and foreign policy since they are the aspects that influence and determine the well-being of the European citizens, however, they do not have the impact needed to instill a sense of belonging to the collective European identity, mainly because each country sees the handling of these aspects as a matter of national choice, in which European interference could be rather more detrimental than beneficial. Therefore, the speech Angela Merkel delivered on this occasion, while well-argued did not lead to a change in the perception of the masses regarding the European Union.

However, with the election of Emmanuel Macron as the new French president in May 2017, a new wave of support for the EU reached the general public. A young and dynamic president, talking with great enthusiasm about the EU, the reasons for its existence and the importance of its survival, Macron seems to have brought about a resurgence of pro-European sympathies in the Union, and to have given new strength and vitality to the warrant of the EU.

In a speech that Macron delivered at Sorbonne on 26 September 2017, he put forth his vision for the future of the European Union, while at the same time, reminding his audience the reasons for which the EU came into existence, reasons which are just as pertinent today as they were in the wake of the Second World War. In a single discourse, as in every other discourse before or since, Macron established himself as the foremost spokesperson for the European values and for the development of the EU. Macron explains that "Europe is an idea. An idea supported for many centuries by pioneers, optimists and visionaries, and it is always up to us to claim it for our own. Because the best ideas, those which drive us forward, which improve people's lives, are always fragile. And Europe will only live through the idea that we have of it. It is our responsibility to bring it to life, make it ever better and stronger, to not stop at the form that historic circumstances have shaped it into. Because this form may change, but the idea remains, and its ambition must be ours."[12] As Macron explains, Europe is a noble idea that can only survive if it is taken care of, and if people assume it and promote it. Europe's shared history and its ambition to put behind it its conflictual past is the core that drives it. European citizens today are the heirs of a peaceful Europe that has managed to pull

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[11] Speech by Federal Chancellor Dr Angela Merkel on 18 February 2017 at the 53rd Munich Security Conference https://www.bundesregierung.de/Content/EN/Reden/2017/2017-02-18-bkin-rede-msk_en.html;jsessionid=E28F05F65DE7AC4BBDCF8C8A6D3401BE.s3t1?nn=393812, accessed on 12.02.2018.

[12] Emmanuel Macron, Speech at Sorbonne University, 26 September 2017 accessible at http://international.blogs.ouest-france.fr/archive/2017/09/29/macron-sorbonne-verbatim-europe-18583.html, accessed on 30.11.2017.

itself together after the two world wars. "But together, we overcame the challenge without ever forgetting the lessons. The idea rose from the ruins. The desire for fraternity was stronger than retribution and hate. It was the lucidity of the founding fathers to transform this age-old fight for European hegemony into fraternal cooperation or peaceful rivalries. Behind the Coal and Steel Community, or the Common Market, the project forged a promise of peace, prosperity and freedom."[13]

As the European Union extended, more and more old wounds were healed and the EU became "an unprecedented promise of emancipation."[14] This is truly a value that people can stand behind and support despite national interests. The idea that the EU stands for peace, emancipation and equality of chances is part of the European identity and these values transgress individual interests and can form a collective consciousness and sense of belonging for all European citizens.

As Macron notices, nationalism, identitarianism, protectionism, isolationist sovereignism have reappeared in Europe and have managed to make people forget the benefits that the EU has brought to their lives and if they succeed in breaking the union it is not because the idea behind it is dead or obsolete, but because "our weakness, blindness or lack of awareness have created the conditions for their victory. Because we have forgotten that we must stay behind this ambition! Because we have forgotten to defend Europe! Because we have forgotten to stand up for Europe! Because we have let doubt take hold."[15] This doubt makes peoples from all member states believe that only by looking inward, to their own individual countries can they be protected. That isolationism is the only solution, that hiding behind national borders will bring protection and safety. However, as history has shown countless times, it is only coalitions that can secure peace and prosperity for their peoples and the EU has proven numerous times in the past that cooperation is the key. Consequently, Macron proposes a set of six keys to ensure Europe's survival and prosperity, six keys to sovereignty that will tackle the challenges that lie ahead in the 21st century.

The first key is a Europe that guarantees every aspect of security for everyone. The challenges are everywhere, from terrorism to lack of a common strategic culture. Merkel also explains "common foreign policy, common defence policy and common development policy are of great interest. If you look at the regions around Europe, you will see that most global conflicts are taking place on our doorstep."[16] And Macron takes the proposal one step further: "At the beginning of the next decade, Europe needs to establish a common intervention force, a common defence budget and a common doctrine for action."[17] Security is a value that people can easily adhere to because it concerns each and every one directly and it is important for public figures to explain why Europe gets involved in the neighbourhood and how that relates to EU citizens' security. Moreover, intelligence exchange between member states is of vital importance and once more, in this aspect, Merkel and Macron are in agreement. "Firstly, large US companies have access to data – and data is the raw material of the 21st century. The answer to the question of who owns this data will ultimately decide whether democracy, participation, sovereignty in the digital age and economic success can go together. On the other hand, there are countries, such as China, where you have very close cooperation between the state authorities and those who gather data, where they are virtually one and the same thing. Europeans have not yet made a real decision on how they want to deal with

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[13] *Idem.*

[14] *Idem.*

[15] *Idem.*

[16] Speech by Federal Chancellor Angela Merkel at the World Economic Forum Annual Meeting in Davos on 24 January 2018 accessible at https://www.bundesregierung.de/Content/EN/Reden/2018/2018-01-24-bk-merkel-davos_en.html;jsessionid=E28F05F65DE7AC4BBDCF8C8A6D3401BE.s3t1?nn=393812, accessed on 20 February 2018.

[17] Macron, *op.cit.*

data."[18] Macron puts forth the idea of creating a European Intelligence Academy that would foster closer ties between intelligence communities in member states.

The second key that Macron proposes is "controlling our borders and preserving our values."[19] Faced with the migration crisis, the solution is not to close the borders but to create a more efficient system for asylum seekers, one that protects both European countries and the migrants' human rights. "Faced with this challenge, it is once again at European level that we need to act. Only with Europe can we effectively protect our borders, take in those eligible for asylum decently, truly integrate them, and at the same time quickly return those not eligible for such protection."[20] Merkel is in agreement, as Germany has been one of the most affected countries by the recent migration crisis, and she too supports that idea that closing the borders is not the solution. "Instead, what we need are good relations with our neighbours, agreements and international treaties in order to know how we can cope with the challenge of illegal migration. That is exactly what we have learned. This is shown in the EU's agreement with Turkey and our migration partnerships with Africa. But naturally, we still have a great deal to do."[21] Once more, effectively and efficiently integrating migrants is a value that European citizens can adhere to. Respecting human rights has been ingrained in the European consciousness since the Enlightenment, however, a clear strategy to this end is needed in order to prevent European citizens' resentment of immigrants as a result of the perceived threats they might bring to their security.

The third key, foreign policy is derived from the second and from the idea that Europe is only as safe and secure as its neighbours: which is why the situation in Africa and the Mediterranean needs to be addressed by the EU as a collective institution. The other aspect that the EU needs to address collectively is Brexit and the message the EU sends in this respect must be fair but firm. "If we want to be taken seriously as Europeans, we face another great task, namely to work together in the field of foreign policy. Common European foreign policy remains underdeveloped. If Europe, with its future 27 Member States, is not in a position to send a coherent message to large countries such as China, India, the United States or Russia in the future, but instead conducts foreign policy at national level while trying to be a global player, this will result in failure. We still have plenty of work ahead of us in this regard because we are not yet able to feel certain that we can truly rely on each other."[22] Merkel clearly points out the fact that no individual European state can stand alone in the face of great powers such as the USA, Russia or China. European citizens need to understand that the only way that their voices can have global reach is by standing together to defend their interests. This is again a European value, unity brings strength and prestige is the world. Each nation believes that they are important, however, by comparison with the great actors on the world stage, European countries individually cannot compete. Consequently, pursuing shared interests and goals together can lead to their achievement.

Moreover, Europe can promote these interests, while at the same time ensure its safety by trying to diminish inequality in other parts of the world. As Merkel explains, European nations „share responsibility for Africa's development. We share responsibility for what happens next in Iraq. We share responsibility for what happens next in Libya. We are hesitant to get involved, but we have in fact been successful in many areas in recent years. However, there is still a huge amount of work ahead of us. There is great consensus in the European Union on this."[23] This consensus indicates the fact that, at least in one respect, European

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[18] Merkel, *op.cit.* 2018.
[19] Macron, *op.cit*.
[20] *Idem.*
[21] Merkel, op.cit. 2018.
[22] Merkel, op.cit. 2018.
[23] *Idem.*

nations stand together and that is the issue of equality and human rights. These are, as we have argued before, core values for the European Union and they are the first unquestionable values that form European identity, being stated in all the constitutive documents of the Union.

The fourth key to European sovereignty that Macron proposes is being able to address the first of the major global transformations, the ecological transition.[24] Sustainable development in industry and agriculture is the only way forward for Europe. In this respect, EU citizens understand directly that this value is of paramount importance for their future well-being. In this domain, Europe can be the innovator and the driving force behind clean and renewable energy and fuel, behind sustainable agriculture that helps not only the farmers but also the consumers. Ensuring that the world is an inhabitable place for future generations is once more a value that European citizens can rally behind and that can become a core ingredient of European identity.

The fifth key to European sovereignty concerns digital technology. "I want Europe to take a leading role in this revolution through radical innovation. I propose that, over the next two years, we create a European agency for disruptive innovation in the same vein as the Defense Advanced Research Projects Agency (DARPA) in the United States during the conquest of space. This must be our ambition. Today, we have a unique window to do it. We must drive this ambition, finance research in new areas such as artificial intelligence, and accept risks. Such an agency would make Europe an innovator and not a follower."[25] Macron belongs to a generation of leaders that have understood technology as they were exposed to it form an early age and they ascertain its importance in the world as it is developing at present. Consequently, the ambition that Macron expresses is the ambition of a leader who does not want to lag behind while other nations develop radically new technologies, but would rather pool resources, put up financing in order to obtain results and become a true innovator.

Both leaders speak about the creation of a digital single market whose aim is many folded: to protect the individual freedoms and confidentiality of the people, to protect the companies and the intelligence produced in Europe, and to establish a fair market that will compensate for the disruptions caused by this digital revolution to those who activated in a more traditional economic environment. However, despite all difficulties, both leaders explain that the digital single market is not a possible option, but a necessity if Europe is to keep pace with all the other nations competing in this arena.

Merkel, coming as she herself states from an aging society with difficulties to adapt to digital challenges, stresses the importance of bringing "digital technology to our education system and bureaucracy, to give the public the option of communicating with their state via digital technology in the digital age and to create a better ecosystem for start-ups so that we remain a good place for innovation."[26] Merkel also insists on the fact that digital technology implies lifelong learning and training and an educational system that encourages and promotes this process. Another European value comes to the fore in light of the digital revolution, namely that of fostering an environment in which every citizen is encouraged to develop to the best of their abilities and in which progress is stimulated and not feared. By comparing Europe with the USA or with China in this respect, the two leaders also help to develop a deep sense of pride in EU citizens which in turn will develop into a feeling of belonging to a community and having a shared identity, based on what the future holds and not on what divides them.

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[24] Macron, *op.cit*.
[25] Macron *op.cit*.
[26] Merkel, *op.cit.* 2018.

And this introduces the idea of the sixth key to European sovereignty: industrial and monetary economic power. As Merkel also notices, Europe has just recovered from a deep financial crisis and the priority at present is to foster economic strength. In Macron's words, the goal is very ambitious: "long-term economic and political strategy, and our challenge within the eurozone is to work out how to make it an economic power which can compete with China and the United States, and how to achieve what for the past 10 years we have failed to do: to create jobs and ensure that today's generation of young people are not destined for unemployment because of our failures and instability!"[27] This brings us to one more value that can build an identity: the feeling that every citizen is taken care of, that young people are protected and that failure is no longer an option creates a sense of common purpose that engenders belief and sustainability for the European identity.

Discourses as Foucault, Fairclough and Salavastru have shown are the most accessible means through which political leaders can make their policies and ideologies known to the general public in an attempt to gain their support and to promote the values that they consider legitimize their claim to power.

Our conclusion is that despite the fact the Europe and its citizens do not share many of the traditional elements that make up a common identity such as a national language, a common history and culture, a similar level of economic and technical development, there are still certain values that can form a European identity. All these elements have in common one aspect and that is the development, well-being, freedom, equality and the safety of individual rights for all European citizens. What the discourses analyzed show is that European leaders have learned to make the European Union a citizen-oriented institution that attempts to solve the problems of its members and pave the way for a technologically-improved and security-based future.

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[27] Macron, *op.cit*.

THE NEXUS BETWEEN NATIONAL SECURITY, COMPLEXITY AND SOCIAL IMAGINARY

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Abstract: Security theorists have made a convincing work by showing that security is no longer an essentially military concept. Although a nuclear confrontation is still a feasible choice for imposing national interests, unconventional soft means drew attention on how powerful information and communication can be. It is the purpose of this article to explore how words and images can become weapons of change. Surpassing the level of persuasion techniques, we delve on the concept of social imaginary to find out what are the psychic mechanisms which facilitates influence from various agents. Moreover, we explore which are the means necessary to track such influences.
Keywords: national security, imaginary, unconscious, influence.

Introduction

The importance of non-kinetic, immaterial actions in areas related to social security with impact on state security is increasingly evident, notions as disinformation, propaganda actions, or the *hybrid warfare* being at the center of the current debates on national security. As National Defense Strategy 2015-2019 states at the subsection 4.2.3[1], „identifying and counteracting asymmetric and hybrid actions" and „knowing, preventing and eliminating risks and threats generated by hostile informational actions", are significant lines of action to ensure national security. It is the aim of this article to make a coherent and thoughtful insight on the connections between security, information, communication and human psychological variables. Moreover, we investigate the relevance of unconscious psychic variables for a proper definition of social and national security.

Any analysis on national security must be undertaken by considering three essential characteristics of the contemporary human society such as: hyper complexity, the pervasiveness of technology, and the rise of individualism. These three conditions combined have changed how individuals represents their relations with others, with the institutions, or with the communities, and had transformed the status of communication in weapon of influence. Furthermore, the resultant vector of these conditions creates a dangerous potential for the mounting of social tensions and consequently the occurrence of unexpected and rapid changes. Societies, like any complex systems, can face a limited amount of changes without collapsing. In this context it is of interest for the political system to apprehend what is the nature of external influences that added to internal dynamics can be interpreted as risk factors for the endurance and the equilibrium of the society.

In the next paragraphs we will address these three conditions and their derivatives in order to rich the deep socio-psychological mechanisms that makes plausible and relevant a discussion about the role of imaginary and unconscious in the current debate over the nature of threats on national security.

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[1] *The intelligence, counterintelligence and security dimension*, Romanian National Defense Strategy 2015 -2019, p. 19.

Contemporary society and hostile information operations

Current social organization in driven by both centripetal phenomena specific to the national state, and centrifugal ones, determined by globalization. In this new context characterized by interdependence, integration and interconnectivity, only a systemic approach that takes in consideration both material and immaterial factors of informational and subjective nature have the potential to accurately shape the complexity of contemporary society. Furthermore, only by taking in consideration the society as dynamic, living system molded by invisible forces we can understand the whole spectrum of threats, their nature and their implications. Hereinafter, we will start with informational traits of confrontation, to move gradually to communication level, thus taking into account the importance held by the act of interpretation, by social representations and furthermore, the relevance of imaginary and unconscious.

In our opinion, the most relevant arguments that justify the need for a comprehensive understanding of asymmetric information actions affecting various coordinators of national security are the following:
   a) decline of the socio-economic relevance between the exterior and the interior of the national state;
   b) exponential growth of the role of non-state entities[2] correlated with the gradual withdrawal of the state's role from citizens' lives;
   c) exposure of the citizens to a large diversity of sources of information;
   d) increased power in shaping public opinion of economic, non-governmental, terrorist entities or stated sponsored[3] mass-media.

These transformations blurred the distinction between the act of informing, persuasion, and manipulation and furthermore supports the need for a broad understanding of communication as a strategic weapon of change. Correlated with credible physical-material actions of varying magnitude, information actions are difficult to counteract and significantly cheaper, especially when using online media platforms. They offer the benefits of large dissemination and instantly spreading of multimedia content to large and diverse audiences. Speed and accessibility, the lack of the censorship of the broadcasted content are additional advantages offered by internet and mobile technology which made possible that anyone who possess a simple smartphone to become a source of information.

The importance of information-communication actions in the civilian and military field is underlined by the theory and practice of strategic communication. Achieving political goals is nowhere to be imagined without the specific actions of strategic communication of information, influence and persuasion of individuals from their own states, foreign ones or competitors (opponents). These actions aim to support the achievement of the proposed objectives through the content of the messages sent to the audience, by their coordination and synchronization, as well as by avoiding contradictions.

A complete understanding of the hostile information operations must originate in a comprehensive understanding of the interaction of the differences between the actors involved, and this analysis must be based on identifying the differences in values, interests, beliefs that lead to competition, confrontation, or even conflict between various actors and entities. For this reason, in the field of information-communicative confrontation, we are concerned with the qualitative analysis of the instruments used to jeopardize national security. These psycholinguistic tools aim the alteration of the mental perception and representation of various "objects"[4], with a direct impact on the behavior of individuals or the quality of the decisions. These actions call into question the current values, beliefs, representations, and

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[2] Corporations, Media Organizations, International Non-Governmental Organization (INGO), Religious groups
[3] material and / or ideological.
[4] Objects, individuals, events.

social and institutional practices through subtle means, from simple relativism to underscoring the shortcomings and errors, or by opposing other ideologies or doctrines described as superior. A consequence of these actions is the social-community fragmentation, discrediting state institutions, identity disorientation and moral dislocation.

The importance of the confrontation between states was diminished and the prevalence of social, internal conflicts has become recognized. Theorists have raised systemic concerns about the functioning of society, the role of interaction between individuals with different statuses, belonging to distinct social categories have been emphasized. Trying to clarify the issues of redefining security, Mary Kaldor points out that we can consider two types of wars, old and the new ones. In the first case what was disputed between states was the sovereignty over a territory, in the new conflicts the emphasis rests on internal threats. As such, the threats for the state arise from the relationship between the integration and the fragmentation processes, as well as the dynamics between the homogenization and the diversification of the society. In the human security paradigm proposed by Kaldor, the individual is the central referent from which the redefinition of security or the nature of the threats must be initiated. The paradigm shift is thus from the preservation of the sovereignty of a political-administrative power over a certain geographic territory towards immaterial, symbolic features.

Security threats has become gradually more about altering community identities or addressing the identification of individuals with these communities than about military forces. Thus, for Ole Wæver, "society is linked to identity, to the self-concept of communities and individuals who identify themselves as members of a group or community"[5]. In the author's view, with which we agree, the collective identity of a society is based on "sharing the same feeling of us". If society is based on its dialectical functioning between individualism and collectivization (group, community, social classes, nations), we can state that, in fact, the cultural aspects with which individuals are identified are the collective unconscious. From this point of view, any message from social communication suggests, most often implicitly, a way of reporting the individual to the community, a particular and specific definition of the individual self towards an imagined community of „us”.

In order to fully grasp the potential hold by strategic communication as an instrument of social change, an interdisciplinary approach, integrating various theoretical instruments, ranging from psychology and linguistics, to anthropology or logic, is mandatory. For a proper understanding of the mechanisms that makes communication a weapon of influence, we advocate the need for the theoretical and explanatory refinement of what is mentioned in the literature as discreet, hidden, indirect, implicit, or non-conscious. These aspects are universally considered as key factors for the effectiveness of communication of influence. Thus, we consider that only by analyzing the role of the unconscious in creating the social fabric, and as a deeper level of the communication, we can adequately explain the subtlety and sophistication, therefore the effectiveness of the public communication. This approach, centered on the importance of the unconscious and its relationship with the conscious aspects of life (opinions, attitudes, behaviour etc), is not only useful but also necessary for the clarification of the mechanisms of influencing communication.

Emphasizing the role and the importance of affects and emotions in the generation of meaning, our approach overcomes the simplistic definitions of the unconscious, often described as the opposite of the consciousness (chaotic and arbitrary). As such, the unconscious would be defined as a mental function generated by specific laws and mechanisms. Moreover, the importance of the unconscious function is to be found not only in the mechanisms of communication of influence, but also in the very determinism of social

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[5] Wæver, Ole. ”*Societal security: The concept*”, (1993): p. 25.

structure and collective interactions. Hereinafter we will briefly analyze the relation between social imaginary and the unconscious to fully represent the role of these two phenomena in the effectiveness of strategic communication.

Social imaginary and the unconscious

Mental imaginary has received both a pathological and a cultural interpretation. In the second approach, imaginary has been claimed as a study area by the history of religions, literature and art history, or history of mentalities and ideologies. For Evelyne Patlagean[6] imaginary domain is organized by the representation assembly which exceeds the limit imposed by the experience with reality or the deductive links conditioned by rational thinking.

Imaginary is the timeless domain of non-verifiability which is reproduced in the beliefs system, myths and ideologies. It is at the level of imaginary where familiarity with the environment is gained and furthermore were the roots for cooperation lays, given to individuals the sense of similarity and adhesion to a community. Through the identification with a community of the same language, habits, beliefs, beliefs, individual identity is generated and supported. Common imaginary space can thus be assimilated with the culture of a community.

Imaginary is omnipresent in mental life, the expression of the projection of subjective experience over the perceived reality. It is equivocated with irrational, phantasm, unconscious, supra natural, transcendence, religion, mythology although imaginary has an ambiguous definition, what has been debated from antiquity it is his relation with the real. In this regard, most of the thinkers postulated a rather autonomous existence of the imaginary from the real world. The main function of imaginary is to give the illusion of control over reality using the mechanism of symbolization and projection, making plausible the idea that the symbolic universe largely belongs to imaginary. In this sense, political ideologies can be legitimately interpreted as secularized mythologies. Discussing the imaginary, Gilbert Durand[7] have split the imagine domain in two distinct and opposite registers, diurnal and nocturnal, first exacerbating the contradictions while the second diminishes the differences. Moreover, the author has emphasized the existence of a different kind of logic that characterize the imaginary domain. This approach of the mental life as a realm characterized by two different logics is very similar with the definition of the unconscious offered by Ignatio Matte Blanco. The mixture of conventional and unconscious logic was named by Matte Blanco as bi-logic[8]. This type of logic belongs to the family of non-classical logic, and could be defined as a special function of processing the information.

Imaginary and beliefs system, often associated with the expectations have an essential explanatory role in two of the most significant theories on social influence, the theory of dynamic social impact[9] and the theory of expectations[10]. For the authors of this two theories, understanding of influencing mechanisms must take in consideration the presence or action of *imagined* or *implicit* social actors or to the generation of expectations about their performance.

These descriptions of the imaginary legitimate us to associate it with the function of the unconscious, as was defined by Sigmund Freud and Matte Blanco, approach which permits a flexible connection between unconscious and language. Translating the analysis of

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[6] Patlagean, Evelyne, "L'histoire de l'imaginaire", *La Nouvelle Histoire*, Editions Retz, Paris, (1978): 249-269.
[7] Durand, Gilbert. "Les structures anthropologiques de l'imaginaire", *PUF, Paris*, (1960).
[8] Matte Blanco, Ignacio. "The unconscious as infinite sets: An essay in bi-logic*", Karnac Books*, (1998).
[9] Latané, Bibb. "Dynamic social impact: The creation of culture by communication", *Journal of Communication* 46.4, (1996):13-25.
[10] Berger, Joseph, Susan J. Rosenholtz, and Morris Zelditch. "Status organizing processes." Annual review of sociology, (1980): 479-508.

social influence from the use of imaginary domain to unconscious offers the possibility to tackle the efficiency of persuasive communication using the problematic of symbolism.

Symbolism is a figurative way of re-presenting an unconscious idea, desire or an unconscious conflict, being in this sense a substitute-like phenomenon. This representation is characterized by the constancy of the analogy between the symbol and the equivalent that is symbolized. Significant for the relation between language and the unconscious is the feature of the symbol (which distinguishes it from the simple sign) to evoke what is absent or impossible to perceive. The term "symbolic" is used to describe the relationship between the manifest content of thought or language with the latent, figurative meanings that are harder to decipher and is thus useful in accepting the existence of a secondary plan of understanding and interpreting the messages, implicitly of the dissimulated character of persuasive communication The role of symbolism in persuasive communication is evident in one of the definitions of persuasion, which, indirectly evoke the unconscious. Hence, for John Smith[11], persuasion is a symbolic activity whose purpose is to produce the internalization or voluntary acceptance of new states or behavioral patterns through the exchange of messages.

The identification process is important for understanding the persuasive nature of communication because individuals understand the themes and motives behind the actions presented in various narratives and messages by identifying themselves with the characters who initiate those actions. The point of view adopted by the receiver influences the interpretation, imagery and meanings extracted from the narrative. Moreover, receptors are more easily identified with characters that openly express emotions. According to Christian Dunker[12], identification is an act of imprecise interpretation as it attempts to put together two different processes: an imaginary projection and a symbolic introjection.

As the one of aims of hostile strategic communication operations is the very foundation of state, one of the most useful approaches to the process of nation-building that supports our epistemic objective is the ethno-symbolic theory. This theory can serve as a theoretical bridge that connects imaginary mental space, unconscious and persuasive communication. The father of this approach, Anthony D. Smith[13], claims that the origin of nations must be searched in ethnic groups. In an ethno-symbolic perspective, the nation is a social group of historical character whose central element of continuity and persistence is culture (myths, customs, memories, rituals, traditions, and symbols) associated with a common territory and past. The author emphasizes the fundamental importance of building the ethnic and national identity of cultural affinities to the detriment of physical or kinship ties. These affinities guide the crystallization of social structures, the interaction of members and their orientation towards collective goals and activities. According to the author, what leads to maintaining a certain national identity is the continuous identification of individuals with a distinct cultural heritage. What appears to contribute to the historical continuity of the nations, beyond a certain inertia of the representative national institutions, are precisely the elements of civilization, symbols and beliefs that evoke an affiliation to a common past and which, moreover, seem to predict a common destiny to those who share them.

This theory probably has inspired German politicians to emphasize the importance of the symbolic dimension of security, making the Defense Minister Rudolf Scharping[14] to stress, two years after the war in Bosnia and Herzegovina, the importance of cultural elements

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[11] Smith, Mary John. "Persuasion and human action: A review and critique of social influence theories", *Wadsworth Publishing Company*, (1982): p. 7.

[12] Dunker, Christian. "The constitution of the psychoanalytic clinic-A History of its Structure and Power", *Karnac Books*, (2011).

[13] Smith, Mary John. "Persuasion and human action: A review and critique of social influence theories", *Wadsworth Publishing Company*, (1982): p. 192.

[14] Rudolf Scharping, *A new Roadmap for Germany's Armed Forces; Bundeswehr usage*, Interavia Business & Technology, 2000.

that need to be integrated into a broad understanding of security. Stressing the significance given to symbols and culture, the current subversive actions carried out by Russia aims as well to wage a genuine "culturological war using coercive actions and contractions aimed at regressive or progressive objectives in the sphere of science, education, pastoral preoccupations, arts, national language, religion and traditional way of life."[15]   In this way, Russia's actions are similar to those led by ISIS, aimed at exploiting the complexity of western societies and the weaknesses of liberal democracies. As diversity, individualism, and materialism have become features of a western regimes it has become increasingly problematic to find means to accommodate various, even conflictual interests of the members of society belonging to various communities. Affiliation to a community provides for his members the access to both the material and symbolic resources that contribute to the crystallization and the definition of personal identity. As all individuals need to belong and to identify themselves with a group or a community, the objective of the hostile strategic information actions is to alter the belief system and the identity-categorical membership of those targeted. These changes have the potential to weaken the capability of the individuals to represent themselves as members of a community that shares the same core beliefs and to carry out functional projects.

In order to detect hostile intentions hidden in the messages used by various agents, different tools can be used. Message design is not neutral or random. A thoroughly analysis can indicate purposely choices made by the transmitters that reveal implicit beliefs and expectations about target behavior. Using informatics application[16] designed for a qualitative analysis of messages it becomes possible to prove the existence and the nature of the hidden interests that propels messages in public communication.

Conclusion

We have indicated the necessity to associate the asymmetric character of the contemporary confrontation with the non-violent, non-kinetic factors of communicative-informational. This process causes the alteration of social representations of the individuals from the targeted communities with effects on social cohesion, and institution credibility. In the current socio-economic context which stress the importance of material aspects and the diversification of identity variables, the fundamental resource of the state to reduce his vulnerability towards external influences is the sphere of imaginary and the system of beliefs of his citizens. Making sensible but enduring changes through education, national state may induce to his citizens the experience of belonging to an imagined community of values and principles.

What is interpreted by many authors as Russia's attempt to create chaos in western societies, we define as an effort to disrupt the order and the complexity of states equilibrium. This complexity has administrative costs but the main vulnerability resides in the limits of human mind to contain such complexity. As individuals need to believe in the same thing, Russian information operations are successful because offers the promise of an idyllic, cohesive, less conflictual, but non the less utopic society. Therefore, we suggest that what is targeted by the hostile entities using informational means is the very fabric of social cohesion, his imaginary.

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[15] V. Kvachkov, Спецназ России (Russia's Special Purpose Forces).
[16] http://atlasti.com/

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FAKE NEWS AND THE MISREPRESENTATION OF SECURITY

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Abstract: The concerning increase in the generation of fake news has started to cause serious problems in the representation of all aspects of reality. Audiences are confronted with such a vast array of fake news generated by apparently reliable sources that it has become increasingly difficult to separate fact from fiction. In a world in which the truth can no longer be taken for granted, in which news can be either fact of fiction, in which public figures who hold important offices can no longer be relied upon to present an accurate version of events, security itself is in peril. Misrepresenting security issues can endanger individuals, start conflicts, affect the environment, misconstrue the whole of reality which means that the public no longer have landmarks to guide the way they perceive reality, society and security.
Keywords: fake news, security, alternative facts.

In a recently published work in the USA, Donald A. Barclay[1] states the fact that in the second half of 2016, a search with the key words "fake news" on the New York Times site indicated a number of 319 articles and on the Wall Street Journal site 151 articles. The figures show an average of one if not two articles each day on this issue. The number of occurrences of this expression in social media is impossible to determine, according to the claims of the same author. Until that time in 2016, the expression fake news had few occurrences in mass media. Donald A. Barclay considers this increase is not incidental and claims that it is correlated with the election campaign for US presidency that took place at that time. The sudden increase in interest and the plurality of approaches to the issue is considered by the author "a blessing and a curse" at the same time. It is a "blessing" because it finally brought to the public's attention a phenomenon treated as insignificant with respect to information literacy for far too long. At the same time, it is a "curse" because it has polarized and positioned to the extremes the debate on the issue of fake news. The interest and concerns surrounding this phenomenon have increased exponentially and diversified extensively, and consequently, the meanings and the discursive contexts in which fake news appears are no longer limited to the sense of falsehood, of non-truth, of mystification, but incorporate more, as it refers to propaganda, it serves various interests, hijacks or transforms reality, jeopardizes national security to favor some actors whose interests are global, well above the heads of the public that is prey and innocent actor in this phenomenon.

We shall next review some approaches that American authors have espoused with respect to this phenomenon, approaches which prove to be quite various. The International Federation of Library Associations and Institutions (IFLA) has made an attempt to offer the public an instrument to identify and protect itself from fake news by publishing a list of actions that could lead to the identification of fake news. This list was put together by experts in cognitive sciences and communication sciences as follows[2]:

- Consider the source (to understand its mission and purpose).

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[1] Donald A. Barclay, *Fake News, Propaganda, and Plain Old Lies: How to Find Trustworthy*, The Rowman & Littlefield Publishing Group, Inc., Maryland, 2018, p. 9.
[2] *How to Spot Fake News*, IFLA blogs. January 27, 2017 (http://blogs.ifla.org/lpa/files/2017/01/How-to-Spot-Fake-News-1.jpg)

- Read beyond the headline (to understand the whole story).
- Check the authors (to see if they are real and credible).
- Assess the supporting sources (to ensure they support the claims).
- Check the date of publication (to see if the story is relevant and up to date).
- Ask if it is a joke (to determine if it is meant to be satire).
- Review your own biases (to see if they are affecting your judgement).
- Ask experts (to get confirmation from independent people with knowledge).

Even if this list of actions was put into practice by certain people, some of the points on the list require an extensive degree of expertise in operating with information and are not available or at the disposal of any social media platform users. This solution may, at best, have individual effects, but, as we have shown previously, it does not solve social issues, the problems that fake news causes at the level of social representations and especially with respect to security perceptions and representations. The solution could be successful if it were implemented by the persons who are also social media platform users, and, therefore, both content producers and sharers. However, this would imply the fact that users adhere to a deontological code, which in turn depends on the existence of a professional conscience where in fact, it does not exist. In the context of social media, one can only speak of an individual conscience that pertains to a free user operating on a free social media platform. IFLA's proposal may prove to be an educational formula, but it is not an efficient and opportune counterweight to the fake news phenomenon.

Some authors[3] – Brian McNair, Michael A. Peters, Sharon Rider, Mats Hyvönen, Tina Besle, – consider that fake news is solely a fake content problem, caused by the fabrication of reality or journalistic flights of fancy. This appreciation is in tune with the context in which the fake news phenomenon has come to the forefront of media communication: the election process in the USA in 2016 which represented a victory for populist discourse and led to the election of Donald Trump as the 45th president of the United States. Even if the above-mentioned authors wish to maintain the phenomenon in the deontological interpretation key, that is in the "public truth era", which is possible and necessary as long as it deals only with the media institutions, they admit that, with respect to the emergence of fake news beyond the institutionalized media space, meaning in the virtual space, on online news sites, on blogs, on vlogs and on social platforms, the deontological approach does not work. The reason for this is that online we have actually moved to the "public post-truth era" for which we still do not have sufficient instruments to enable us to approach and comprehend its mechanisms, but about which we know for certain that it proposes accepting as "alternative reality" what most of us would actually label as "fake reality."

The controversial role of fake news in social security was highlighted in 2017 in the American academia.[4] Z. Roger and H. Rishikof demonstrate that the emergence of the phenomenon is becoming more and more unpredictable with respect to national security building. WikiLeaks actions are notorious and, in this case, the US authorities had to deal with information leaks that affected national security. But these actions were undertaken by one individual and they could, to a certain extent, be contained. Moreover, a part of the information leaked was declassified and the interest it attracted regarded the novel character of the event and the information, rather than its confidentiality. Unlike information leaks, the fake news phenomenon is uncontrollable, does not have an identifiable source, is dissimulated

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[3] Brian McNair – *Fake News: Falsehood, Fabrication and Fantasy in Journalism*, Routlege Focus, 2017, Michael A. Peters, Sharon Rider,Mats Hyvönen, Tina Besle – *Post-Truth, Fake News: Viral Modernity & Higher Education*, Springer, 2018.
[4] George Z. Roger & Harvey Rishikof, *The National Security Entreprise: Navigating the Labirinth*, Georgetown University Press, Washinton, 2017, p. 398.

and difficult to stop. Moreover, security information leaks, such as Pentagon Papers Leaks, WikiKeaks, Eduard Snowden Affair, target past security actions that could have present or future consequences, but which are nonetheless completed. The fake news phenomenon targets potential, future states of insecurity. For this reason, the authors claim, fake news must be approached differently.

On the other hand, other authors[5] consider that too much attention is given and too much influence is attributed to the fake news phenomenon that occurred during the 2016 presidential election campaign in the USA, regardless of the environment in which it took place, and claim that the political results of the candidates were less influenced by fake news than they led the public to believe. The authors state that Russia was unjustly demonized for affecting US security through its actions, if these actions actually took place. As far as our study is concerned, the political aspects are less relevant, but we consider noteworthy the fact that the authors consider fake news as instrumented for political propaganda goals which complicates once more the comprehension and combat effort against the "real" fake news!

A completely different position is presented by Mark Dice[6] when he unreservedly accused all the media channels of manipulating millions of people. Mark Dice considers that the main concern of the media is to fabricate realities that are convenient for the interested actors and this cannot occur unless the media constantly manipulates under any circumstances. Despite the examples that he presents, and the many situations that seem to support his hypothesis, we still believe that such a position that overstresses the manipulative, negative aspects of the media does little to serve the effort to identify a way of action against fake news, as it is mostly a worthy attempt to deconstruct the manipulative actions or attempts of the media and social media.

Coming back to Donald Barclay's work, he adopts a more balanced position. He shows, on the one hand, that fake news is not by far a new phenomenon, since lies and untruths have been around for as long as humankind, and that people have always had to deal with them. He considers that at present we are simply in a revisited situation, which has started a massive and justified discussion of the abilities to handle this phenomenon which is fueled by the increase and development of digital communication means and by our willingness to tolerate this phenomenon. The essence of David Barclay's position becomes obvious and distinct from other authors' as he does not consider fake news to be a problem because of the falsity of the informational content nor a serious moral or deontological issue. He considers the fake news phenomenon is harmful and reprehensible because today, as a result of the extensive consumption of informational contents from the free public fluxes of mass media and social media, people make decisions which are shaped and guided by the information they receive passively and constantly. Moreover, the author notices the fact that before the era of information digitalization and unlimited access to information, people were not as reliant in their decisions on the quality of public information. This aspect has significantly changed nowadays. Not only are we addicted to information, we are also frustrated by the inability to process all the information we could access. This attitude obviously determines great expectations regarding trust in the public information content.

If across the Atlantic the reaction to the fake news phenomenon has been swift and come especially from the academia and the mass media, in Europe, the phenomenon has been less approached in the academia and has been subjected to a more institutional approach. Consequently, the European Commission has joined in to the concerns regarding the

[5] Mickey Huff, & Andy Lee Roth, *Censored 2018: The Top Censored Stories and Media Analysis of 2016-2017*, Seven Stories Press, New York, 2017.
[6] Mark Dice, *The True Story of Fake News: How Mainstream Media Manipulates Millions*, Resistence Manifesto, San Diego, 2017.

phenomenon and the consequences of fake news and set up in late 2017 a committee[7] of 39 high-level experts with a mission to combat the fake news phenomenon and limit the spread of fake news, considered to be simply false news, which places the comprehension and approach of the phenomenon within the sphere of "professional deontology issues". Moreover, the European Commission considers that the intentional production of fake contents and their broadcast represents a situation that can be legally handled based on national and European laws and that it is actually an expression of the right to freedom of speech. For these reasons, the only problem that the European Commission sees in this respect is the need to increase the degree of voluntary responsibility of the social actors – mass media institutions, social media platforms, media users and producers – in relation to the main guidelines of freedom of speech and expression and the right to be informed.[8]

The Committee of the 39 high level experts has set a goal to put together a clear image of the present situation regarding fake news. To this end, it launched an extensive survey addressed to European citizens, journalists and mass-media organizations which completed on 23rd February 2018. The report that will result after the answers were collected will be published shortly.

Until that time, a debate organized by the European Commission – *Multi-stakeholder conference on fake news*[9] – intended to shed light on the problem. One of the participants, professor Vincent Hendricks, from the University of Copenhagen, demonstrated that, depending on the purpose, one can refer to three types of fake news: (1) fake news that pursue propagandistic goals (troll fake news), specific in informational confrontations and undertaken by the so-called trolls; (2) fake news that pursue economic interests (advertising fake news), specific in publicity activities, supported by advertising clients; (3) fake news with entertainment goals (fun fake news), specific to social media and TV stations, undertaken by journalists and other mass media experts.

Present at the same debate, Jonathan Steinberg, director of public and governmental policies at Google Inc., presented the initiatives to combat fake news and referred to the fact that this corporation will try in the future to implement programs to "assist journalists in producing high quality journalism and to help people to find quality news." Which indicates the fact that one of the largest stakeholders in the area only has the ability to produce measures that remain at the deontological level of anti-fake news campaigns.

The same problem, of fake news proliferation, is also on the Council of Europe agenda, an organization with 47 member states, amongst which the Russian Federation. A 2017 report by Silvia Grundmann[10], director of the Media and Internet Department of the Cuncil of Europe, puts forth an analysis of the fake news phenomenon. According to the report, fake news is only "information disorder", information pollution and a problem that mainly concerns the American continent, rather than the European one – "Donald Trump and Hilary Clinton's supporters live in a Twitter world all of their own." Even so, Silvia Grundmann's report proposes a series of recommendations that address: (1) companies that develop communication technologies which need to take measures to identify and block fake content; (2) national governments, especially education ministers that need to adapt their curricula in this respect; (3) media institutions and organizations that need to improve their editorial policies and deontological engagement; (4) the civil society who is asked to

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[7] https://ec.europa.eu/digital-single-market/en/news/experts-appointed-high-level-group-fake-news-and-online-disinformation

[8] https://ec.europa.eu/digital-single-market/en/fake-news

[9] Multi-stakeholder conference on fake news – European Comitte Conference, 13 nov. 2017
(https://webcast.ec.europa.eu/multi-stakeholder-conference-on-fake-news-13-11-2017)

[10] https://rm.coe.int/information-disorder-report-november-2017/1680764666.

voluntarily take on responsibilities with respect to the production and dissemination of information.

Broadly speaking, it can be said that the positions espoused by the European Commission and the Council of Europe are in general similar and consider the phenomenon of fake news as one that is manifested in the field of professional deontology and it can be solved in that field. Across the Atlantic, fake news is more related to political and media debate and could be solved by the accountability of media institutions and social media users. Which, in conclusion, indicates the identification of some causes and relatively similar solutions to combat fake news.

However, this closeness in attitudes can be neither sufficient nor satisfactory because the solutions lack the elements that deal with the serious aspects that fake news entail. We shall indicate the elements that have a real potential to affect social security and cannot be eliminated by the above-mentioned solutions. A first serious aspect that Donald Barclay signals is that fake news disrupts democratic societies by intervening in the main digital information fluxes which leads to consumers making decisions influenced by the falsified information. A second serious aspect is the one signaled by Vincent Hendricks who refers to troll fake news that are part of the propaganda and informational warfare that some regional strategic actors resort to when influencing democratic societies to accept these actors' interests. In fact, even if only these two aspects remain unsolved they are enough to jeopardize the national security of digital and informational states that, under the pressure of fake news, risk not only to enter the post-truth era but even to step into the post-democracy era.

The appearance of the fake news phenomenon in the post-truth era is not coincidental. It follows long periods in which media contents enjoyed almost unanimous credibility and trust. Of course, there has always been fake news that does not reflect reality in any period and in any place. Even so, it has never generated a phenomenon that resembles the current fake news. And this for the very simple reason that the real problem of fake news is hidden in the words that define the phenomenon because, in our opinion, fake news does not refer to the falsity of news contents, even if this aspect cannot be ignored; it does not refer to the media consumers' dilemma who need to tell fake and real news apart, even if this cannot be ignored either; fake news is about the relativity of public truth more than about the falsity of some news.

The fake news phenomenon appeared only after traditional information channels – the written press, radio, television, and even on-line media – have been confronted with social media platforms: Facebook, Twitter, Google+, Instagram, YouTube, Flickr, etc. Beyond their main purpose – establishing, maintaining and consolidating virtual social relations – social media platforms have caused another effect: they have uniformed and unified the nature of the contents that are exchanged in their fluxes. It is useful to remember that uniformization and unification are typical effects of mass communication: the written press and the radio contributed to the linguistic unification of end consumers, television contributed to the unification and uniformization of social and public role models, the online media contributed to the unification and uniformization of the communication space by means of globalization. In all this period, that we shall call the "era of public truth", the initiative in the production, selection, broadcast, interpretation and capitalization of informative contents lied with the media institutions. They, in fact, established the truth and shaped reality. Consequently, consumers had no reason to doubt the truth of the information they received and the reality that this information represented. Possibly false information were nothing more than some errors (even if sometimes intentional) that, after they were qualified as such, were suppressed by the fluxes of media communication. In the "era of public truth", media channels had

control over the media content, information, which eventually means that they eventually have control over the information they broadcast.

In the "era of public post-truth", when the initiative in the production, selection, broadcast, interpretation and capitalization of informative contents belongs to anyone, either media institution of final consumer, the information content can be broadcast by any consumer, anyone could establish the truth or falsity of information, which means that anyone can shape reality. Consequently, in this "era of public post-truth" there is no single authority to control the way in which reality is represented, control is diffuse; there is no possibility to suppress the fake content from news fluxes because anyone can continue reproducing that content. This makes fake news resemble the evil force of the ancient Hydra who grew more heads as the one she already had were cut. Like the Hydra, born of Typhon (monster with one hundred heads) and Echidna (half woman half snake). Social media platforms are the result of a combination between media communication that they beleaguer, using the same kind of content as public communication that they rob of its credibility and interpersonal communication that they deprive of its trustworthiness making use of the same content as personal communication that they divest of its reliability. All these confer to any social media platform the force and authority of media institutions, on the one hand, and the seduction and trust of the community on the other. And this combination of qualities makes social networks a continuous, uncontrollable and unstoppable source of personal contents, emotions, information marked by each user's personality.

Thus, control over the informative content that social media users are exposed to is annulled, and the lack of any filters and barriers, of deontological rigors and responsibilities of mass communication are conducive to fake, doubtful, intentional or non-intentional content which invades communication fluxes and questions every informative content because every reference and media authority is annulled.

In fact, the fake news phenomenon designates the situation of public information in which the consumers can no longer make the distinction between false and true information, between false and true reality. And this impossibility is not produced by the inability or incompetence of the consumers to analyze and qualify the informational content, but by the uncontrollable way in which these contents are broadcast, which makes stopping the fake ones nearly impossible because. Although they are designated as fake at a certain moment, on a certain information site, they could reappear, bearing the same strength at other moments and on other information sites. Practically, fake news designates the process of self-replication and self-sustenance of some biased information that even if it does not reflect reality as such, it produces a fictitious public reality for end-consumers. The strength of fictitious public reality is given by strength of the relationships between the people connected on social networks and the strength of the interconnectedness between the public communication channels and the virtual socialization networks.

Thus, contaminated by the characteristics of the personal information exchanged by social media users, public information distributed by the means and by the same users becomes intimate, emotional, emphasizes moods rather than information, prioritizes interpretation over facts and highlights more the subjective particularities than the objective ones. The result is that an informative content that stirs emotions has greater chances of being "consumed" (received, perceived, interpreted, retransmitted) than one that causes a critical attitude. And if the emotional character is negative, it stimulates once more the warning function of information, without information itself being present, the warning function being taken over by the emotional component. Consequently, fake news favors information that causes fear, indignation, revolt, scandal, conflict, confrontation because they are all emotions which warn us that our state of security may be affected. So the fake news phenomenon seems to bring to the forefront the debate between truth and falsity in public communication, while it

actually induces states of insecurity and mistrust which influence public security representations rather than the public reality ones. For this reason, the fake news phenomenon is not only a professional deontology issue, which, along these lines has all the instruments it needs to tackle the problem – deontological codes, legislation, professional associations, ethical accountability procedures – but it also becomes a problem of social security. Security operates with perceptions and representations that seek to highlight the lack of safety and mistrust and when these are identified they generate attitudes and actions meant to reestablish and reassuring of security. For this reason the fake news phenomenon needs a completely different approach from the deontological one.

Approached solely from a deontological perspective, the fake news phenomenon indicates solely a logical difficulty in the confrontation with a new epistemic challenge: that of the post-truth. Approached from the point of view of the perceptions and representations it generates, through the effects it has on a social scale, the fake news phenomenon indicates a major risk for which we need to have the ability to make the right decision: to enter the post-democracy era. Fake news and alternative realities are the first elements of a new political and social ideology that is becoming more and more obvious: i-liberalism. And the consequences of i-liberal policies are already known. Everywhere where they have become dominant, national security, public justice, minority rights, individual freedoms are contested. For this reason, in our opinion, fake news is more than the expression of a deontological problem, it could be the expression of an ideological Hydra that makes its presence felt. Fake news could be the vector of propagation for the new ideology, in which well-coordinated trolls can infest communication media in order to direct the users' decisions towards the creation of "alternative realities" which are convenient for the ones who defy the current democratic regimes.

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ENGLISH FOR CYBER SECURITY STUDIES –
A CONTRASTIVE ANALYSIS OF CROSS-CULTURAL CASE STUDIES

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Abstract: This article describes a pilot project on constructing an elective course titled English for Cyber Security Studies, targeting BA students from the University of Bucharest, Faculty of Business Administration and Faculty of Foreign Languages and Literatures, the Applied Modern Languages Department. The aims of this project are as follows: the development of a curriculum on specialised English terminology based on a comparative study of worldwide cyber policies; the development of a guide to good practices and, last but not least, raising the younger generation' s awareness of a very important aspect of modern society. The outcome of this project is a course containing texts related to cyber security prevention and different attacks on goods, banks, institutions, both at national and international level, together with a compendium of activities regarding students' language development and reading comprehension, as well as a mini-specialised terminological glossary on cyber security.
Keywords: cyber security, awareness, employability, worldwide, curriculum development.

Introduction

This article aims at describing the features and the outcomes of a project underlying the introduction of a new elective course for BA students from the University of Bucharest, Faculty of Business Administration and Faculty of Foreign Languages and Literatures, the Applied Modern Languages Department. The title of the course is *English for Cyber Security Studies* and has as starting point a very hot issue, *cyber attack*s, a noun phrase which is defined as: "*A cyberattack is any type of offensive maneuver employed by individuals or whole organizations that targets computer information systems, infrastructures, computer networks, and/or personal computer devices by various means of malicious acts usually originating from an anonymous source that either steals, alters, or destroys a specified target by hacking into a susceptible system".*[1] If not very long ago, organizations did not conduct businesses online, nowadays millions of transactions are performed on the internet, which raises questions of safety, protection of privacy and of data. There are different types of cyber-attacks:

a. Indiscriminate attacks. These attacks are wide-ranging, global and do not seem to discriminate among governments and companies.
b. Destructive attacks
c. Cyberwarfare. These are politically motivated destructive attacks aimed at sabotage and espionage.
d. Government espionage. These attacks relate to stealing data from corporations related to proprietary methods or emerging products/services.

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[1]https://en.wikipedia.org/wiki/List_of_cyberattacks

e. Stolen e-mail addresses and **login credentials.** These attacks relate to stealing login information for specific web resources.

f. Stolen credit card and financial data

g. Stolen medical-related data

h. Hacktivism

The impact of cyber attack is tremendous and hits whole countries in their most important assets. For example, in 2015, 74% of smaller organisations were confronted with a cyber security breach. In 2017, besides waves of ransomeware, such as WannaCry, or Shadow Brokers Windows, another wave called Petya, NotPetya and a few other names exploited hit targets worldwide. "Though it infected networks in many countries around the world—for instance, the US pharmaceutical company *Merck*, the Danish shipping company *Maersk*, and the Russian oil giant *Rosnoft*—specialists suspect that the ransomware actually masked a targeted cyberattack against Ukraine. The ransomware hit the Ukrainian infrastructure particularly hard, disrupting utilities like power companies, airports, public transit, and the central bank, just the latest in a series of cyber assaults against the country."[2] The phenomenon is worldwide and it can attack the best-defeated institutions. For instance, in 2017 again, in the UK, the National Health Service was forced to cancel operations within its hospitals after computers used to share patients' test results and scans with doctors remained frozen.[3]

Project Description and Stages

The purpose of our course is twofold: on the one hand, to inform and, thus, to raise the younger generation's awareness regarding the impact of cyber attacks; on the other hand, to teach , i.e., to offer models of texts on different aspects regarding cyber security (theoretical input, description, prevention, types of policies), focusing on several case-studies of cyber attacks in the world and at national level. Each lesson has the following format:

- A text on cyber security/attack/policies
- Language development section, including lexical, semantic, and grammar exercises
- Reading comprehension section, including exercises checking the students' ability to understand the ideas, the message, etc.
- A specialised terminology section, containing a mini-terminology glossary with terms specialized on cyber issues
- Self-assessment tests.

The target groups are:

- BA senior students from the Faculty of Business Administration Faculty of Foreign Languages and Literatures, the Applied Modern Languages Department
- BA senior students from Faculty of Foreign Languages and Literatures, the Applied Modern Languages Department

This project outcomes are several, as follows:

- Curriculum development
- A guide of good practices
- A comparative study of worldwide cyber policies
- A textbook published at Cavallioti Publishing House as the main support for the elective course named *English for Cyber Security Studies.*

This project started six months ago and has the following stages:

- Stage 1: collection of texts, compendium of lexical/grammar exercises
- Stage 2: construction of the terminology glossaries for each unit

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[2]https://www.wired.com/story/2017-biggest-hacks-so-far/

[3]http://www.news.com.au/technology/online/hacking/cyber-attack-in-australia-2017-business-hit-by-ransomware/news-story/598e9382bcff0c12ca3e84f960ed8dc1

- Stage 3: formal dissemination: peer evaluation from other fellow teachers
- Stage 4: formal dissemination: feedback type information from focus groups of students
- Stage 5: final draft and summative dissemination (conferences, articles, publication of the textbook).

At present, we have already covered the first three stages. The final stage is scheduled in October, 2018.

Case-Studies

The collection of texts under study focuses not only on the theoretical issues regarding cyber security and cyber attacks prevention, but also on several case studies that will reflect dangers from and solutions to cyber attacks on enterprises, banks, individuals

A. Cyber attacks on banks

One example is provided by the Bank of America, JPMorgan Chase, and Wells Fargo. They were the perfect victims because of their huge customer bases, as well as their important role in the global economy. They were victims of a major cyber attacks in September and October, 2012. They were targets of denial-of-service attacks. [4] The impact was huge: the websites of the banks were jammed, customers globally were unable to connect to their e-banking accounts or to make online transactions, they got angry and lost their confidence in those banks. The attacker was an Islamist group Izz ad-Din al-Quassam Cyber Fighters (believed to be part of Hamas), as a protest against an insulting YouTube video about their religion. The only solution for those banks was to tighten their online security.

In Romania, cases of bank cyber attacks are also suggestive regarding the necessity of raising people's awareness of prevention policies. In an article published by Mihaela Pana[5], there is a case of a client of the Romanian Commerce Bank who became the victim of such a banking fraud. When checking the transactions history on Internet Banking, he discovered that two unknown transactions of about 1000 dollars had been made in his name. After contacting the bank agency, filling in several forms, making a complaint, discussing with representatives from the Department of Organized Crime, they could solve his case. The bank offers now a guide of prevention rules and principles in order to inform their clients about any cyber attacks and banking frauds.

Another interesting case is that of one of the largest financial giants in the world, Citigroup.[6] Hackers felt attracted by such huge depositors of data and, thus, in 2011, they attacked the group's vast amount of wealth and sensitive information, stealing data from more than 200,000 customers, from contact information to their bank account numbers. The loss was of $2.7 million.

B. Cyber attacks on transportation
C. "Cyber-security incidents are dramatically increasing year-over-year across the full spectrum of international trade. Due to their visibility, disruption of the essential operations of airlines and airports could feasibly be the subject of a cyber-attack by cyber terrorists."[7]

In 2015, the Russian APT group cyber attacked Swedish air-traffic control logistics, according to the Norwegian publication *Aldrimer*. The impact was tremendous: there were

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[4] https://siwm-cyberattack.weebly.com/case-study-1.html
[5] https://cyberm.ro/2017/10/11/studiu-de-caz-banking-cyber-security-awareness-cum-reactionezi-corect-daca-esti-victima-unei-fraude-bancare/
[6] https://list25.com/25-biggest-cyber-attacks-in-history/
[7] https://blog.radware.com/security/2016/04/cybersecurity-4-public-transportation-threats/

disturbances in the Earth's magnetic field, which affected radar installations. In June, the same year, the Polish airline LOT suffered similar attacks on their flight planning computers. The server was overloaded and could no longer carry out its normal functions. A similar incident happened in 2013, when Istanbul Atatürk and Sabiha Gökçen airports were cyber-attacked, resulting in the shutdown of the passport control system.

Things got worse in Belgium, where for two years on end (between 2011-2013), in the Antwerp Shipping port, a crime group used hackers to infiltrate computer networks in order to secure data giving them the location of containers. In that way, the traffickers of cocaine, who hid the drugs in cargoes of timber or bananas, could send the lorry drivers to steal the cargo before the legitimate owners arrived.

C. Cyber attacks on business companies

In April and May 2011, the Japanese company Sony's databases were hacked.[8] The attack occurred in stages: first, Sony's PlayStation Network was attacked and information on account details, credit card numbers, e-mail addresses, home addresses were stolen from 70 million PlayStation Network users. Later on, about 24 million Sony Online Entertainment users had their accounts attacked as well. The hackers belonged to a group of cyber-attackers who called themselves *Anonymous*.

D. Cyber attacks on law firms: the Panama Papers

In 2015, a huge scandal broke out when an anonymous source hacked documents (11.5 million files, more precisely), some as old as the 1970s, of a Panamanian law firm, *Mossack Fonseca*.[9] The company is the fourth largest provider of offshore services and its mission statement is to help the rich remain rich and even get richer: "Wealth management as you deserve it"[10]. Private financial information of wealthy and famous people, including high rank officials, was revealed as a consequence of data leakage. The name of the hacker is unknown to this day, yet, in an attempt to partially clean up its reputation in the eyes of its clients, the company states that he is for sure not an insider, but an attacker located abroad. Though offshore companies are legal, it was revealed that they were used for illegal purposes, as tax havens for the rich and the potent. Leaving aside its social implications – here, we can say that there was a positive part to this cyber attack as it showed people what hides beneath some respectable businesspersons' and politicians' fortunes - *Panama Papers* leak demonstrated three points:
-   online organizations run the risk of having their data breached from remote locations;
-   weak cyber security can lead to serious consequences, especially for businesses dealing with confidential data;
-   all organizations dealing with sensitive information need to invest heavily in cyber security if they are to prevent financial costs, legal costs (clients might take legal action) and reputational damage.

The *Panama Paper* case shows the serious risks of cyber attacks on small and medium enterprises. The scandal managed to mar not only the image of a company, but of a whole country. Cyber attacks can be so serious that the National Cyber Security Alliance estimates that 60% of companies which suffer such an attack, will close down within six months.

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[8] https://siwm-cyberattack.weebly.com/case-study-2.html
[9] https://www.theguardian.com/news/2016/apr/08/mossack-fonseca-law-firm-hide-money-panama-papers
[10] http://www.mossfon.com/

E. Cyber attacks on accountancy firms

The target of a recent cyber attack was *Deloitte*, one of the biggest global accountancy companies, with offices in Romania as well, and with $37bn revenue only in 2016. Although reports of the attack have recently come to surface, it is said that hackers have had access to its electronic systems since October or November 2016, and have operated unnoticed all this time. Ironically, Deloitte provides, among different types of accountancy services, high-end cyber security advice to some global corporate giants. In 2012, Deloitte was ranked the best cyber security consultant in the world. "While today's fast-paced innovation enables strategic advantage, it also exposes businesses to potential cyber-attack. Embedding best practice cyber behaviours help our clients to minimise the impact on business", *Deloitte* boasts on its website.[11]

The hacker used an administrator's account to gain unlimited access to all areas and managed to compromise the email server. He was, thus, able to access emails containing sensitive security information, together with usernames, IP addresses and passwords. The breach is believed to be mainly targeting US clients. As there is an ongoing internal inquiry into the case, not much information was released to the press. A spokesman for the company said, however, that "In response to a cyber incident, Deloitte implemented its comprehensive security protocol and began an intensive and thorough review including mobilising a team of cybersecurity and confidentiality experts inside and outside of Deloitte."[12]

F. Cyber attacks on Internet service providers

Privacy breaches in businesses may expose customers to serious personal risks. In 2015, a cyber attack on *TalkTalk*, an internet service provider operating in UK, exposed the personal details, including credit card information, of more than 157,000 clients. The Information Commissioner's Office (ICO) found the company guilty of not having taken basic steps to protect customers' information security and, as a result, the telecom company was handed a record £400,000 fine for security failings. The information commissioner, Elizabeth Denham, said: "Yes, hacking is wrong, but that is not an excuse for companies to abdicate their security obligations. TalkTalk should and could have done more to safeguard its customer information. It did not and we have taken action."[13] The previous highest fine issued by the ICO was £350,000, against *Prodial*, a spam-calling company said to have made 46 million automated nuisance calls. As in many cases, the hacker charged for the cyber crime was a young man, Daniel Kelley, 19.

G. *Cyber attacks on agencies*

One of the most amazing and serious cyber attack case is that of *Equifax* cyber attack that affected 143 million in the U.S.[14] The irony is that Equifax a company which handles data of more than 820 million consumers and more than 91 million businesses worldwide, and manages a database with employee information from more than 7,100 employers , is supposed to be a backstop against security breaches. In September 2017, one of the worst attack occurred: hackers attacked the company and, thus, gained access to the company data, stealing sensitive information from 143 million American consumers, including Social Security numbers and driver's license numbers.

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[11] https://www2.deloitte.com/us/en.html
[12]   https://www.theguardian.com/business/2017/sep/25/deloitte-hit-by-cyber-attack-revealing-clients-secret-emails
[13]   https://www.theguardian.com/business/2016/oct/05/talktalk-hit-with-record-400k-fine-over-cyber-attack
[14] https://www.nytimes.com/2017/09/07/business/equifax-cyberattack.html

Equifax was, is and will be an extremely vulnerable target for hackers since it has such a huge data base, including birth dates and addresses, credit card numbers, personal information, medical histories, bank accounts regarding millions of consumers, including the company employees. The problem was a weak point in the company website software. The case is of a tremendous importance since the attack was on a company which is supposed to provide support and logistics to millions of customers in order to prevent such cyber attacks.

Conclusions

When facing our students with the multitude of aspects regarding cyber-attacks, as well as different policies regarding the solution to the problems, and prevention of attacks focusing on case-studies from which lessons can be learnt, we hope to raise the younger generations' awareness and to make them knowledgeable on a topic which is of utmost interest and importance.

Cyber attack includes all aspects of human activities, from personal to governmental level, happening in all corners of the world regardless of the geographical or economic position of those respective countries.

In addition to this, by teaching our students the specific cyber terminology in English we simply provide a reliable tool for their employability, not only in the European Union, but also anywhere where this phenomenon is present.

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SOCIAL MOVEMENTS AND PUBLIC MEDIATION FUNCTION. REDEFINING THE SOCIAL ROLE OF THE ROMANIAN GENDARMERIE

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Abstract: As a law-mandated institution to protect and serve citizens, Romanian Gendarmerie is in position to respond to legitimate peoples' aspirations of public order and security. In the current public space, social movements have become a ubiquitous technique, changing some of the more or less recent stereotypes. As a new level of citizens' conscience is created, democracy takes increasingly unconventional forms and the significant change in the philosophy of Gendarmerie's activity towards a much more flexible orientation requires a fundamental and concurrent change in its management and organization. Public space offers many aspects, potentially valuable for both society and Gendarmerie, through the neutral, facilitating and voluntary nature of mediation. If mediation is the apt and proportionate response to many conflicts that arise in these complex and fragmented times, we will consider that it also aims the relation between gendarme and citizen. Therefore, the central theme of this article is to (re)define the social role of Romanian Gendarmerie, deriving from the need to (re)gain public confidence and implement new organizational values by Gendarmerie managers, especially by those in middle-management positions.
Keywords: social movement, mediation, trust, public space

The general context of action in public space

The evolution of social conflicts has also determined the evolution of social movements. The development and proliferation of social movements highlight the struggle between reformist movements and power factors to win public opinion, sympathy and active support of most of the power-holding population, either to preserve the current system or to produce a change. We will not discuss the societal conditions that justify social movements in relation to the theories of the state's legitimacy crisis but rather, the starting point in this analysis is a more simplistic interpretation of social movements as some ways of seeing the world, assessing life situations from the point of view of their equity and attributing causes to perceived inequity. We have in mind the collective character of protest or rebuke, non-violent, lasting and sophisticated operations and not explosive collective phenomena such as spontaneous protests or revolts, which are of short duration and are often very poorly organized.

Non-violent social movements are powerful tools for preserving democracy that engages society into addressing critical social issues, mobilizing people and public opinion to have claims towards those who hold power and towards the whole society. Although opposed to state or government, social movements are fighting for a better society and not acting against it, they are based on the most progressive values of society: justice, freedom, democracy and civil rights. The lack of real democracy is a major source of inequities and social problems, so in the struggle for the purposes of the social movement, the development of participatory democracy is essential.

The power source of social movements results from the power of a disgruntled population displaying two human qualities: the strong sense of good and evil (people have beliefs and values loaded with feelings, and can react with sufficient determination when

realizing that these values are threatened or violated) and the perception of the world and reality through the use of symbolism (social movement is anchored in values, symbols, emotions and traditions highly relevant to the majority of the population such as freedom, democracy, human rights). Only advocating for these values, the social movement mobilizes and attracts the population into the process of social change, the activities and attitudes of some members that violate the values and sensitivities of society, including acts of violence and rebellious behaviors having the opposite effect, the disapproval of the population and even of movement members.

Used in this general context, the term 'social movement' refers to a rupture of earlier dynamics and balance, to a loss of control of what previously seemed to be part of an order of things. If there is indifference or confusion over norms and limits, we can evoke E. Durkheim, talking about anomie as loss of guidelines and norms, general disruption with unpredictable consequences. Achieving and maintaining society balance is based on the consensus needed for the optimal functioning of the social ensemble, in compliance with legal regulations, fundamental rights and freedoms of people, defense and respect for public and private property, as well as the other supreme values to promote and affirm social progress in a democratic society. By creating the necessary cohesion among individuals, order generates, sustains and assures the development of society. Public order is constructed as an intermediate category between law and morality, a good whose violation can have more serious consequences than those of a purely ethical principle, and therefore appears as a set of public goods.

Assuming Habermas's statement that the public space mediates between the sphere of individual and daily life (private sphere) and the sphere of state, we will emphasize the social role of the Gendarmerie institution, which obviously derives from the strengthening of the social network (thus, the concept of social responsibility is shaped) by supporting citizens participating in social movements in building a sense of community. Mediation is not always appropriate, but it is a fit and proportionate response to many conflicts that arise in public space. The goal of mediation is finding solutions to problems, malfunctions, restoring social ties, preventing or mitigating conflicts. Involving mutual recognition and partner autonomy, mediation empowers individuals to make choices and helps strengthen the community, which is an active involvement in change. Thus, the means of cooperation between the gendarmes and citizens are assured for maintaining public order.

Mediation refers to a system of values as human activity, especially to solidarity and altruism. It is a concept of humanism, an optimistic view of human nature. An ethical communication between public actors is the constituent element of contemporary democratic exigency. Because of its civic dynamism, mediation has an independent statehood. Mediation can only intervene in those areas where state justice cannot intervene without violating public order. Mediation cannot be substituted for the intervention of justice and cannot be founded on illegal solutions even when the parties agree with such solutions[1].

Social or community mediation refers to "the mediation of social cohesion, which is the process of creating and repairing social bonding and solving conflicts in everyday life, in which an impartial and independent third party tries through organization of exchanges of ideas between people or between institutions to help them improve their relationship or solve a conflict."[2] In a relational sense, the community concept defines the complexity of society in which various actors act: family, informal groups, associations, institutions, social services that contribute to the social identity of the community, and the achievement of the common good in the optics of the principle of subsidiarity.

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[1] Michele Guillaume-Hofnung, *La mediation, „Qui sais-je?"*, 4e edition, PUF, Paris (1995) 2007, pp. 97-100.
[2] Michele Guillaume-Hofnung, *op.cit.* , p. 25.

The social role of Gendarmerie by reassessing responsibility

It should be noted that there are many potentially valuable issues for both social movements and Gendarmerie itself. By balancing individualism and the public good, rights and responsibilities in the public space, it would be possible to develop distinctly identities, cultures and values, but only if they coincide with the supreme values derived from the Constitution. Thus, individuals can have views on the good and can create the necessary social connections, even improving the Gendarmerie's institutional practices, if they recognize the legitimacy of legal constraints on developed behavior. This approach meets the requirements of redefining the efficiency, fairness and responsibility of the Gendarmerie, which leads to stronger collective activities. It is a powerful foundation for informal social networks with an active citizenship and a redistribution of existing resources in the public space to collaborate and work together. The social connections created between the Gendarmerie and citizens allow for a deeper sense of social responsibility, greater availability for public dialogue, collective solving of problems, and perhaps lasting participation in Gendarmerie's actions. At the same time, Gendarmerie becomes more accountable to citizens as it remains anchored in the law but taking seriously the dangers of ignoring the needs.

At this point, the analysis focuses mainly on identifying certain deficiencies in the professional activity caused by significant changes in public space relations (e.g. increased communication), in social roles (e.g. increasing collective effort) and in redefining the principles of professional conduct. When social movements are growing in the public space, it is necessary for Gendarmerie to constantly monitor change of norms, values and attitudes. To a large extent, this goal can be achieved by increasing the public dialogue between Gendarmerie professionals and citizens. Current trends in Gendarmerie management can reinforce or hinder these efforts.

The concrete experience of interactions between citizens and gendarmes is a fundamental element of the opinion of the population about Gendarmerie. In this respect, the following questions are relevant for shaping the attitude towards the Gendarmerie institution: *What messages are offered by the Gendarmerie directly and indirectly to protesting citizens? Is there a way to respond clearly and effectively? Did the Gendarmerie try to evaluate the impact of her work?*

The Gendarmerie is directly responsible to the public for its presence and actions. This type of exposure tends to focus in particular on individual incidents resulting from the inappropriate conduct of some of the gendarmes, incidents that can be perceived as indicators of Gendarmerie in general. Rarely, public opinion focuses on other elements such as the way in which gendarmes carry out missions or allocate resources. An individual incident does not produce a serious analysis of the performance of the entire system, but it creates pressure, especially at the institutional level. A "civil" analysis that focuses exclusively on incidental incidents of improper Gendarmerie behavior will give rise to hostile feelings on both sides. On the contrary, the values and capabilities with which the Gendarmerie operates should become interesting and worthy of being publicized. Providing details on the activities carried out by appropriate means of information on how interventions are being carried out - specifying the actions that the Gendarmerie is entitled to carry out, the behavior imposed on citizens during their actions and the risks they incur in the event of non-compliance - customized on the type of mission, can trigger an acceptance reaction if the actions are in a pattern recognized by society. In this case, we are talking about a *reassessment of responsibility* for public security, with gendarmes being legally invested to protect and serve community members, having the responsibility to identify the critical situations that require intervention.

The key to legitimacy lies in the strong mechanisms of accountability to external factors. If a Gendarmerie institution does not strive to cultivate relationships in the public

space in which it operates, by expressing adherence to real values and demonstrating that it operates consistently with these values, it will not find supporters when threatened, confronted with a lack of image capital. Therefore, responsibility for external factors should be a management tool for Gendarmerie. A strong commandant is one whose legitimacy is based on his own expertise and vision. The power of a Gendarmerie commandant is measured by the independence and the ability to protect the spheres of professional competence of the organization he or she is leading, because without being accountable to external factors, the levers he or she has in his or her own organization are limited.

To find the basics needed to stimulate the units they lead and to strengthen their position, commandants will create and animate their system of accountability to the public. This important lesson can be mastered by manifestation of professionalism and elimination of corruption, together with implementation of a strategy appropriate to maintaining and securing order in the public space. Without the population's demand to diminish corruption or improve activity, dimensions that stimulate responsibility towards external factors, commandants of Gendarmerie units would have limited powers in exercising leadership.

To increase accountability to citizens, the Gendarmerie institution promotes certain values found in the Code of Professional Ethics and Deontology and prescribing the behavior of all employees. However, the values promoted at the level of the Gendarmerie become a simple statement, displayed at the entrance or in the office of each officer, unless they are not internalized by the employees. Values are the basis for citizens to understand the Gendarmerie, the gendarmes' methods of fulfilling their missions and motivations to achieve their goals. They are an indicator by which the Gendarmerie is primarily a public service and then a military police force, a community guide to assess the institution. In this sense, Gendarmerie management will have to develop other career paths than advancement in grade, to maintain commitment and motivation for career development.

The Gendarmerie's core management will manifest its flexibility by continuously finding the means to ensure that gendarmes remain under control and that their actions will be guided by the core values of all citizens and not only ruled by formal procedures. Any institutional change by reassessing responsibility will not be achieved without conferring legitimacy to authority, which requires promoting and highlighting of some values and organizational principles.

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ONCE UPON AN ADVERTISEMENT

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Abstract: *Advertisement can be considered to be as old as world as ancient peoples did all their best to announce and to promote their products with a view to getting profit. As advertising is an issue of more and more interest nowadays, the present paper is meant to offer a starting point for further researchers, regarding appreciating the real value of nowadays Romanian advertising creations. Thus it is important for us to know the stages our advertising creation passed through. This is why I will try to outline the evolution of the Romanian advertising from its early beginnings until nowadays with a view to finding its right place within the large, general, world advertising context.*
My paper is made up of four parts: theoretical frame work, methodology, case study and conclusions (accompanied by limitations and recommendations). The theoretical framework is dedicated to a brief chronological presentation of the advertising phenomenon in Europe (including Romania) and America. This investigation may help us to find the right place of our Romanian advertising within the world advertising context and to understand the real value of our native advertising creations. In point of methodology, I have chosen the qualitative research methods (the case study). The selected adverts have been pragmatically viewed because pragmatics, as a linguistics discipline, is focused on common speech, and advertising offers us the most obvious sample of colloquial talk. At the end of my research I drew the conclusions that there could be identified three distinct periods within the evolution of the Romanian advertising, fact which I will demonstrate further on in this article. I have underlined the most outstanding features of each advertising period regarding the efficiency of the message (type of verbal interaction, verbal acts, pragmatic acts, deictic elements, context, and so on). The last part of my study contains the conclusions I have drawn, the limitations of the article and my recommendations for further researchers.
Keywords*: evolution, persuasive strategies, deictic elements, situation of communication, historical perspective.*

Theoretical framework

It is a fact that people everywhere on earth, when selling something, present that thing in the best possible terms. It has been happening so since immemorial times, as advertising can be considered as old as the first social communities. In Ancient Greece, for instance, the arrival of ships loaded with foreign goods was loudly announced by men in harbors men who were also singing sometimes)[1].

The printing press invention by Gutenberg in 1438 was the turning point of human civilization. Europe was the first to adopt it, as both the producers and the customers were equally interested in newspapers: the former – to promote their products and services, the latter – to improve their lives. But the first advertising prints were much different from what we see today; they were either pamphlets (Germany, 1525), or announcements posted in public places (France, 1482), or behavior guides (England, 1472)[2].

The first advertising newspaper appeared in France in 1631 due to Teophrast Renaudot, the protestant personal doctor of King Louis the 16th (entitled *La Gazette*, which

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[1] Mihaela Nicola, Dan Petre, *Publicitate*, editura SNSPA, București, 2001, p.78-89; George Tudorică, *Reclama: importanță, evoluție, rezultate,* Editura Cartea românească, București, 1953, 23-43; Rodica Mihaela Cîrnu, *Publicitaea sau arta de a convinge*, Editura Didactică și Pedagogică, București, 2004, pp. 19-25.
[2] Marian Petcu, *Contribuții la istoria publicității în România – procese sociale contemporane și siguranță națională,* sesiunea a VII-a de comunicări științifice, ANI, București, 23 martie 2001, p. 138.

will change its name later on in *La Gazette de France*). This publication is important to be mentioned because it houses the first paid pieces of advertising information. The advertising activity turned into a profitable business in France in 1836, be means *of Journal des connaissance utile* and *La Presse* (1836).

In England there is also a dynamic advertising activity and an increasing interest for it as in 1614 the first advertising regulations appeared[3], regulations which were penalizing the false pieces of information. *Public Adviser* (15â657) and *Mercurius Politicus* (1658) were promoting products not only inside The United Kingdom, but also for its colonies, thus India got to know about the English tea, as well as about the English habit of drinking tea in the afternoon.

Boston Newsletter (1704) is the so-called birth certificate of the American advertising as it houses the first printed announcement about a ransom offered for catching a runaway thief. It does not have too much in common with advertising as it is perceived today, yet it announces something. James Gordon Bennett is the one who revolutionizes the American publications as he founds herald newspaper in New York in 1835. Herald meets such a success that its owner affords to sell it for one cent a piece. This newspaper is considered to be"the pioneer of modern American journalism"[4].

When does the Romanian advertising enter this huge polyphonic concert?

In 1829 (quite late if we take into consideration the evolution of the advertising phenomenon in other countries in Europe) when our first publications appear[5], namely *Curierul Românesc* (in Bucharest) and *Albina românească* (in Iasi). They are highly appreciated both by producers and the customers as well. The former consider these newspapers an efficient and cheap way of announcing (and the verb has not been chosen at random) their existence on the market, by offering data about their factory, their products and the address of the shop(s) where people can buy them, the qualities and price of their products. The latter, in their turn, were satisfied with the commercial news read in newspapers as they could improve their lives easier and faster.

Methodology

The present article has been structured on the means of the qualitative research, as I consider that they are flexible instruments of work. They are also perfectly suitable for investigating the issue under discussion. I also considered that only the case study is able to bring into strong relief the features of our Romanian advertising when being compared with the foreign creations of the kind. It is necessary to understand and to perceive the symphony of feelings induced to the consumers by certain using certain advertising iconic or textual constructions. This is why I chose the case study has from among the means of the qualitative research.

Case study. Historical approach

We might consider that the first period of Romanian advertising started in 1829 and it lasted until 1944, after The First World War. After viewing several tens of such creations, I could figure out the following main features:

- The early beginnings of the Romanian advertising are represented by simple announcements made up of plain, concise and objective information referring to: the

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[3] Mihaela Nicola, Dan Petre, *op.cit.,* pp. 18-19.
[4] Marc Capelle, *Ghidul jurnalistului*, Editura Caro, Bucureşti, 1996, p. 112.
[5] Marian Petcu, *O istorie ilustrată a publicității românești*, Editura Tritonic, Bucureşti, 2002, pp. 22-39.

address of the shop where the respective product can be found, price, main, obvious qualities[6];

- There also appeared posters stuck on the walls in the streets in public places (the first theatre poster dated in 1794 is still kept in Bruckenthal Museum in Sibiu);

- Renting and selling announcements written in a slight humoristic discourse register appear in 1840, preparing thus the change of the simple announcement into an advertising creation[7];

- The naïve forms of an iconic message engender in 1850 (in *Albina românească*) and they are simple vignettes representing the shape of the promoted product: a piece of furniture, a house, and so on;

- Yet the public was not prepared to receive an advertising message, as in 1870, *Gazeta de Transilvania*, which was considered to be one of the most successful Romanian newspapers, was printed only in 2000 copies[8]. Thus a journalist was an advertiser, a copy-writer and a producer at the same time. The well-known C.A.Rosetti was not only a politician and a journalist, but a copy-writer and a clever merchant who edited *Românul. Ziaru politicu, comercialu, literar* în 1857. He strated a profitable business with books and soon he was appointed head of the merchants in Bucharest[9];

- The first Romanian advertising agency was founded in 1880 by Dumitru Adania (its name was obviously ADANIA). At that time, only three other foreign advertising agencies were present in Bucharest: *Rudolf Mosse* from Berlin, *J.Walter Thompson Company* from New York and *Siegfried Wagner* from Wien[10]

- The advertising phenomenon flourished as lots of other advertising agencies appeared, renewing thus the economic life. Beginning with 1900, our advertising messages adopt an imperative tone like "Do visit …", "Stop here and buy…", "Come now and buy" and emphatic assertions like "Everyone knows that …", "It is already known that …", "You should do what everyone does…". After the First World War, the Romanian advertising gets an erotic dimension: the long skirt was soon replaced by the short one, and the feminine figures are more and more alluring. The advertising graphics of the 30s introduces the couple (man and woman while walking hand in hand, talking over a cup of coffee, dancing);

- There is no sign of pragmatic construction because the discourse is strictly informative, not being conceived as a dialogue with the consumer.

But the communism engendered the sudden diminishing of the advertising activity. We could thus speak about the second period in the evolution of Romanian advertising: the communist period which lasted between 1945 and 1989.

After nationalizing the means of production and the commercial units as well, the state monopoly was set up and these dramatic events determined the disappearance of the free competition market.

Therefore there was no need any longer to promote any products or services, because the consumers were anyway buying the existing ones in the market for their everyday needs. No competition, no standards, no possible alternatives, but a single product meant to satisfy all the targets. Actually, there were no targets to be addressed to.

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[6] Florian Georgescu, „Contribuții privind comerțul bucureștean în perioada revoluției din 1848", în: *București. Materiale de istorie și muzeografie*, vol. 7, 1969, pp. 267-272.
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[8] Nicolae Iorga, Istoria Presei Românești, Sindicatul Ziariștilor din București, Editura Adevărul, București, 1922, p. 78.
[9] Marian Petcu, *O istorie ilustrată a publicității românești*, Editura Tritonic, București, 2002, p. 154.
[10] Alexandru Predescu, *Dâmbovița, apă dulce ... Evocări bucureștene*, Editura Albatros, București, 1970, pp. 56-64.

In 1950 The State Company for The Exploitation of Postcards, Illustrated Official Portraits and Popular Paintings was founded. It set up a total censorship upon all the forms of advertising discourse.

We could mention three advertising agencies for the 60s: "Scânteia", "ARTIS" (The Advertising Agency for Plastic Artists) and PUBLICOM (The Advertising Agency of the Commerce Chamber of the Popular Republic of Romania), the last one being the single international agency in Romania[11].

The advertising messages of this period are lifeless, laconic, and colorless. The advertiser does not actually create a message, he simply informs the public, pretending to do his copy-writer job.

The job of advertising does not practically exist, because the products in the market will anyway be sold, and the customers do not understand the meaning and the importance of advertising. Why to promote a product which will be anyway sold as it is the single existing one in the market? Why to pay a salary to someone to do a useless activity?

The iconic message is pathetic, fully schematic, having no connection with real life, and unattractive at all, while the textual message does not interest anyone.

No one was paying any attention to reading such an advertisement which was not meant to target anybody. The public was not divided into more targets according to their age, sex, level of culture and professional instruction, income, interests, hobbies or style of life.

There was the same crippled message for everybody. No one was even thinking of using a strategy of persuasion or a suitable advertising theory, because there was no point in wasting time and money on trifles. The gloomy discourse proves no sign of pragmatics means of construction as the emitter does not intend to initiate any dialogue with the consumer.

One could number several advertising campaigns developed during this pathetic gloomy period: ADAS insurance, CEC, Adesgo stockings, Ci-Co juice and Ocean fish. They were situated in the same unchanged places years on end.

Until 1990 only the selling announcements survived in newspapers and less and less colorless advertisements.

3.3. The process of renewing the Romanian advertising phenomenon after 1989 needs to be particularly analyzed. Serious efforts and much tenacity were necessary both to educate the public to be ready to receive a real advertising message, and to train advertisers be able to do their job properly.

Immediately after the revolution in 1989, our Romanian advertisements were simple translations of the foreign ones. Even the iconic message was copied: interior designs strange to our people, unknown landscapes and guarantees who were talking a foreign language (as there was an obvious difference between their way of uttering words and voice which was telling the message).

Little by little, familiar landscapes and beloved Romanian guarantees appeared in our Romanian advertisements: Caty Szabo, Nadia Comăneci, Ilie Năstase and Gică Hagi. As far as we can see, the Romanian advertiser preferred to start the process of targeting the native consumers with the help of VIPs, following thus the pattern of their European or American colleagues of half a century ago.

After he succeeded in implementing a minimal advertising education of the public, he (I mean, the Romanian advertiser) afforded himself to start using unknown guarantees (but representative for their target by age, sex, attitude and way of talking and dressing). Exactly what the European and the American advertisers had successfully done about half a century ago.

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[11] Marian Petcu, *op.cit.*, p. 189.

Specific trends

Now it is high time we spoke about the spiritual identity marks of the Romanian advertising, in the sense that our advertisements were all based on the well-known "slices of life"[12] outstanding for our mentalities, namely for our specific cultural universe, customs and traditions: breakfast in the kitchen with all the family round the table, a walk in the park, enjoying a party with friends inside a Romanian apartment (we simply recognize the design); we recognize the well-known fear of your mother-in-law and her unexpected visit, or the goodies lovingly prepared by grandma, as well as the funny bank clerk, ready to fulfil all your demands, and many, many others …

Our nowadays Romanian advertising creation stands for the crystal clear mirror of our society, fact which also happens in other foreign cultural spaces[13].

Our nowadays guarantees stand for the human typology proper to our mentalities universe. Thus different feminine or masculine identities populate the Romanian commercial advertisements, offering life patterns to our consumers:

- The kind dentist (Colgate tooth paste);
- The young loving father, careful with his baby (Mili milk);
- The responsible man – head of his family, eager to bring welfare to his beloved ones (Omniasig Insurance company);
- The jolly party fellow (Tuborg beer);
- The mother (almost all the medicine);
- The wife (Lenore clothing balm);
- The unconstraint she-teenager (Head& Shoulders shampoo);
- The successful business woman (Pret-a-Porter perfume);
- The big happy family (Hera mineral water) and so on.

Another trend which should be also noticed is the development of social campaigns. They obviously improved their message by overpassing the typical patterns. The first Romanian social campaigns were of "do"/"do not" type.

Beginning with 2000, the humoristic, dynamic discourse and the funny irony accomplish a very efficient part in educating the civil society, the social advertising fulfilling thus its aim. It was 2009 when Radio PRO FM initiated a social campaign of penalizing certain negative attitudes, namely the noisy, uncivilized talking and the physically or verbally violent behavior.

It was entitled "Cocalarul de Dorobanți" and it was aimed at promoting the moral values among the youngsters without offending them. The advertiser placed himself in the same team with the consumers (namely, the youngsters), and they together made fun of those uncivilized persons, as if the consumers were not part of them.

Listening to loud music in traffic, uncivilized attitudes towards the other drivers were indulgently looked at with the view to gradually improving such conduct, in order to improve the self-image.

Another outstanding feature of the Romanian nowadays is the competition between the concepts of *tradition* and *innovation* in building the advertising message[14]. We also notice an interesting perspective upon *time* and *space*, the two realities being subjectively viewed by the advertiser.

A greater and greater interest is shown towards the scientific research in advertising: I mean towards domains which may offer the advertiser and the copy-writer efficient working instruments. To be more specific, our specialists show an increasing interest towards

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[12] Pat Fallon, Fred Seun, *Creativitatea în publicitate*, Editura All, București, 2008, p. 117.
[13] Dragoș Iliescu, Dan Petre, *Psihologia reclamei*, Editura Comunicare .ro, București, 2005, p. 92.
[14] Olga Bălănescu, *Reclama românească*, Editura Ariadna 98, București, 2009, p. 165.

pragmatics and semiotics. It is also remarkable the effort of our specialists to translate foreign advertising books into Romanian.

As a result of this research, the advertising creations of nowadays make great use of pragmatics instruments of work: lots of pragmatic acts develop behind the textual or the iconic message with the view to persuading the consumer; the verbal interaction is mostly often a personal one as the advertiser intends to create empathy between him and the consumer next to him. The deictic elements of time and space (which are very frequent in our contemporary advertisements) are of subjective type, expressing a subjective ideal perception upon time and space.

With no overrating, the exacting David Ogilvy, who dedicated all his life to advertising[15] might be proud of many Romanian contemporary advertising campaigns. And his satisfaction would be even greater if we take into consideration the hard life of advertising in Romania: it appeared quite late (as I have proved at the beginning of this study), and its evolution was seriously obstructed by the communist regime.

The communism totally neglected this domain of activity.

Our advertising creation covers successfully nowadays all the directions of development:

- Commercial advertising (promoting products and services meant to improve the everyday life of consumers);
- Social advertising (promoting moral and cultural values and positive social attitudes with the view to educate the social community);
- Political advertising (promoting political parties or candidates preoccupied by implementing democracy in our country[16].

Conclusions, limitations, recommendations

At the end of this research, I may draw the following conclusions:

a. We can identify three main periods in the history of Romanian advertising: the early beginnings (1829-1944); the communist period (1945-1989); competitive advertising (1990- nowadays);

b. Although our advertising start was late in comparison with the rest of civilized Europe or America, our advertisers did all their best to retrieve the wasted centuries in point of advertising;

c. Our civil society proved to be very sensitive to the real advertising phenomenon, as once there appeared competition in the market, the process of promoting products came to life.

The present paper has its limitations: a pragmatic analyses should have been suitable in order to offer a clear image of the contemporary achievements in the field. A future paper will accomplish this request. I do recommend to further researchers an increased interest towards pragmatics.

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[15] David Ogilvy, Ogilvy on Advertising, Prion Works, 1999.
[16] Andrei Stoiciu, *Comunicarea politică. Cum se vând idei şi oameni*, Editura Libra – Humanitas, Bucureşti, 2000.

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VISUALITY AND VISIBILITY IN SOCIAL ADVERTISING

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Abstract: The specificity of social advertising resides in the fact that it has no commercial purposes. Social advertising covers the civic, humanitarian, cultural or educational domains, dealing with issues of general interest. The link between visibility and visuality can be highlighted by correlating the typology of social advertising with the inventory of visual techniques and procedures. The selection and suitability of visual means are in relation with the specific objectives of social advertising activities and further represent the performance-measuring factors in social campaigns.
Keywords: visual communication, social advertising.

Romanian social advertising is present in all mass communication media and we think that the phenomenon meets the international standards in both quantity and quality terms. Unlike commercial advertising, whose purpose is profit-making, social advertising is meant to raise awareness towards social issues, and gain public support. In social advertising there are several foreground topics: collective security, human rights, life quality, environmental protection, collective identity. The visibility of social advertising is ensured in various manners, from the simplest forms of humanitarian ads, that may be shown only once, to complex social campaigns that may unfold for several years. Visibility, understood as presence in the public sphere, is directly proportional to the economic power of the players involved. As a rule, social advertising takes the form of campaigns conducted within complex social programs meant to inform, educate or raise public awareness. Many well-known economic players engage in social campaigns as part of corporate actions for social responsibility. Social campaigns are often conducted through public-private partnerships. Usually, an economic player establishes or supports a foundation that promotes a social cause, or sets up partnerships with government institutions to legitimize their social action, and collaborates with mass-media to produce and disseminate the advertising material .

Economic players generally focus on causes related to the company's field of activity. Vodafone, for instance, was the first company in Romania to initiate a recycling program for old phones[1] in order to protect the environment by reducing electronic waste. Additionally, Vodafone has been involved in "Children and the Internet"[2] programme developed by "Salvaţi Copiii" Foundation, Romania, to help parents understand the risks of Internet use at young ages. (These are just two examples selected from the company's many social projects).

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[1] https://www.vodafone.ro/personal/magazin-online/utile/vodafone-buy-back/index.htm#tab-1
[2] https://www.vodafone.ro/despre-noi/implicare-sociala/responsabilitate-corporativa/copiii-si-internetul/index.htm

Also in connection with the activity domain, the Romanian Brewers Association[3] conducts for the ninth consecutive year the "Cedează Volanul Când Bei"[4] campaign aimed at persuading drivers to act responsibly when drinking alcohol. (The poster may appear dull at first glance, but the blur in the foreground suggests the blurred vision of a drunk man. However, an Icelandic[5] poster on the same theme, which appeared in Transylvanian press proves to be even more creative).

Another example of the association between social causes and the activity domain are: "Stop breast cancer″ and "Respect″ campaign (directed against domestic violence), conducted by Avon Cosmetics company [6]. Both campaigns target the female audience, who are the main target of the company's products. (On the topic of domestic violence, we found a highly creative advertising material, inserted in women's magazines by the pharmaceutical company, Sensiblu [7]).

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[3] the Romanian Brewers Association brings together the most important beer producers in Romania BERGENBIER SA, HEINEKEN Romania, UNITED ROMANIAN BREWERIES BEREPROD, URSUS BREWERIES and MARTENS that produce 80% of the amount of beer consumed in Romania. (http://www.berariiromaniei.ro/despre-noi/)

[4] http://www.berariiromaniei.ro/savureaza/cedeaza-volanul-cand-bei/

[5] https://oradea.today/2016/12/

[6] https://www.avoncampaniisociale.ro/

[7] The advertorial inserted by the Sensiblu Foundation in women's magazines looks like a luxury perfume advertisement, accompanied by a sample. The message urges women to test the fragrance by rubbing their wrists against a predefined surface. When doing this, which is something quite usual for magazine readers, a violet paint is transferred to the skin. Thus, a bruise is simulated to remind us of women who are constantly abused and beaten by their partners. Instead of the message "test the fragrance", there is information on how the Sensiblu Foundation can support and help the victims of domestic violence. (Https://www.iqads.ro/articol/32322/parfumul-violentei-domestice-din-noua-campanie-a-fundatiei-sensiblu)

However, the most visible social advertising activity in Romania is carried out by Petrom, under the already famous heading "Ţara lui Andrei"[8]. This designation is in fact a platform for all social responsibility projects of Petrom SA, the largest oil and gas Romanian company, involved in the extraction, production, refining of oil and gas, one of the most influential players in the energy sector. The platform was launched in 2009 with the motto: "Learn. Practice. Inspire". At the Digital Communication Awards in 2013, this platform was acknowledged as the best online community in Europe. The underlying narrative is the story of a child, Andrei, who wants to make the his world a better place.

The idea for the name of the platform started from a tree planting campaign, hence the tree logo and the *Green is my favorite colour* slogan. "Ţara lui Andrei" Platform brings together social projects from the fields of education, health and emergency situations, public policies, environmental protection, community projects, eco-civic and entrepreneurial initiatives, proving how 50 million euros were invested in corporate social responsibility actions.[9] Over 400 videos were posted on "Ţara lui Andrei " Youtube channel, which proves the magnitude of this project[10].

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[8] https://www.taraluiandrei.ro/

[9] Here is a synthesis of the social projects developed by Petrorm. 1. Educational projects: "Olimpicii OMV Petrom" and "Caravana cunoasterii" (since 1998), Projects for Disaster Prevention (in 2007, together with the Romanian Red Cross, under the theme: Education and protection for students in case of earthquake, which resulted in the training of 6,000 students); "Educaţie pentru performanţă" (from 2011, conducted in two directions: True Leadership - high school courses and ASPIRE Academy - summer school for faculty students with guests from the business field), "România Meseriaşă" and "Şcoala petroliştilor" (2015, a campaign designed to support vocational education in the oil field). 2 Public Policies: (in 2016, the Institute for Research on Life Quality - ICCV), with the support of OMV Petrom, produced the first public policy report in Romania on the situation of vocational education and training.
3. Environmental projects: „Resurse pentru Viitor" (2007), "Parcurile Viitorului" (2007-2009, which resulted in 6 parks built in 6 Romanian cities); "România prinde rădăcini"(in a public-private partnership with Realitatea TV, the National Forestry Directorate -Romsilva- and the "Mai Mult Verde" NGO, through which 300,000 seedlings were planted) 4. Community projects: „Construim pentru viitor" (which involved the building or rehabilitation of houses for 130 families in 2007, and in 2008 the building of 110 houses for flood victims in Moldova), „Condiţii mai bune de studiu" for 180 children from rural areas (in 2009, led to the rehabilitation of 4 educational institutions), the CERC Project (2011, the creation of Community Resource Centers in oil areas), „Fabricat în Ţara lui Andrei" (2013, a competition for social business financing), „ Şcoala lui Andrei" (a contest on eco-civic and entrepreneurial topics, with the motto: Big ideas come from the little ones), „ Idei în ţara lui Andrei" , a competition for funding sustainable eco-civic initiatives), 5. Health. Blood Donation Campaign (in 2010 in partnership with the National Hematology Institute and React Association), „Telemedicina de urgenţă" (since 2011, in partnership with the Ministry of Health, through which the national telemedicine network has expanded in 19 counties) 6. Emergency situations: "Romania, stronger in case of disasters!" (since 2007. Petrom

All things considered, it is obvious that visibility mainly depends on the financial power of the players involved in the social responsibility projects. In what follows, we shall discuss the extent to which visibility depends on the quality of the advertising materials.

Next, we shall approach visuality starting from more or less familiar examples of Romanian social advertising, in order to see the interconnection between text and image in conveying the message. We want to address the common belief that social advertising is not as creative as commercial advertising since the visuals are usually boring. Thus, we intend to explore the advertising products without text and sound, to figure out how image contributes to message conveyance.

We could argue that in social advertising, prosaic or confusing messages are more common than in commercial advertising, but that is not our goal. In many cases, government-initiated campaigns seem to be "insipid", as in the example of the anti drug campaign below[11]; cultural institutions lack inspiration, too.[12]

The tone in social messages is not as vivid as the one in commercial advertising, given the serious problems addressed. Many social messages are formal and prosaic, which diminishes their impact. Many people have become almost insensitive to standard humanitarian calls[13]containing a photo and an account number; donation campaigns are often perceived as aggressive due to their frequency.[14]

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is a strategic partner of IGSU and has allocated more than 2 million euros to equip IGSU and SMURD with special equipment)

[10] https://www.youtube.com/channel/UCLKgvyYH6Xr-hpTc47iUhiA

[11] Absent" is the first national campaign to prevent the use of psychoactive substances and it was carried out by the National Anti-drug Agency (ANA) in 2018 http: //www.gana.gov.ro/absentul.php

[12] http://lauracaltea.ro/articlesite/cartea-in-asteptare For the Bookfest Book Fair in 2015, All Publishing House launched a social and cultural campaign, **"Cartea în aşteptare"**, meant to encourage young people to read, especially, those who cannot afford to buy books. We wonder, however, how many people felt the urge to read after seeing this poster.

[13] http://bolirare.ro/campanii-sociale.html

[14] http://www.aradon.ro/cu-drag-pentru-copiii-nostri/1939369

Social advertising does not generally appeal to humor, which does not mean that humor is completely missing from social campaigns, even if it may be unintentional. It is obvious that our neighbours over the Prut excel especially in linguistic awkwardness [15], but Romanian posters often do the same. It is quite an unfortunate situation when we talk about an agency that evaluates the contributions of civil society.[16]

A sample of black humor, nonetheless, appropriate for the target audience, can be seen in the blood donation campaign run by the Untold Festival, where participants get free entrance if they prove that they are blood donors. The campaign is called "Pay with blood" [17]and started in 2015, in partnership with the National Institute of Blood Transfusion (INTS). This campaign was very popular and effective, getting favourable reviews from foreign press and receiving many awards. Each year, about 900 Romanians paid their ticket to the festival

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[15]http://diez.md/2014/01/20/foto-ce-fel-de-publicitate-sociala-putem-vedea-pe-strazile-chisinaului-partea-i/
[16]http://www.galasocietatiicivile.ro/resurse/campanii-sociale/
[17] UNTOLD is the biggest music festival in Romania, which is organized every year, since the summer of 2015, on Cluj ArenaPay with blood: Transylvanian festival offers discount tickets for donors, https://www.theguardian.com/world/2015/jul/17/ pay-with-blood-Transylvanian festival-offers-ticket-discount-for-Donors

by donating blood. (It would be interesting to compare the results achieved by another poster[18] which struggles to be cheerful through both text and image.)

A good sample of original sarcasm can be seen in the advertising products (posters and spots) of the social responsibility campaign, „Să păstrăm apele curate"[19], launched by the Romanian Waters Administration in 2008. The campaign has an excellent minimalist logo, too.

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[18] http://www.craiova.ro/evenimente/arhiva/Campanie+de+donare+de+sange:+Fii+eroul+lor!/2360
[19] http://www.rowater.ro/Continut%20Site/ Campanii/ Campania%20de% 20responsabilizare%20sociala% Sa%20pastram%20apele%20curate!%E2%80%9D.aspx

Yet, comic intentions may result in kitsch and bad taste as in the "Demască Șpaga"[20] campaign launched in 2006 by the Ministry of European Integration (MIE) in collaboration with the Ministry of Justice and the Ministry of Administration and Internal Affairs. The campaign aims to change the attitude of citizens and civil servants towards bribery, but the vulgar language in the posters is not appropriate for the target audience. It seems that graphic artists did not find this topic very inspiring, even if the project was funded by EU.[21]

Social advertising is exempted from taxes, but is not cheap to make. The production of large-scale advertising materials and their placement in crowded areas sometimes triggered unexpected reactions. That is the case of the anti begging campaign in Cluj (2014)[22], when a scandal broke out because the local administration were accused of wasting public funds on political clientelism. The placement of 50 signpost panels, the printing of 1,000 posters for public transport and 50,000 stickers was considered a socially useless political contract. This campaign has also been the target of numerous jokes on the Internet. The illicit practices that interfere in social goals are another factor that diminishes the impact of social campaigns.

To conclude, visibility is in connection with the allotted budget, whereas visuality is related to good taste. Ideally, these the two criteria should combine to maximize the impact of social advertising, since the two dimensions are not directly related. This means that a conspicuous advertising product does not necessarily have superior aesthetic quality and vice versa, a good advertising product may not be visible enough so as to trigger the expected reactions. Given the above examples, we think Romanian social advertising is quite visible and well represented, having some notable achievements.

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[20]http://www.adplayers.ro/articol/Business-6/Coruptie-si-licitatii-la-rebate-inalt-Rebate-ul-face-spaga-Spaga-ia-licitatia-4089.html
[21] http://www.primaspaga.ro/index.php
[22]http://www.stiridecluj.ro/politic/in-cluj-napoca-vor-aparea-panouri-anti-cersetorie-nu-dati-bani-cersetorilor-la-cluj-nu-se-moare-de-foame

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13. http://www.adplayers.ro/articol/Business-6/Coruptie-si-licitatii-la-rebate-inalt-Rebate-ul-face-spaga-Spaga-ia-licitatia-4089.html
14. http://www.primaspaga.ro/index.php
15. http://www.stiridecluj.ro/politic/in-cluj-napoca-vor-aparea-panouri-anti-cersetorie-nu-dati-bani-cersetorilor-la-cluj-nu-se-moare-de-foame

CULTURAL IMPACTS OF GLOBALIZATION

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Abstract: *The paper approaches the issues of cultural globalization. The main idea is the analysis of the relationship between globalization and identity, as well as the analysis between such an identity, understood as a practice of culture that cannot be analyzed without taking into account global communication, and diversity. Therefore, the problem is the multidimensional transformation of our society at the beginning of the 21st century, marked by an increase in globalization and the affirmation of single identities. In short, these basic elements include the relationship between globalization and culture, influenced by political and social action, as well as by the governance model. Despite what is believed, namely that globalization imposes the hegemony of culture, reality shows that there is a cultural resistance that persists and becomes, as a value, more and more powerful. This resistance gives the possibility of cultural diversity that can promote the common interests of society.*

Keywords: *cultural globalization, identity, mass-media transformations, cultural relations, values.*

Preliminary considerations

The main idea is the analysis of the relationship between globalization and identity, as well as the analysis between such an identity, understood as a practice of culture that cannot be analyzed without taking into account global communication and diversity. Therefore, the problem is the multidimensional transformation of our society at the beginning of the 21st century, marked by an increase in globalization and the affirmation of single identities in constant tension, in the context of the existing political forms of crisis, and the processes of restructuring through new projects struggle to set up a new society. In short, these basic elements include the relationship between globalization and culture, influenced by political and social action, as well as by the governance model.

The term globalization refers to the characteristics of a system with the capacity - through its structural, i.e institutional, organizational and technological actions - to function as a real-time unit at planetary level, and which includes and excludes what is not valuable in the global network. This system is reversible and not necessarily sustained at the social, cultural or environmental level, and is multidimensional, that includes what is global and what is local, along with what is cultural, social and economic. It should be noted that only a small part of this activity is globalized, but this small part determines and dominates the rest of the planet. The data show that 85-90% of the world's services are globalized, and only 220 million people work in multinational institutions.

In this context, the present paper tries to give answers to difficult questions: Is there a cultural globalization? What are the transformations of the media into the era of globalization? What is the importance of the media in designing the globalization of culture or, on the contrary, in designing local culture in a globalized world? How can cultural globalization be measured? What are the indicators of cultural globalization? At the most, we can refer to a common direction, first of all with regard to economically developed countries where modern and post-industrial or self-expression values are well established.

Globally, media transformations trigger traditional notions of public opinion. New information and communication technologies can be used as a platform for the launch of cultural globalization, as well as for reaffirming and strengthening local cultures that feel

threatened by this development of global media culture. Therefore, the development of cultural globalization is a threat to diversity or an opportunity to solve common problems? Information globalization, communication technologies, media are a threat to cultural diversity or an effective platform for launching minority languages and cultures? Does media promote cultural globalization or not?

Cultural impacts of globalization

Despite what is believed, namely that globalization imposes the hegemony of culture, reality shows that there is a cultural resistance that persists and becomes, as a value, more and more powerful. This resistance gives the possibility of cultural diversity that can promote the common interests of society. Measuring, analyzing and comparing cultural values in different countries and geographical areas of the world have highlighted, first of all, that cultural values in different countries do not tend towards convergence; although economic development pushes all countries towards a common direction, this common direction ensures the strengthening of values. Communication is globalized, and yet it does not involve a cultural globalization. Identity strengthening is in many cases used as a mechanism for controlling chaotic globalization. Moreover, identity is a tool built on the basis of experience and meaningful in people's lives. This meaning, which can be religious, national, ethnic, territorial, or gender equality, is fundamental in people's lives and characterizes the world as much as globalization and technology. Communication has a major role as a new public space, and it enables dynamic intercultural construction and facilitates the movement from monologue to dialogue and from dialogue to cooperation, a cooperation that must not be based on words but on facts in connection to different identities. Globalization is, according to Held's definition, "an increase in global interconnection, a spread of all beliefs, values, and goods across territorial boundaries"[1]. Globalization leads to a compression of the notion of space and time, distances narrow, the world becomes narrower, as a global village; this is possible due to audio-visual means. But even if there is a certain proximity of cultures given by this technological development, cultures are still separated from their cultural specificity. Unfortunately, globalization tends to suppress this, making these cultures take on the character of consumption, making every place look, more or less, with the other. Globalization makes sense of the uniqueness, global trend. For Robertson, the notion of global implies "the world as a unique place, the forms of culture becoming more and more in touch"[2]. For Tomlinson, globalization has, to a large extent, "an economic character"[3]. But we must not fall into absurd reductionism, for globalization is not limited to economic terms. The cultural dimension of a society is difficult to delimit, but it has some features:

a. culture can be understood as a sphere of existence where people build the meaning of practices with the help of symbols;

b. the way people give meaning to life through communication between them;

c. the purpose of culture is to give meaning to life;

d. culture can also be understood as the territory of meaningful existential meanings;

e. in conclusion, culture includes all the variety of everyday practices; culture harnesses human existence.

During globalization, the cultural dimension is often confused with the media culture of audio-visual technologies and communications through which cultural representations are transmitted. By media culture is meant that alienation through consumerism, a

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[1] Held, David, Anthony, McGrew, David, Goldblat, Jonathan, Perraton, *Transformări globale. Politică, economie și cultură*, Iași, Editura Polirom, 2004, p. 56.

[2] Robertson, Roland, *Mapping the Global Condition: Globalization as the Central Concept*, în „Theory, Culture & Society", Vol. 7, London, Sage Publications, 1990, p. 15.

[3] Tomlinson, John, *Globalizare și cultură*, Timișoara, Editura Amarcord, 2002, p. 63.

democratization of consumption, even a mediocrity of consumption. In an era of the Internet and television, culture becomes relative, we are told what and where to look, to read, to listen. By mass culture, a second colonization, starting from the US appears. This culture tends to erode the other cultures until replacing them. Therefore, mass culture becomes the first universal culture in the history of mankind. The world of today, as Huntington finds, is heading for pluralistic civilization, hiding inevitable cultural flaws. The media culture proves to be an agent of globalization, through the universalization of entertainment. As Adrian Richieru points out, "Coca-Cola Culture seduces the crowds and awakens the concern of small cultures. Globalization excludes cultural and economic closures. We risk that instead of a civilization of diversity, we will fit into a unique civilization of entertainment"[4].

Therefore, the media is only a part of the process by which the building of symbolic meanings is manifested, being one of the forms expressing globalization from a cultural point of view. In J. Tomlinson's book, 'Globalization and Culture', we find the statement that culture is the intrinsic aspect of the complex connection process. Also, cultural symbols can be produced anywhere, anytime, with no constraints on their production and reproduction. Culture is, in this sense, globalizing, through the relationships it involves and its norms. The world is a huge commodity market. Individual cultural actions define the very culture they belong to, resulting in global consequences. Globalization is important for culture. Thus, globalization makes "the negotiation of cultural experience to be at the heart of intervention strategies on other areas of connectivity: political, ecological or economic"[5]. So, through globalization, culture becomes important, whether it is political, ecological or economic.

Culture can also be global. Sociologist Anthony Smith portrays global culture as artificial, formless, and global culture is, in fact, a built culture. But not only global culture is a construction but also national culture. But unlike the latter, global culture is not specific, temporal or expressive. Referring to Smith's claim that a national culture is the construction of intelligent minds composed of invented traditions, it must be remembered that a false identity can be deliberately parasitic to the sentiment of the identity of a culture. This has also happened in the case of communism, we can say, when values and ideas have replaced the values of interwar Romania. One can also speak of a cultural imperialism, equivalent to a global culture. This view starts from the fact that certain cultures, such as the US, and thus dominant, tend to overwhelm other more vulnerable cultures. However, although this theory is accepted by some followers of the critique of capitalism, this theory cannot have a practical basis, since the movement between the cultural and the geographical spheres involves mutation, transformation. Because globalization has as its main feature the facilitation of information circulation, many see it as a process of dominating the weak by the world's major corporations. However, globalization does not have the character of homogenization, it leads to differences in global space.

Globalization can preserve peaceful coexistence between cultures only in the context of starting from the specificity of cultural industries to protect freedom of information. Reducing culture to elites must be avoided. The free commercialization of culture is therefore a noble gesture whereby every citizen of the planet can benefit from the free movement of ideas, words, images, encouraging the rich and poor countries to spread their own culture. As a conclusion, we can state that globalization creates consciousness of variety, increases the power of democracy, depicting an individual capable of choosing from several possible variants. Also, this individual can defend himself from manipulation, because he has the possibility of identifying it. Globalization has a great role, in my opinion, to annihilate the distance between cultures. The world becomes one place, and we are all neighbors.

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[4] Richieru, Adrian, Dinu, *Globalizare si mass-media,* Iasi, Institutul European, 2003, p. 81.
[5] Tomlinson, John, *Globalizare și cultură*, Timişoara, Editura Amarcord, 2002, p. 10.

In the 21st century, the development and evolution of the third industrial revolution, or in other words, of the informational revolution, was associated with another phenomenon - globalization - which only seems to have brought to the forefront, perhaps less strident, the materialization of historical attempts to build a world empire, a unification of territories, wealthy materials and people. Therefore, with a seemingly more peaceful face, "globalization appears to be a long-term process, but with remarkable results in terms of economic unity and social relations, moreover, even individual behaviors"[6].

Roland Robertson marks a stage in the globalization process that began in Europe since the early fifteenth century. Thus, in the first stage, which lasted until the middle of the 18th century, the germinal period is characterized by the increase of the feeling of national belonging with humanism and the development of the theories about the world. The second phase, which lasts until the 1870s, involves the revival of state unity and, implicitly, the crystallization of international relations, the subject of which is the integration of non-European societies into the international society. The third stage stretches back to 1920 and brings an increase in the number of means of communication at international level through the development of competitions. Also now, with the First World War, the League of Nations also appears. Similarly, the fourth stage, which lasted until the early 1960s, faces a series of global conflicts, perhaps the most obvious of these being the Holocaust and the atomic bomb, the emergence of the United Nations demonstrating the need for a defense mechanism. The complexity of the stages increases with the advancement towards the 21st century that is why the fifth stage is characterized by balancing the balance between uncertainty and security, and the fall of the Iron Curtain brings to the international plan the issue of the integration of nations in the Third World. In this context, multiculturalism is redefined and a number of concepts on civil rights and international citizenship are branched out. At the same time, a global media system is developing.

If these were the major aspects of globalization, in the first decade of the 21st century we can speak of another stage, perhaps a much more complex and difficult to define than the previous ones. Beyond simple economic bridges among peoples, "globalization has built up different types of cultural, social and political relationships that not only responded to the territorial unification plan, but added another nuance to the concept of democracy"[7].

Because the approaches to globalization are different and share between pros and cons, there are some differences that some researchers or scientists make between the globalization reforms. Thus, on the one hand, we find characteristics that come from below, namely those that are formed within nations, states, and seem to be authentic and imposed above and that appear to be authoritarian and prefabricated. If we were to think about Romanian society, with the integration into the European Union, we can discover such regulations that correspond to the two directions. Thus, in the case of freedom of movement, we felt as a former communist state the need to move, to discover, to have links at international level, but on the other hand, some measures imposed by the EU find neither the legal basis nor the social one to be successfully implemented. One such example is the various changes in the education system, which usually occur suddenly, without prior training of the teachers or student.

In Romania, globalization has consequences both internally and externally. In other words, the media subjected to globalization contributes to the building of a country's cultural identity, both at the international level and among its own citizens. How does this happen? Thus, both our access to the international press and the access of the international press to the Romanian market become ways to disperse the germs of national identity. Globalization of

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[6] Bera, Matthieu, Yvon, Lamy, *Sociologia culturii*, Iasi, Editura Institutul European, 2008, p. 42.
[7] Cobianu, Elena, *Cultura şi valorile morale în procesul de globalizare,* Cluj-Napoca, Editura Grinta, 2008, p. 52.

media does not only have negative effects, and freedom of expression, and international news stories should be highlighted more and more often, as media mechanisms in a global world can have many positive uses. Situations such as natural disasters are so easily spread, and people from all corners of the world can help their fellows. And technological breakthroughs are transmitted through the global media and become so known and benefit from as many people as possible. How can Romania benefit from media globalization? One possible option is the dissemination of positive messages about Romania. Although economic power is low, Romania has a lot of successes in the cultural, educational or technological field, and the role of the media in building these international binders is at the moment, at least, essential.

Advantages and disadvantages of globalization

Over time, the concept of globalization has been attributed both to negative and positive connotations. The negative ones are usually linked to the idea of cultural identity loss, and the positive ones refer to the availability of certain products / services / facilities to all global cultures or to the facilitation of cultural proximity between individuals. This phenomenon is thoroughly dealt with in many studies and books. These include the book 'Cultural Perspectives on Development', which highlights the notion that "globalization cannot be reduced to one area, including both economic, political, social and cultural aspects"[8]. In other words, it is difficult to treat this topic without including all of the above. If we are to talk about cultural globalization, it may be related to the extent to which cultural experiences depend on the distribution of material resources.

Also in the same book the author tries to clarify certain preconceptions about this phenomenon. For example, despite what some idealists might think, globalization has not materialized (at least until now) in the unification and pacification of all cultures. A more realistic theory is that globalization refers to the idea that most cultures are subject to common factors of influence, common processes, or similar social, political, and economic issues.

In the study 'Cultural globalization and the politics of culture', the author propagates the idea that, from the cultural point of view, globalization means "a wider and faster spread of cultural information (of values, beliefs, habits, etc.) or, an easier communication between local cultures globally"[9]. This has been provoked and facilitated by the rapid development of technology that has allowed contact with even those darker cultures. Although this ease of communication helps cultures to be better known and understood, the author of this study highlights the fact that this is not always a good thing: Globalization creates a world where it is increasingly difficult to be protected by external cultural influences. In other words, it expresses one of the greatest fears about the phenomenon of globalization, namely the loss of the specificity, the identity of a culture.

Another disadvantage of globalization, in the view of Pierre Cyril Pahlavi, is the likelihood that the values of a stronger culture will become dominant globally, especially within those weaker cultures. It exemplifies the spread of Islam or of liberal democracy. An interesting effect that arose from the phenomenon of globalization is "fragegation"[10], a concept resulting from the welding of "fragmentary" and "integration" terms. Its emergence is a result of the powerful effect of globalization. In other words, the values, the attitudes, the cultural processes become more uniform, the cultures become more conscious and more protective of their own identity. Strong, dominant cultures that have a larger spreading area promote integration, while smaller cultures, whose proliferation is limited, promote

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[8] Cass, Frank, *Cultural perspectives on development*, Londra, Sage Publications, 1997, p. 23.
[9] Pahlavi, Pierre, Cyril, *Culural globalisation and the politics of culture*, Canada, Sage Publications, 2003, p. 71.
[10] Rosenau, James, *The governance of fragmegration: Neither a world republic nor a global interstate system*, USA, The George Washington University, 2008, p. 31.

fragmentation in order to preserve their own identity. This can be constituted as a means of defending smaller or weaker cultures against the domination of large cultures. Thus, the latter are more reluctant to assimilate external values, being in turn more protective of their own values.

The phenomenon of globalization is a topic that has long been debated so far, generating many theories. One thing is certain, globalization is a process that develops with technological, social, economic and political progress. It also generates new types of citizens, even hybrids of several cultural values. Mass media is also a factor of influence in the evolution of globalization, facilitating its intrusion into different cultural spheres, and a receiver of trends dictated by globalization. In other words, the media is, as its name suggests, a mediator between globalization and the cultures in which it manifests itself.

The development of the media is part of the development of the so-called culture industry, an industry that includes not only the evolution of instruments and methods used by the media but also of the media as a business. The consequences of this development are mainly manifested by a spectacular increase in volume, degree of dissemination and availability of information. Although this is at first sight an asset, mass media in the age of globalization can turn into a stress factor. In other words, the overwhelming amount of information as well as the rapid rhythm of its occurrence also in turn cause the rapid exchange of information with another one.

Another interesting idea is that, if in the past people relied on religion, divinity, or tradition to know the world, they were replaced by objective information and knowledge. Media shapes people's knowledge, attitudes and lifestyles, and through which they seek to understand the surrounding world, a role previously held largely by the elements mentioned above. Individuals - perhaps cultures - who do not have the same access to information tend to feel excluded, isolated and, to a certain extent, threatened. This addiction to information is called by Giddens "the main existential dilemma of globalization"[11].

Perhaps the most important advantage of the interdependence between globalization and the media is that not only the values and customs of cultures become known globally but also the problems or needs. In other words, due to globalization and media, the global community can provide its resources and support in case of need or to help improve certain systems, due to the high visibility and rapid circulation of information. In conclusion, it is important to recognize the vitality of the role that media play in the development of globalization, any disadvantage being incomparably less than the benefits it brings to the progress, unity and welfare of the global community.

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[11] Giddens, Anthony, *The Consequences of Modernity*, USA, Stanford University Press, 1990, p. 21.

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CULTURAL PLURALISM

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Abstract: *Cultural globalization, far from the threats of uniformization, will put first geo-cultural entities that represent the real political alternative to the shock of civilizations. Cultural pluralism is seen as a political response to cultural diversity, as the fruit of voluntary choices and decisions.*
Our paper aims at marking the difference between diversity and pluralism by emphasizing the culture of openness. Controlled openness of culture refers to putting conditions regarding balanced interactions between cultures, starting from the premise that they are equal and able to ask questions about their values, practices and adaptation to the present conditions.
Incompatible with the desire to impose on others our own vision of the world and our own values, global cultural pluralism sets its goals being one of the political responses to the issue of globalization: how to live together if the differences between us are irreducible and continually renewing? This political approach must be a permanent process, encompass various organizational arrangements made by geo-cultural entities and have its own means to be implemented. The aim is to achieve cultural security, "a global public good" achieved through cooperation.
In the global media space, models, values and symbols are being created that will form the socialization field and the global hyper culture, acting for all existing cultures and by which they interact within a new symbolic ecosystem.
Keywords: *culture, diversity, cultural pluralism, globalization, balanced interactions.*

Introduction

Globalization cannot be a merely economy-related phenomenon. It is a complex process, mainly characterized, according to Appadurai, by mass migration and the new technologies.[1] These raise issues among the most serious ones, such as the territorial steadiness, national identities, and the state borders. It is a gradual process of space "deterritorialization" and exclusion of all barriers from the imaginary, in times when the migration flows and the media flows have run wild. The cultural dimension becomes a core one in the globalization process due to imagination.

The globalized media space gathers completely different models, values, symbols, and visions of the world. This is the place where they come to be seen and acquire strategic value. "The most important fights for power occur to conquer the spirits, they are therefore first of all cultural, and afterwards social." The one able to generate and disseminate symbols will become the most powerful.

The basic element of any society is culture.

The cultural globalization helps emerge the"globalizing hyper culture", some cross border process touching all the cultures, and difficult to manage by the national policies. And yet, it seems that reasonable cultural policies are able to cope with the current geocultural challenges.

The Difference between Diversity and Pluralism

Cultural pluralism is the political answer to cultural diversity, the fruit of voluntary political choices and decisions. It must be defined and built as a political project. To define

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[1] Appadurai, Arjun, *Après le colonialisme, les conséquences culturelles de la globalisation,* Payot, Paris, 2001b

the goals of this project and to establish a strategy to reach those goals, we need to distinguish from the very beginning between *diversity* and *pluralism*.

If we are to take *diversity* for granted as offered by nature, unceasingly occurring and reoccurring, *pluralism,* on the other hand, means both acknowledging the Other with its otherness (agreeing, thus, upon the differences), and willingly choosing to admit the differences not to reduce them, but to deal with interactions in a political way.

Starting from the openness of culture and from the existence of several cultures, pluralism considers these cannot be isolated. They are interacting and their interaction needs to occur with equal chances for all, with no control by the most powerful of them, and while meeting some requirements, such as: the freedom of speech, the diversity of independent and responsible media channels, multilingualism, balanced and fair cultural flows, opportunities for all the means of cultural expression to reach the latest production and distribution tools. Pluralism can thus be the ground for *living-together* at the planet level.

Jean Tardiff[2] shows that defining the *goal* of the fight for global cultural pluralism as the defence of the freedom of individual and collective choices under the circumstances of observing the fundamental values means asserting the right to make a difference, as well as the right of the states to adopt their own national cultural policies. This struggle also involves acknowledging the role culture plays in getting national cohesion and in terms of the image some people wants to create of itself. It also means accepting that some new social entities, others than the nation, can be established by culture, and accepting the consequences of the fact that the interactions among societies and cultures are being changed by globalization.

Pluralism does not claim to impose to others its own vision of the world and of its values. It needs instead some political process to establish the mutual acknowledgement and acceptance of cultures and, in the same time, the idea that "it is certainly necessary to pass through a different thinking to realize what a unique history helped emerge the universalism of the European reason, not to undervalue the latter, but to admit *the various universalizing factors and not mistake what is universal and what is uniform.*"[3]

Or, to put it in Pierre Hasner's words (1992, p.108), it is not about imposing from outside some universally accepted definition, but about searching for the *universal opening of the unique experience of various cultures* which all express the aspiration towards what is universal.

Samuel Eisenstadt (2002) proposes the concept of "multiple modernities", since there are different ways of critically understanding and experiencing.

Here we see that the world cultural pluralism, or education for diversity in a lesser scope, can be one of the political answers to the problem raised by globalization: how could we, the humans on this planet, live together, when we notice there are overwhelming and continuously renowned differences among us?

The Role of the Geocultural Entities in this Project

From the globalization perspective, all the economic, political, social, and environmental matters should be tackled in a globalized context. It is unconceivable that the development, the human rights, the social matters, culture, the nation, and the state are left behind the world dynamics. Their place in there needs to be understood and organized.

First of all, the global order should be a different one, instead of the one ensured by means of hegemony and domination. It should be built by political tools involving the acknowledgement and the inclusion of the Other.

Instead of being exploited for the benefit of the state- or hegemony-oriented projects, the cultural dimension should benefit of a different kind of political projects, in which various

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[2] J. Tardiff and J. Farchy, *Les enjeux de la mondialisation culturelle,* Hors Commerce, 2006, p. 300.

[3] *Idem*, p. 301.

geocultural entities and stakeholders might get involved in the cultural field. Nobody – be it a public or a private stakeholder – can succeed all by itself, but they all have an interest to enforce a joint framework enabling each and everyone's initiative and allowing each of them to play an independent and effective role.

At the present, one single world entity cannot manage global issues by itself, this is why, along the *UNESCO Convention*, pursuant to which the states must preserve and promote the variety of cultural expressions, there is high need for political action as *cultural pluralism*, including national cultural policies which are absolutely necessary for managing the consequences of globalization. Cultural pluralism needs to be a *permanent process*, include various *organization ways,* be performed by geocultural entities, and have *its own means* to be implemented. Each and every entity should set shared values and define the regime of internal and external interactions, this regime including the principles, rules, procedures, organization mechanisms, and the means by which the stakeholders agree to make their behaviours converge.

Any regime aiming at promoting cultural pluralism needs to focus on accomplishing the fair exchange including and correcting the free merchandise trade instead of fear or the rejection of the Other. The regime needs to be aware that, in the world dynamics, "cultural security can be considered a global public asset which is being multiplied by being distributed"[5], an asset which is not only generated by the state or the market, but through some cooperation approach.

The Tools of Cultural Pluralism

Social exclusion and xenophobia still exist in a world which finds itself on its 21st century of existence. The 2005 UNESCO Convention, pursuant to which the member states commit to develop public policies to promote and protect the diversity of cultural expressions urges to consider more seriously the role of culture to the benefit of sharing with the Other one, of respect and the acknowledgement of the Other, irrespective of their social and cultural belonging. Intercultural dialogue is transposed into practice through joint projects of the various stakeholders (cultural agents, educators, associations, institutions) proposing cultural transfers as a goal.

Cultural pluralism proposes international-level initiatives and best practices in order to promote the diversity of cultural expressions in the field of heritages, artistic creation, medias, and cultural industries: supporting creation, scheduling and varying the cultural offer, public policies, intercultural education, mediation, human resource policies, and international cultural cooperation.

These cultural politics need to help strengthening citizenship and preventing social fragmentations.[6]

Promoting Cultural Pluralism

J. Tardiff states in his book called *Les enjeux de la mondialisation culturelle* that the regime willing to express and promote cultural pluralism should be based on five principles: responsibility, controlled openness, multioperationality, caution, and mutuality. Under such circumstances only could a regime govern interactions and exchanges.

Responsibility involves taking into account the interactions with the Others, but only while respecting them. Any stakeholder is acknowledged as a participating party where it in charge of something. They should get involved in the collective efforts, in various actions between entities emerging from different cultures, without limitation to defending its own

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[5] *Idem*, p. 311.
[6] https://fr.unesco.org/events/outils-du-pluralisme-culturel

interests. This means acknowledging the Other and be willing to play an active role in the interaction.

Culture is *open*. It is built through interaction with the other cultures, but its openness cannot be appreciated by merely the volume of its cultural flows, it also involved the circumstances under which the interactions occur among the human societies. Various pretexts cannot justify practices infringing human dignity and the human rights.

Culture is not limited to either cultural activities or manufacturing of merchandise and services. The cultural codes, expressed through symbols, helps building the cohesion of any society and its capacity to responsibly interact with the others. "The differences between the collective preferences of the human societies pinpoint at culture-based choices."[7]

Culture being *multifunctional* regards both the dual nature of the cultural merchandises and services, and the identitary and social function of culture. This multifunctional character can thus justify measures subsequently to which the commercial dimension of the merchandises and services can be moderate in terms of their identity-related feature.

The *precaution* principle is being applied to the action we need to take under unsecure circumstances. Protection is attempted through precaution i.e. taking into account the risks the level of knowledge does not allow to identify, quantify by means of calculations, or to be known through technical expertise. Under such circumstances, the risks may be higher, and then there are various proposals. One of them was brought forward by Paul Meyer-Bitsch and regards the acknowledgement of the cultural rights, just it is the case for the Human Rights: to tolerate as much as possible, up to not banning, while leaving the political matters to find the compromises adapted to each human group in a particular context, while observing the fundamental and the other people's rights.

The last principle that of *mutuality,* aims at effectively presenting all the societies and cultures as stakeholders, not only as objects, in the media field. Mutuality needs to be ensured from a political point of view through understanding among all the stakeholders involved, also analysed less starting from the state borders and rather starting from geocultural entities.

The UNESCO Strategy Protecting the Cultural Heritage
and Promoting Cultural Pluralism in the Event of an Armed Conflict

In 2014, UNESCO established an emergency preparation and response unit (CLT-EPR) in charge of the general coordination of the current strategy of culture protection and cultural pluralism promotion in the event of a conflict. Without losing from sight the UNESCO Conventions of 1954, 1970, 1972, and 2003, EPR aims at harmonizing the Organization's response to emergency situations and, in the same time, it ensures that the long-term prevention and preparation strategies are given the proper attention.

UNESCO was urged by the member states to strengthen and expand its action, because the consequences of the conflicts affecting the cultural heritage and diversity have reached an unprecedented peak. There is high need to deploy activities such as pleading and coordinating efforts at a world scale (for instance, the world-level campaign and coalition *#UnisPourLePatrimoine*, the support for enforcing Resolution no. 2199 of the UN Security Council, emergency measures for saving the cultural heritage of Syria, Iraq, Libya, and Yemen or intensifying the programmes for developing the capacities aimed at helping the member states to reduce the effects of the conflicts upon culture).

Additional funds and positions need to be established. Given the unforeseeable nature of the conflicts, and the needs and requirements deriving from them, UNESCO needs to increase its aid funds. The 25 million dollars provided by the United States will be necessary to design and implement priority measures provided by the current strategy. In 2015 only, the

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[7] *Idem*, p. 319.

overall amount of the staff expenses and of that spent on activities for implementing the UNESCO response to conflict situations was 3,349 million US dollars.

The new resolution of the UN Security Council (adopted in March 2017 and called the Resolution no. 2347) renews the concern for protecting the world cultural heritage in particular. Some balance needs to be made between the funds of the ordinary budget and the extra-budgetary funds assigned to this field.

As a Conclusion

In a world "virtually unified through the cyberspace", a space whose huge benefit is emphasizing cultural differences more sharply, cultural pluralism does not intend more than trying to organize interdependences, since staying passive is more worth blaming than doing anything, the least possible, in order to make an improvement.

The power is closely related to its capacity of creating and exploiting the symbols of the globalized media field. Precisely for this reason, the struggles caused by globalization will be, first and foremost, cultural.

Under the influence of globalization, faced to cultural pluralism, democracy reached a serious deadlock: how to make peace between the diversity of cultures and the equality policy?

Yet cultural pluralism, as we have seen, could be a political answer to a strategic imperative requirement by willingly acknowledging the irreducible cultural differences which can be settled otherwise than by the means of an armed conflict.

There are several solutions. We found Agusti Nicolau Coll's arguments interesting as they are explained in an article[8] on community culture, social cohesion, and cultural pluralism.

The author starts from the idea of the difference between *collectivity* and *community*. *Collectivity* is "an assembly of individuals", which can be organized as a nation-state; and what counts for it is the observance of the rights of every individual and their access to public services, whereas the *community* is an integrant part of the identity of any human being, since humans are, first of all, community beings. The community gets concrete differently from one culture to another, although the community has got cross-cultural features (it is present in all the cultures). It is made of individuals and it finds its strength in the quality and solidarity of the relationships between its members. "A community's strength does not lie either in the number of its members, or in quantity, but in its quality"[9].

Citizenship is a relatively new reality, emerged in a particular point in time of the modern Western culture. The significance of citizenship may vary from one culture to another.

When defining the new citizenship, we need to cope with the challenge of cultural pluralism to defeat any potential danger for the social cohesion it might involve.

By creating a *shared public culture* specific for the individual and the collectivity, social cohesion becomes one with uniformity and homogeneity. The *community culture* could be a common element instilling social peace, understood as what is created and developed by the individuals and the communities themselves starting from their life context and which it aimed at ensuring a flourishing life for them within the community, all the reality taken into account. Community culture is based upon searching the community solidarity, whose goal is to ensure a dignified and accomplished life for its citizens, "a life based on what the

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[8] Agusti Nicolau Coll , *La citoyenneté, la dimension coomunautaire et le pluralisme culturel*, URL: http://www.dhdi.free.fr/recherches/etatdroitjustice/ar
[9] *Idem.*

individuals and the communities are, as well as on their aspirations, their life conceptions, and their visions of the world, their knowledge, and their know-how".[10]

The individuals belonging to a community are linked by much stronger relationships, social cohesion is tighter. Such individuals can at any time establish relationships with other people who do not belong to the same community. Social cohesion can occur as an interface for such relationships. It is the only way for stopping searching a common element and establishing dialogue and exchange spaces and areas between various communities instead.

Different community cultures enrich each other by means of dialogue. This is the proposal and, in the same time, the challenge of cultural pluralism. The latter does not involve integration in the lawful and rational framework, but the availability for getting involved in a dialogue.

Cultural pluralism does not only concern the link between the "cultural communities" and the "host society", but also the various conceptions and visions of life within the "host society" itself, because it is wrong to consider the latter homogeneous. The community cultures, in their turn, have their own dynamics and they jointly contribute to the dynamics of the society, having a more important role than the state and the citizenship culture have in building social cohesion.

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[10] *Idem.*

CULTURE AND CULTURAL COMPARISONS

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Abstract: *The paper deals with the concept of culture and cultural comparison. At present, when we talk about culture, we mean the way of development that is reflected in the knowledge system, in the everyday ideology, values, laws and rituals of a society. Culture, in essence, is reflected in the way of social organization and development of a society. Culture is not something that belongs or can only be found within a social class, it is not a privilege, it is omnipresent; all societies, all civilizations of all times had a more or less developed but unique culture that made them exist as unique and indivisible entities and affirm their individuality among other societies and civilizations. Trying to give the answer to the question "Can we compare cultures?" is not just a conceptual juggling exercise, but rather, it is the basic act that underlines and vitalizes - more than ever - one of the newest areas of study - cultural studies. Concluding, at the theoretical level, cultures can be compared, as long as there is a common criterion that functions as a pivotal conceptual orientation.*
Keywords: *culture, cultural comparison, cultural evolution, cultural relativism, knowledge.*

Preliminary considerations

Originally, the term "culture" comes from Latin and refers to a piece of cultivated land and, implicitly, to the cultivation of the earth. Subsequently, the term was added to the sense of growing and caring for something or someone. At present, "when we talk about culture, we refer to the development that is reflected in the system of knowledge, in the everyday ideology, values, laws and rituals of a society"[1]. In Oxford Dictionary, culture is defined as "an integrated pattern of behavior that includes thinking, speech, action and artifacts; and depends on man's ability to learn and transmit knowledge to future generations"[2].

In the last decades, in the UK, a new way of approaching culture has developed, opposed to the conservative tradition and cultural criticism that dominated the scientific world in the field of cultural studies until the 1970s-1980s of our century, now known as British Cultural Studies. Thus, in contrast to the identification of culture with a specific selection of canonized texts and legitimate practices (from the conservative tradition), British Cultural Studies reaffirms the anthropological view of culture as "all the ways in which people give meaning to the situations through which they pass and express these meanings"[3].

Culture, in essence, is reflected in the way of social organization and development of a society, in everyday practices institutionalized and internalized by the members of a society, which thus make them have more similarities than differences between them, and which, at the same time, individualizes them as a group among other groups that have similar characteristics, in which they also individualized themselves. Culture is not something that belongs or can only be found within a social class, it is not a privilege, it is omnipresent; all societies, all civilizations of all times had a more or less developed but unique culture that made them exist as unique and indivisible entities and affirm their individuality among other societies and civilizations.

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[1] Cobianu, Elena, *Cultura şi valorile morale în procesul de globalizare,* Cluj-Napoca, Editura Grinta, 2008, p. 55.
[2] *Oxford Dictionary*, Oxford University Press, 2010, p. 374.
[3] Tomlinson, John, *Globalizare şi cultură*, Timişoara, Editura Amarcord, 2002, p. 23.

In anthropological tradition, the concept is modeled by the influence of the Anglo - Saxon Cultural Anthropology School. The need to simultaneously explain the variations and constants of the spiritual life of each human group has led to the search for a term to explain and synthesize these phenomena. Culture (or civilization), considered in its broad ethnographic sense, "is a whole complex that includes knowledge, faith, art, morality, law, custom, and all the other skills and habits acquired by man as a member of society"[4].

The multitude of definitions for the concept of culture led Kroeber and Kluchohn to try their classification. They classified over 160 definitions identified in 6 categories:

a. descriptive definitions;

b. historical definitions;

c. normative definitions that emphasize standardization in society, culture being a system of norms, values and human ideals;

d. psychological definitions: the culture of a social group can be defined as the sum of the material and intellectual equipment through which people meet their biological and social needs and adapt to the environment;

e. structural definitions, reportable to the central concept of "pattern".

In this respect, culture is learned behavior, the elements of which are shared and transmitted by the members of a society. Each culture corresponds to a basic personality, that is, a particular psychological configuration that is manifested by a particular lifestyle, on the basis of which individuals develop their personal variants. This personality, modeled by the culture in which it develops because of the role of primary institutions (family, educational system), also influences it, producing secondary institutions (myths, religion and customs). It is therefore understandable the interest in socializing this trend. Levi-Strauss, with his studies on myths, kinship structures, social organization structures, artistic practices, is trying to identify common structures to explain the consistency of the symbolic system of each culture.

f. generic definitions that assume that it is called culture the product, the creative human outcome.

In the same sense, but by configuring a special category of definition (the metaphysical one), L. Blaga speaks of the creative destiny of man. Thus, in his philosophical writings, he shows that man is the result of an ontological mutation to the animal kingdom. If there is evolution, he says, then surely man is not the result of evolution but of a mutation (radical change) that realizes the destiny in mystery and revelation. Thus, the cultural act is essentially a creative act, the exclusive benefit of the human being, and this creative (cultural) act is not only a human product but more, an existential mission.

"In cultural anthropological studies, it is important to distinguish a scientific, generalizing, and historical, customizing approach"[5]. The first approach attempts to arrange the phenomena in categories, classes, to recognize the consistency of relations between them, to establish laws and regularities and to formulate predictive theories. The second approach is more concerned with the placement of phenomena in time and space, with the uniqueness of each constellation, and with the ethos or the value of the systems that characterize the cultural areas.

With regard to cultural development, two trends have developed in anthropology: *unilinear evolutionism* and *cultural relativism*. The first postulates that all companies are going through similar development stages. Cultural relativism sees the essentially divergent cultural development and focuses its attention on the features that distinguish societies, differentiating them from one another. There is also a third approach to multilinar evolution, which implies that some basic cultural types can develop similarly under similar conditions but that few concrete aspects of culture will occur in all human groups at the same time.

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[4] Fairclough, Norman, *Language and Globalisation*, Abingdon, Routlege, 2006, p. 66.
[5] Vintila, Radulescu, Ioana, *Sociolingvistică şi globalizare*, Bucureşti, Editura Oscar Print, 2004, p. 85.

In essence, anthropology known as cultural ecology - centers on the idea that the cultural and social similarities encountered between societies are due to the environment (in terms of geographical area, relief, climate) which causes them to develop in a similar way, even though there were no contacts between these societies and they were unaware of the existence of others. The types of culture are shaped according to environmental conditions.

This approach of cultural ecology was initiated by Kroeber, who, following studies by archaic societies in North East Asia and North-West America, finding similarities in socio-economic and cultural development, concluded that the ecological regions print a cultural pattern to societies. So, Kroeber's conclusion would be that "the most important variable that can explain the emergence of a particular type of culture is the environment, namely climatic conditions, vegetation, relief, and other geographic factors"[6].

With the advent of cultural relativism and the approach of multi-lingual evolution, a new age of cultural anthropological studies was re-examined, by reconsidering the holistic perspective until then, a perspective that had been initiated by cultural anthropologists of the late nineteenth century and the beginning of the 20th century (C. Levi-Strauss, BK Malinowski, F. Boas). These, first of all Malinowski, are founders of the functionalist school of anthropology; the central idea of this school is that human institutions are social constructs that should be analyzed within the cultural context as a whole. The study of culture in sociology began with the idea of Emile Durkheim, according to which "religious beliefs functioned as reinforcements of social solidarity"[7]. This theory was the basis for cultural and anthropological thinking at the beginning of the 20th century.

Thus, on the basis of Durkheim's ideas, functionalism emerged and strengthened, whose followers were interested in the relationship between the functioning of society and culture. Functionalists saw culture as a collection of integrated parts that interrelated to keep society in operation. The main criticism of functionalism was that through its explanation of the role of culture - that is, allowing a society to function - it does not explain the meaning or origins of the cultural traditions specific to the various societies.

After overcoming the functionalist period and the holistic approach of culture, the study of cultural differences has evolved in several directions, among which we have mentioned cultural ecology, cultural relativism and multilinar evolutionism. In addition to this, another cultural perspective, belonging to David Held, which associates cultural differences with the different ways in which human societies produce and use energy, has emerged. He found that "every step in cultural evolution was marked by an increase in the amount of energy per person"[8]. He also noticed that developed societies generate and use a great deal of energy.

Marvin Harris brings a new vision of the origins and evolution of culture: cultural materialism. He argues that "every culture has mainly an economic base"[9] and gives an example of the importance of cows in India, explaining this widespread phenomenon of exaggerated sovereignty, protection and appreciation of that animal through its economic importance to the population. The last issue raised in the cultural anthropology of the last decade of the 20th century regarding the study of culture and understanding of the influences it exerts on various aspects of social life is launched by postmodernists who wonder whether an objective understanding of other cultures is possible.

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[6] Giddens, Anthony, *The Consequences of Modernity*, USA, Stanford University Press, 1990, p. 45.

[7] Bera, Matthieu, Yvon, Lamy, *Sociologia culturii*, Iaşi, Editura Institutul European, 2008, p. 32.

[8] Held, David, Anthony, McGrew, David, Goldblat, Jonathan, Perraton, *Transformări globale. Politică, economie şi cultură*, Iaşi, Editura Polirom, 2004, p. 71.

[9] Harris, Marvin, *The Rise of Anthropological Theory: A History of Theories of Culture*, Walnut Creek, California: AltaMira Press, 2010, p. 12.

The cultural researcher discovers human groups and categories who think, feel and act differently, but there are no scientific standards to consider a group as intrinsically superior or inferior to another. Studies of cultural differences between groups and societies imply the assumption of a position of cultural relativism. Claude Levi-Strauss, the great French anthropologist, thus expressed this: "cultural relativism states that a culture has no absolute criterion to decide that the activities of another culture are inferior or noble"[10]. However, each culture can and must apply this criterion to its own activities, as its members are both actors and observers. Cultural relativism does not imply standards for either an individual or the society to which it belongs. He asks ignorance of prejudices when addressing different groups or societies than his own. He needs to think seriously before applying the rules of a person, group or society to another group or another person. Information on the nature of cultural differences between societies, their causes and their consequences must precede reasoning and action.

Even after detailed information, it is quite possible that the foreign observer does not accept some aspects of another society. If he is professionally involved in another society, he may wish to introduce changes. In colonial times, foreigners often exercised absolute power in other societies where they could impose their rules. In the post-colonial period, foreigners who want to change something in another society will have to negotiate their interventions. Again, negotiation has more chances of success when the parties understand the reasons for differences in their views.

Hierarchy and cultural comparison

Trying to give the answer to the question "Can cultures be compared?" is not just a conceptual juggling exercise, but rather, it is the basic act that underlines and vitalizes - more than ever - one of the newest areas of study - the cultural studies being institutionalized only in the 1970s.

Let us, however, motivate the statement: the dynamics that results from questioning the subject of study is justified by the very rapid emergence of cultures and subcultures of the last decades. Thus, the possibility of comparing cultures - the ultimate purpose of the field of study - under a skeptical intermittent light, only supports a polemic which has guaranteed the permutations and cultural metamorphoses. Therefore, before giving a clarification on the basic question, we will simply ask: "Why are comparisons good in general?" A broad response could be: comparisons help defining, refining and clarifying. Applied in our case, the comparison of cultures can build up questions that, if answers are found, could cause a continuous refinement of the definition of cultures, simultaneously with the changes in the studied environments. Further, the question that would seem to occur naturally is: - Should we not write history anymore, because of its lack of appreciative perspective, too little inclined to the axiological aspects, but to start broad cultural comparisons following with the pace at which the changes take place - namely the manifestations of the changes that have taken place? This first question opens the way for a better empathization of the book "Comparing the incomparable," written by Marcel Detienne.

Johns Jopkins, in the preface of the book "Comparing the incomparable. Cultural memory in the present", delimits the boundaries of a perspective on cultural comparisons, associating it with a game in which comparisons and associations, respectively, take place experimentally, proclaiming the freedom and the pleasure resulting from it to reveal and reassemble the constituent elements of intellectual operations, accumulated further in cultures, cultural trends, subcultures, and so on. Johns Jopkins also realizes an apology for the use of

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[10] Levi-Strauss, Claude, *Antropologia structurală,* Bucureşti, Editura Politică, 1978, p. 41.

studies compared by historians and anthropologists, the latter being the ones that remove the gap between the two areas of study.

According to Marcel Detienne, cultural studies are antithetical to history, which in its beginnings was intended to be "general in terms of the most notable human and natural things"[11]. Generalism, in analytical terms, if practiced without emphasizing the specific differences that give the explanatory nuances of the century, then it will fail to be human, and even more so, natural. So, in 1604, Popelinière tried to distance itself from the concept of history as a general representation, and instead proposed to observe distant and proximate lands, precisely to bring us closer to a so-called perfect history. It would not be a hazard to think that this is one of the first decisive steps to building a field of study such as cultural studies.

From an epistemological point of view, cultural studies aim at reconciling the two types of knowledge: cultural and objective. From this angle, cultural studies, using comparison as the main means of revealing and ultimately connecting the two types of knowledge, is trying to present a holistic vision of things, observing and emphasizing (at the same time) the true nature of the researched aspects. On the same line, Detienne speaks of knowing and understanding new and different communities. The idea that occurs if we ask "Why is comparison good?" could be the very understanding of a whole new, unknown, through the decomposition of the parts, the identification of the known parts, the resemblance to the ones already known, and the identification of the different elements as the ones that make the distinction.

In this sense, some of the representatives of semiology, such as Charles Peirce, argue that people can only conceive and understand only signs they know. In other words, there is no real intuition. And here, the proposed exercise of imagining what has never been thought of, is more difficult. Here we relate the analysis, comparison, and knowledge. Hence, understanding, and later, knowledge of communities is possible, occurring logically. On the other hand, we ask: do the cultural studies actually study the factors that contributed to the genesis of the subjects in question by comparing what it is, what is happening now or what was happening then? Well, the answer to such questions can only be found through a rigorous analysis of the dense studies over time. Can cultural comparisons be objective? If not, then how could it distort a culture - because it juggles under an evolutionary background? Intuitively, I would reply that the purpose - though not intentionally - would be to highlight the superiority of one culture or another. Well, in this case, we will be tempted to provoke ethics-related polemics.

Returning to the first question, we could not say that a culture can be compared to another if we were considering the fundamental different nature of cultures, in the sense that we are talking about how they are today, at present. However, it might be possible to think of a comparative approach, considering the way in which cultures have been formed. The factors that have led to the modeling of a certain type of culture and the effects that emerge from it only encourage us to make comparisons: axiological, phenomenological, epistemological, and so on. Hence, strong qualitative analyzes, which could give rise to potential polemics - are becoming more and more easy to see. What it imposes on the subject of "Can we compare cultures?" is, in fact, the point of view of the comparison itself. Thus, both the temporal and the conceptual segmentation of the entire comparison process within the chosen set of cultures is needed. Further, perhaps the purpose of the comparison may be relevant. For example, if the researcher concerned wishes to answer a question that seeks to define a cultural aspect, using comparisons, then comparison is justified - more like a tool of thought. If, however, the

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[11] Detienne, M., *Comparing the incomparable. Cultural memory in the present*, California, Stanford University Press, 2008, p. 92.

researcher wishes to answer questions about finding similarities between cultures that are fundamentally different, then his work will still need to be based on certain concepts that are common to them. Man - or humanism - could be a possible universal criterion, applicable to any analysis. And if we were to agree with it, then cultures could ever be compared, precisely because the element that feeds them is the one to which the effects of the studied environment have faded.

Conclusions

What is the result of cultures comparison? On an axiological comparison, on the one hand, and on the other hand, a temporal, contextual and causal classification of the effects on the future fermentations of some cultures or subcultures. Comparing cultures only makes it easier to justify what it is now.

Concluding, at the theoretical level, cultures can be compared, as long as there is a common criterion that functions as a conceptual orientation pivot. Effects that may result from cultures comparison - the superior or inferior prominence of a culture, also justify the paradoxical comparison of cultures. However, if we think of the motivations underlying the polemic of comparing vs. non-comparing cultures, it is the axiological and evolutionary hierarchy of the existing types of cultures that prevents a possible cold analysis and may favor or disfavor certain groups of individuals, in some respects (economic, social, etc.).

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11. *Oxford Dictionary*, Oxford University Press, 2010.

CULTURE, INTERCULTURAL COMMUNICATION AND ETHNIC MINORITIES CASE STUDY: CRIMEAN TATARS OF DOBRUJA, ROMANIA

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Abstract: *This paper aims to provide a comprehensive presentation on issues related to intercultural communication situation faced by the Crimean Tatars of Dobruja, Romania.*
The main target is on intercultural communication of ethnic minorities with an emphasis on Crimean Tatars of Dobruja giving a general framework for understanding the impact of culture on ethnic minorities. This research is based on both quantitative and qualitative analysis for which I used some documents which are part of the heritage of the Başbakanlık Osmanlı Arşivi (The Ottoman Archives of the Prime Minister's Office) and on personal documentation acquired from field research based on individual activity.
The body of the study highlights issues faced by the refugees during thier refuge from the Crimean peninsula to the Ottoman lands, cultural and educational challenges following thier settlement in Dobruja, in the newly created state Romania.
The conclusion lines of this paper shows my own views on cultural bridges build up by the Crimean Tatars of Dobruja and emphasizes ethnic minority's strugle to protect its traditions and popular culture.
Keywords: *Crimean Tatars, culture, cultural identity, ethic minorities, intercultural communication.*

Introduction

This study explores the connection between culture, intercultural communication and ethnic minorities by providing a critical view of these domains, in particular about the Crimean Tatars of Dobruja. Usually, the domains of culture, intercultural communication and ethnic minorities are studied by different academic disciplines. For studying ethnic minorities one would think first of all of Political Science. Then in the second place is Sociology and, it could be, Public Administration, because, there are many social and institutional aspects of ethnic minorities. But what can we say about culture and intercultural communication aspects of ethnic minorities? Here, we have a complicated terrain, which may be very relevant today. However, it can be questioned why culture, intercultural communication and ethnic minorities are studied under the same umbrella, as they are different concepts. Could we assume that there exists an underlying connection among these concepts? And if so, is that a particularly relevant connection and how vital is it in view of present day discussions about culture, intercultural communication and ethnic minorities? The claim of this study is that the answer to these questions should be positive, and understanding the connections between these domains is vital to understand the ethnic minorities today, and in our case study the Crimean Tatars of Dobruja. In order to show the importance of culture in today's ethnic minority's life, perhaps it is convincing to describe the events in the history of the Crimean Tatar ethnic today and the intercultural communication aspects over time that may be more *cultural* than anyone can expect.

Terminology   related to this subject

Intercultural communication means communicating among people with different cultural background by the means of language and culture. The purpose of my paper is to

provide the factors that are important in intercultural communication with ethnic minorities, and in our case, the Crimean Tatars of Dobruja. For this paper I chose the term intercultural and not cross-cultural because communication is linked to language and mother tongue use with different people coming from different backgrounds, and cross-cultural is related to communicate between cultures.

What is culture?

Analyzing the expression *intercultural communication* we notice that the concept *intercultural communication* is related to the terms culture and communication. Mureşanu Ştefan-Lucian's definition related to the term *culture* is well structured. However, the author provides a sound introduction to cultural anthropological concepts "…in the European space, where *culture* means spiritual creation: philosophy, literature, art, architecture while in cultural anthropology, culture is a complex ensemble of knowledge, beliefs, art, morality, law, traditions and any other productions and ways of life created by the man living in this society"[1]. That means we need to refer to all common characteristics of a group of people: traditions, social and political relations created by that group of people, which bound the group to society by some factors: common history, geographic area, official language, mother tongue and religion. As a result, we can say that members of a group holding a common history do not share a cultural characteristic but a natural one, while a special history of upheaval and exiled nation, as happened with the Crimean Tatars of Dobruja, would probably be a cultural characteristic.

Culture has a significant place in our life because is part of us, that means it includes our ways of thinking, feeling, and acting and it is expressed through our communication. Why do we say that the Crimean Tatars of Dobruja share a cultural characteristic of upheaval and exiled nation? Because their historical memory, behaviour, stories about their past, words they choose to talk about themselves reflect their culture, because that is what they learned about them from family stories, Crimea is where they originated, and that culture is part of them.

Culture and cultural identity

Another important concept in this paper related to intercultural communication beside culture is cultural identity. The concept of cultural identity is used by a wide range of humanities and social sciences disciplines, including communication and cultural studies, but also social history, socio-linguistics, regional studies, and many others. Cultural identity refers to the identification and the sense of belonging to a particular group of people based on different cultural categories, including nationality, ethnicity, race, and religion. Mureşanu Ştefan-Lucian's comments on anthropology, sociology and culture provide a great presentation about culture through social cohabitation, behaviour, culture and environment all linked and interconnected by the individual. Although the author does not define them as a cultural identity, all information leads to cultural identity of an individual connected with the others[2]. As a result, we can say that cultural identity is built and maintained through the process of sharing collective knowledge, such as traditions, cultural heritage, native language, behavior and customs. Individuals are typically affiliated with more than one cultural group, cultural identity is complex and created in the relationship with the others, in a unique social context.

In our case, Crimean Tatars of Dobruja's cultural identity is created in relation to other group of people within a unique social environment by recognizing and accepting the others' cultural practices and traditions. In other words their culture is influenced by the Romanian

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[1] Mureşanu, Şt.-L. *Antropologie culturală*, Editura Victor, Bucureşti, 2011, p. 47.
[2] *Ibidem*, p. 21.

culture and their cultural identity is permanently altered by Romanians' cultural identity.

Petru Ioan Culianu, in his essay "Exile", states "The exiled person is the one who dares to break the links with the matrix, "pulls out of the shore", escapes "into another realm" whose rules he does not know and will have to teach and accept them through suffering. But it is no less true that the danger strengthens and transforms it, that it strengthens its physical and psychic resistance. The exile must find immense force precisely in those circumstances that seem harsher. That is, before you revisit your homeland, will have to conquer, whatever will be on case-by-case basis. On a psychic level, exile appears as a "mystery" of the formation of a new being"[3].

We already talked about the Crimean Tatars' history of upheaval and exiled people. Today they appaear as changed people, far away from their origin homeland, adapted to a new culture, rules they did not know. They had to learn and accept the new rules and culture through suffering. The Crimean Tatars of today, those who live in today's Dobruja are adapted to a new culture, actually they are wearing a new cultural identity. One might say that, in this process of change and assimilation, intercultural communication played the main role. Intercultural communication is essential in building cultural identity, encouraging individuals to see similarities and differences to others and to self-define. In my opinion, intercultural communication produces a space where cultural identity is redefined and constantly altered.

Ethnic minority and ethnic identity

In this paper another two important concepts, ethnic minority and ethnic identity, can be related to culture. In the last decades, there has been an explosion of interest in issues about ethnicity, ethnic minorities, nationalism and religion related to a new preoccupation with the question of defining and asserting collective identities.

In theory, Wsevolod W. Isajiw defines the concept of ethnic group, as "The concept of ethnic group is the most basic, from which ethnicity and ethnic identity are derivative. The concept of ethnic group refers to ethnicity as to a collective phenomenon, while ethnic identity refers to ethnicity as an individually experienced phenomenon. Ethnicity itself is an abstract concept, which includes an implicit reference to both collective and individual aspects of the phenomenon"[4].

One of the most interesting of the approaches of ethnicity is the one that sees it as a socio-psychological reality or a matter of perception of *us* and *them*, but Allwood links it more to political influences and states that "A group is considered an ethnic group when certain of its cultural characteristics are used to socially and politically organize it and when this organization is allowed to continue for a relatively long period of time"[5].

However both of them describe the concept of ethnic group as a community of people who share the same culture and descendants.
Related to ethnicity and ethnic group there is the concept of ethnic identity can be defined based on ethnic origin of persons who locate themselves psychologically in relation with a

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[3] Culianu, P. I., Exil, in *Păcatul împotriva spiritului*, Editura Nemira, București, 1999, p. 11 accessed 28 January 2018 on https://monoskop. org/images/0/01/ Culianu_Ioan_Petru_Pacatul_impotriva_spiritului_1999.pdf

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social systems, and in which they perceive the others relating them to the social system, which may be one's ethnic community or society at large. Ethnic origin is the belonging of someone to an ethnic group, and his or her ancestors have been members of that group[6].

A common confusion on ethnicity is that of ethnicity and immigration. Ethnicity is often identified with immigrants, but immigrants make up only one type of ethnic groups. We can distinguish between groups made up predominantly of the first generation of immigrants, and that of "…historical communities whose members have become ethic minorities through the redrawing of international borders, having seen the sovereignty of their territories shift from one country to another. These are ethnic groups that have not achieved statehood on their own for various reasons and that have now become part of a larger country (or several countries): they are the so-called *old minorities* or *sub-state nations*"[7].

There are significant variations of ethnic identity among the members of the groups. To sum up, in my opinion as a member of the Crimean Tatars ethnic group, the most outstanding indicators of ethnic identity for historical ethnic groups are the use of ethnic language as mother tongue, close relationships between ethnic friends and relatives and the feeling of obligation to marry within one's own ethnic group.

The Crimean Tatars of Dobruja and their history as *muhacirs*

This part of my study handles the issue of the Crimean and Nogay refugees as a different dimension of the Ottoman and Crimean social relations. The most significant consequence of the Ottoman-Russian wars was the enormous influx of the Ottoman subjects, mostly Muslims, who had been living in the area now, subject to the Russian occupation. Hundreds of thousands of Crimean and Nogay refugees had to flee towards the Ottoman lands under unbearable conditions. The influx of people who had left the Crimean peninsula cannot be explained only by battles and their runaway had many phases. For instance, the early phases of their runaway after the annexation of peninsula and the beginning of the 19th century had a precautionary feature, and it had showed no geographical pattern. The Crimean War 1853-1856 caused the second major phase of their flight towards the Ottoman territories[8] (Fisher, 1999: 179).

I refer here to those who left Crimea, settled and remained in today's Romania, in accordance with the documents found with the *Başbakanlık Osmanlı Arşivi* (The Ottoman Archives of the Prime Minister's Office). I concentrated on the period of the end of the Crimean War and shortly after, which is from around 1860 until 1871, which I named it the second major wave of refugees and it had two directions.

The first direction was from Crimea to *Dersaadet* (Istanbul) or different towns of the southern shore of the Black Sea coast and Anatolia. Sometimes, at their demand they were resettled and shipped from Istanbul to the Black Sea coastal towns of Dobruja. The second direction is about those who came by boat from Crimea and were settled in Dobruja, in the Black Sea costal towns or different towns of Dobruja such as *Mecidiye* (Medgidia, Romanian

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[6] Isajiw, W. W., Definition and dimensions of ethnicity: a theoretical framework, Published in *Challenges of Measuring an Ethnic World: Science, politics and reality: Proceedings of the Joint Canada-United States Conference on the Measurement of Ethnicity April 1-3, 1992*, Statistics Canada and U.S. Bureau of the Census, eds. Washington, D.C.: U.S. Government Printing Office; 1993, pps. 407-427, accessed 28 January 2018 on https://tspace.library.utoronto.ca/retrieve/132/Def_DimofEthnicity.pdf

[7] Medda-Windischer, R., Old and New Minorities: Diversity Governance and Social Cohesion from the Perspective of Minority Rights, in ACTA UNIV. SAPIENTIAE, EUROPEAN AND REGIONAAL STUDIES, no. **11**, 2017, pps. 25–42, accessed 03 February 2018 on https://www.degruyter.com/downloadpdf/j/auseur.2017.11.issue-1/auseur-2017-0002/auseur-2017-0002.pdf

[8] Fisher, Alan, A Precarious Balance: Conflict, Trade, and Diplomacy on the Russian-Ottoman Frontier, in *Analecta Isisiana*, XL, The Isis Press, Istanbul, 1999, p. 179.

spelling), and *Babada.ı* (Babadag, Romanian spelling)[9].

Then I focused on the period of the end of the Ottoman-Russian War of 1877-1878 and shortly thereafter, around 1878 to 1913[10], which I named it the third major wave of refugees. These refugees came by boat, as there were refugees who came by land, but they were not registered on Ottoman Archives because they had got passports from the Russian authorities. The third wave of Muslim population displaced by the war began after the Ottoman-Russian War of 1877-1878, when the Crimean and Nogay refugees found themselves again on the battlefield. They had to leave Dobruja, as it was given to the newly created state Romania, and established in the Anatolian villages and towns. Their movement had only one direction from Dobruja, Romania to Istanbul and Anatolian towns. The third wave continued until the Second World War and even after, but there were increasingly less refugees, as they had to adapt to their new *homeland* Dobruja, Romania.

Throughout the last two centuries, after the Ottoman-Russian War of 1877-1878, with the out comes of the Berlin Treaty, the Southeastern region of Europe changed borders, new states emerged, nationalism was on its pick and the new understanding of international relations revealed the impact of challenges on strategic relationships. Romania, the newly created state gained Dobruja with a share of the Black Sea, new inhabitants, and among them the Crimean Tatars.

This study tries to explain the basics of the cultural areas study, especially of ethnic groups in the same cultural area.

Intercultural communication's role in understanding your own identity

In the above lines of this research we defined *culture* and *communication* now we are able to define *intercultural communication* as the sharing of information on different levels of awareness and control between people with different cultural backgrounds, where different cultural backgrounds include both national cultural differences and differences which are connected with participation in the different activities that exist within a national unit[11].

When we say other cultures, we mean not only those who speak a language that is different from ours or who live in a different country or region. Also, we think of those who live in the same city or region but who are not from the same ethnic groups. Even if they were born and raised in the same neighborhood (city or rural area), their conversation could be just as *intercultural* as if they came from opposite corners of the globe. This assumption is based on our home culture and any other cultures that we have come into contact. To bridge the intercultural communication gaps, we need some personal characteristics as: patience, sense of humor, and an open mind toward different points of view.

Studies and books about culture, intercultural communication, ethnicity and minority helped me to learn more about my ethnical heritage, to appreciate my culture and cultural identity, and I began to proudly share it with others. For my first studies I didn't know how to begin and I talked about my ancestors life story as Crimean refugees. Then I studied documents with Romanian and Ottoman Archives and libraries. Halfway through my research

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[9] Ismail, N., *Balkan Turks The Crimean Tatars of Dobruja*, Editura Prouniversitaria, Bucureşti, 2017, p. 66.

[10] I decided 1913 because from 1878 to 1913, Muslim refugees who remained in newly created Romania were not Romanian citizens; they became Romanian citizens after 1913 (for more see Iordachi, C., The California of the Romanians: The Integration of Northern Dobrogea into Romania, 1878-1913, in *Nation-Building and Contested Identies: Romanian and Hungarian Case Studies*, Edited by: Balázs Trencsényi, Dragoş Petrescu, Cristina Petrescu, Constantin Iordachi and Zoltán Kántor, Regio Books (Budapest) Editura Polirom (Iaşi), 2001, pp. 121-153.

[11] Allwood, Jens, Intercultural Communication, English translation of: "Tvärkulturell kommunikation", in Allwood, J. (Ed.) Tvärkulturell kommunikation, *Papers in Anthropological Linguistics*, 12, University of Göteborg, Dept of Linguistics, 1985, accessed 27 January, 2018, on
https://pdfs.semanticscholar.org/a170/0667bc41622d051aa5d6538423e04bd517cf.pdf

I wrote a book about Crimean and Nogay as war refugees and their settlement in Dobruja. Studying newspapers of time I revealed the Romanianization process, and I started to talk about the prejudices of mainstream society that pushed down members of our ethnic cultures. Is not easy to effectively communicate through my researches and make the others understand how difficult is to dedicate your life to breaking down the intercultural barriers. There are reasons for studying intercultural communication as to develop a kind of sensitivity regarding various cultural heritages and backgrounds and to better understand your own identity. When you belong to a different ethnic group than the majority first you need to explain to yourself why you are so different[12].

However, it was through the experience of living and being raised in Romania that I came to truly appreciate and understand my own religion, heritage, culture, and language. It was my own decision about cultural values that I wanted to adopt and not be affected by others cultural, gender, and social-class factors that could affected my personal identity.

Conclusions

To conclude, the main theme of this study - the connections among culture, intercultural communication and ethnic minorities - is presented as a short history of cultural approach of the Crimean Tatars, an ethic minority with a long and rich history in Dobruja. They share very different traditions, being the holders of certain cultural values and life principles that always governed the basic ideas of their existence. To this effect the paper briefly reviewed the main approaches to culture, intercultural communication, ethnicity and then proceeded to define ethnic group and ethnic identity and cultural identity, and to examine ethnic minority in the process of change. The results of this study are useful in drawing attention to researches in the domain of intercultural communication depending on ethnic minorities. The scholar of intercultural communication and ethnicity must be aware of the varying conditions of ethnic minorities.

Today, we face similar challenges as tow centuries ago, only that the center of war shifted away from Southeastern Europe, towards Middle East Asia, resulting in a change in the balance of power and increasing the security challenges of that part of the world. Only war areas' changed, Syrian war refugee waves invading Central Europe, Eastern Europe as well as the proximity of the Black Sea.

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TRANSPOSING OF THE RELIGIOUS FANTICISM INTO THE VIRTUAL ENVIRONMENT AND ITS REPERCUSSIONS TO THE INDIVIDUAL SECURITY ADDRESS

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Abstract: Beginning with the 21st century religious fanaticism began to manifest itself in the virtual space. The major issue generated by this internet phenomenon is that the clues of such fanatical followers become physically invisible, transposing themselves into the virtual environment, under real or fictitious identity, for anomizing the posting of messages, recordings or movies. This does not mean that the repercussions of religious fanatics have a less violent effect, but on the contrary, one with larger effects and more victims, due to the intrinsic character of the phenomenon and the protection measures adopted by them. The use of computer applications to multiply fanciful ideas by religious entities has been quickly adopted to transmit fanatical messages, both because of the strong impact on people and the ease of action to propagate concise objectives, whether confessional or that they are political. Consequently, I will address the messages transmitted in the virtual space and their repercussions in the article.
Keywords: religious fanaticism, virtual environment, propagation, repercussions.

The use of online platforms by religious fanatics and the results of such actions

The passionate attachment to a religious faith doubled by intolerance to the beliefs of others or to religious fanaticism began to manifest itself in the 1990s and in the virtual space when the Internet emerged, and especially with the development of social networks. This has generated far wider reactions, expanding this phenomenon, becoming a much simpler means of propagating religious ideas for the purpose of fanaticism up to that point. As a consequence, the impact on the rest of the members of the society concerned by this type of followers is visible by attracting many people who have such ideas, even indirectly, affected by the implementation of security measures to which every citizen must be subjected, and the state of perpetual fear felt by the population.

Mutations caused by social networks within religious communities are significant. In a study conducted in Brazil in 2017, it was revealed that in Balduino (sample of that study) all functional sectors of society were influenced by social networks Whatsapp, Skype, Facebook. These include public health or emergency services: police, rescue and firefighters. But the most powerful change at the structural level of the society was the religious one, which was revealed by the fact that the "Protestant Revolution" was repeated in the locality amid the modification of the religious preferences of the population in only a decade, that is, from the emergence of online communication platforms and socialization, technologies that involve extremely low costs.[1] The result was that Balduino no longer has a single religious denomination, as it was in the early 2000s, in this case the Catholic one-place cult, but more than 20 different Christian-evangelical religious sects with so many offices own prayer. This phenomenon has developed against the backdrop of the reluctant adolescents for change, and

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[1] Juliano Spyer, *Conclusion: Why Do They Love Social Media?* in *Social Media in Emergent Brazil: How the Internet Affects Social Mobility*, vol. 10, UCL Press, London, 2017, p. 196.

who have low incomes but have used social networks to improve their existential situation, especially psycho-emotional and spiritual comfort.[2]

The emergence of widespread interpersonal communication networks has led people to maintain a close relationship with family members or the religious community they belong to. These forms of support have existed forever, but thanks to social networks they have been able to maintain increased availability. Through these are also spread religious information alongside personal ones, facilitated by means of which links can be established with people who are distant or outside the religious community for a long time, and also because of the new information solutions, the content of the discussions are encrypted or conspirators, either for their own protection or for monitoring other individuals, revealing another technological advantage.[3] This highlights the impact of social networks on religious people, especially on fanatics, ie people who exacerbate religious zeal doubled into intolerance towards those who do not share their confessional visions, because the effectiveness is very high.

Another case of using social and communication platforms over the Internet is that of the fanatic members of the Islamic State of Syria and Iraq (an organization known under the aegis of ISIS). Relevance is indicated by the fact that they posted a video on YouTube on February 26, 2015, in which the intentional destruction of a sculpture of the Assyrian culture over two millennia, which was in the Mosque of Iraq, could be seen. Instantly, the Facebook and Twitter social media and Twitter networks launched a fierce debate about the actions of ISIS fanatics to destroy invaluable works of universal heritage, part of a pre-Islamic culture. Although ISIS representatives have removed the YouTube video the next day, millions of copies of it have been circulating in the virtual environment.[4]

Violent actions (executions and beheadings) of such religious fanatics are not usually retransmitted by social media users, but this case has been an exception, although the primary purpose of ISIS was to send a clear message the search for the cleansing of Islamic religion by any apostatical influences, and the creation of a favorable image of supporting their own actions by Muslims and simple sympathizers.[5] What is interesting is that ISIS deliberately organized a campaign of misinformation and manipulation of public opinion. This was intended to create an aura of invincibility, but also the fanaticism of the members of the organization through exacerbated reporting to Islamic teachings and intolerance of what is considered unacceptable to one's own confession and of attracting new members to the cause. These guiding ideas are highlighted by the fact that ISIS has launched several messages on different social platforms, but these messages featured fake news, the action being premeditated and broadcast for several weeks before uploading to YouTube the movie showing the dynamics of the ancient Assyrian walls from Nivine, these "fake news" have been downloaded and re-transmitted globally by millions of people, and it is relevant that at the end archaeologists and authorities in Mosul have denied these messages released in the virtual environment.[6]

The terrorist attacks in the United States of America on September 11, 2001 were committed by fanatical Muslims, an aspect revealed by their own desire to become martyrs in the name of their own beliefs and divinities. From that moment on, this phenomenon of the holy war or as it is known as "jihad" has become an objective of scientific research, some of which are less professional, other polemical or highly qualified and pertinent interdisciplinary

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[2] *Ibidem*, p.197.
[3] *Ibidem*, p. 197.
[4] Ömür Harmanşah, *ISIS, Heritage, and the Spectacles of Destruction in the Global Media* in *Near Eastern Archaeology*, vol. 78, no. 3, 2015, p. 171.
[5] *Ibidem*, p.172.
[6] *Ibidem*, p. 175.

studies,[7] steps taken to substantiate the most effective and correct political, military or security decisions from the point of view of the decision-maker.

However, with the full pressure of the society, the academic community, or the US security institutions, so-called "jihadists" have moved some of their actions into the virtual space thanks to their easy way of communicating, transmitting messages, and the retreat of new adherents to their own religious entities who obviously follow the killing of those of another faith under a religious pretext but with a political purpose. Religious fanatical agents[8] frequently post movies and audio recordings in the virtual environment, whether they are social networks such as Facebook, Twitter or Whatsapp or online platforms such as YouTube or different blogs. Thus, their need for communication, fanaticism and members' rehearsals is revealed, reflecting their desires, their behavior, propaganda actions, mixed but concrete and realistic.[9]

"Social media" is different from "media", which is why the effects of the messages sent by the two platforms are different. So, "social media" includes all social networks, that is, Facebook, Twitter, Whatsapp, and others like this, including sites such as YouTube or blogs. Instead, "the media" conveys messages or news in organized and regulated forms, censored or self-censored, whether it be written press, ie newspapers or books, or audio-visual, in this case radio and television. For example, television stations reported news about Osama bin Laden or Ayman al-Zawahiri according to editorial policies, for or against their actions, even the Jazeera television station rarely diffuses their speeches entirely, instead the internet offers endless possibilities and unfettered, directly and personal.[10] That is why the Internet has become an important part of the recent technological revolution that was quickly and unconditionally adopted by all the religious entities of the world, and was and is being used to convey doctrinal ideas and teachings, some of which have effects from increasingly negative, aspect revealed by the revival of religiosity among the population, including that of religious fanaticism.

Use of virtual space by religious fanatics
for sending messages

Although at first sight this idea seems to be science-fiction, being recognized only for its use by the armed forces in the event of war, it is also used by religious organizations in relation to their own fanatical followers who are ready to sacrifice their lives as martyrs, that is, for the divinity they believe in. Due to the al-Qaeda members' beliefs that they carry a holy war of defense against the infidels, they also have the premise that they can use all the means at hand in this conflict. As a result, Osama bin Laden transmitted, according to the US Government, coded messages to the followers in order to trigger and launch violent attacks, which was why the message had not been repeated so as to reduce the risks of interceptions of communications by the authorities but with all the suspicions to this mechanism, after every al-Qaeda leader's speech, from a few days to a few months, a major terrorist attack.[11] It is thus revealed that the Al-Qaeda leader adopts protection measures by transmitting encoded messages inside audio or video recordings that were appropriated by his fanatical and implemented followers. From here, we can see the use of modern technology for the communication of order and keeping in touch with the followers or for the recruitment of new members.

[7] Brian Michael Jenkins, *Knowing Our Enemy* in *Unconquerable Nation: Knowing Our Enemy, Strengthening Ourselves*, RAND Corporation, Santa Monica, CA; Arlington, VA; Pittsburgh, PA, 2006, p. 60.
[8] A religious believer carrying out an act of fanaticism
[9] *Ibidem*, p. 60.
[10] *Ibidem*, p. 63.
[11] Brian Michael Jenkins, *Knowing Our Enemy* in *Unconquerable Nation: Knowing Our Enemy, Strengthening Ourselves*, RAND Corporation, Santa Monica, CA; Arlington, VA; Pittsburgh, PA, 2006, p. 70.

Any religious organization whose leaders and followers are fanatical uses the human feelings of their own members or even the other individuals to achieve their goals, sometimes even with obstinacy. Instead, the media focus their efforts to present information on events that deeply affect people emotionally and mentally. But the media does not convey messages that reveal the threat to the life or physical integrity of individuals, including those of religious fanatic terrorists, even if they have the same confession as those who want to transmit the message. As a result, fanatical religious agents have improved communication techniques following the above-mentioned refusal by the classical media, which is why they have made full use of new video streaming and broadcasting technologies via the Internet and have instantly and directly reached the target audience.[12]

In order to send messages to many individuals, some religious entities have developed their own news broadcasting or controlled television network, amid the classic media's refusal to transmit certain information, others have created their own websites or blogs. Osama bin Laden often sent messages to his followers through filming, a whole range of terrorist films were broadcast on the internet, and the most fanatical of such individuals, in this case jihadists, used to recruit new followers even video games engaging individuals interested in "virtual jihad," all of which provide techniques and tactics used by fanatical terrorists to achieve the goals of their own religious organizations.[13] Later, the activities of the virtual world transposed into everyday reality with serious repercussions on the other members of society.

Religious fanatics are also jihadists. This is revealed by the behavior of both fanatics and jihadists. But to define the two categories of religious followers. Religious fanatics are people who exacerbate religious zeal doubled by intolerance against enemies, even those of the same religious rite but who do not adopt the same ideas. Jihadists are followers of jihad, that is, of holy war in the name of Allah. There may be religious fanatics and without being jihadists, but there can be no jihadists without fanatics. That is why Jihadists use the Internet to rapidly and unconditionally propagate their own terror messages to reach their religious and political goals by posting their own videos after each terrorist attack for maximum exposure.[14] For example, Al-Qaeda leaders, Osama bin Laden and Ayman al-Zawahiri gave statements to a press agency called the Global Islamic Media Front (GIMF). At the same time, Al-Qaeda is considered a true virtual organization because it is structured in small and independent cells interconnected by nodes such as webpages, chat rooms or password-protected blogs, this being determined by objectives for recruiting followers to turn them into fanatics, propaganda, action coordination, aggressive dissemination of messages to the general public.[15]

Technological evolution has caused a number of mutations in the human community, as a result of access to various information to almost all people on the planet. These include religious ones, even those promoted by fanatics. This is done through the Internet or the already established sources, ie television or radio, and this accessibility generated on the one hand positive relations between different religious communities, as is the case with Islam and the Christian West, and on the other hand in a barrier, that is, they escalated into atypical conflicts.[16]

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[12] Brian Michael Jenkins, *How We Prevail* in *Unconquerable Nation: Knowing Our Enemy, Strengthening Ourselves*, RAND Corporation, Santa Monica, CA; Arlington, VA; Pittsburgh, PA, 2006, p. 12.

[13] *Ibidem*, p. 12.

[14] David Aaron (editor), *Operations* in *Their Own Words: Voices of Jihad- Compilation and Commentary*, RAND Corporation, 2008, p. 268

[15] *Ibidem*, p. 259.

[16] Dustin J. Byrd, *Adversity in Post-Secular Europe* in *Islam in a Post-Secular Society: Religion, Secularity and the Antagonism of Recalcitrant Faith*, Leiden; Boston: Brill, 2017, pp. 55-56.

Religious fanaticism disseminated through virtual space is not only specific to Islam but also to Christianity. Since the 1970s, Christian-Evangelical publications have focused on the transmission of messages having as a core theme the spiritual warfare, and subsequently, after the advent of the Internet, these messages have been posted through the web pages, and they have succeeded in developing a true online network under a conservative form called "vernacular Christian fundamentalism," because the virtual environment facilitates the interaction of people with similar antidemonic religious ideas.[17] It is noticed that the propagation of religious ideas with the specific purpose of exacerbating the confessional zeal is specific to all beliefs and not only to Islam, the latter being more pragmatic, that is, acting more, compared to Christianity, which is now scientifically more research, and disseminated messages differ in terms of violence and impact on the target audience, especially the impact on fanatical followers.

Difficulties encountered by authorities in managing acts of religious fanaticism manifested in virtual space with major violent repercussions on other members of society

State authorities around the world are facing major difficulties in preventing religious fanaticism that can or even degenerate into violent events, among other things because there is no standard or precise instrument or protocols indicating that the danger threshold of this phenomenon is overcome. The idea presented above is evidenced by the series of violent actions and crimes or suicides that took place in all confessions but with an emphasis on Islamic and Christian ones, that is, the two who influenced and influenced the European continent, including Romania or the United States, on the background of partnerships strategic part of Romania. Of these two great religions, there are some entities whose doctrines have been influenced by Christian or Islamic religious teachings, including the Aum of Japan, the Sun Temple in the United States of America, the Restoration Movement of the Ten Commandments of Uganda , Al Qaeda Organization, ISIS. The partial failings of the authorities are also indicated by the fact that measuring the efficiency of social networks in the most violent religious organizations of the last two decades, ie Al Qaeda and ISIS, has not yielded the expected results and is therefore not relevant, although the primordial identification and devotion of communication within the network created by these confessional entities as part of the virtual environment.[18] Although a virtual network like the one mentioned above can be measured against the background of internet traffic, pages visited, messages sent, that is, terrorist attacks or mass crimes can be partially prevented, and often the violence generated by religious fanatics is a major one.[19] It reveals the ineffectiveness of the activities of preventing virtual religious fanaticism by state authorities, which subsequently translates physically into the society with major repercussions on the integrity of the individuals concerned by such fanatical religious entities in the sense that the Internet can not be monitored in the classical way, ie controlled and censored.

The virtual environment and new social networks have become an important means of managing the activities of religious organizations with clear objectives, and it is all due to the benefits of Facebook, Twitter, Whatsapp, text messaging, blogging and other such tools being covered and controlled over time real network-based mutations. As a violent expression of

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[17] Robert Glenn Howard, *Crusading on the Vernacular Web: The Folk Beliefs and Practices of Online Spiritual Warfare* in *Folklore and the Internet: Vernacular Expression in a Digital World*, edited by Blank Trevor J., University Press of Colorado, 2009, pp. 159-160 .

[18] David E. Thaler, Ryan Andrew Brown, Gabriella C. Gonzalez, Blake W. Mobley, Parisa Roshan, *Improving the U.S. Military's Understanding of Unstable Environments Vulnerable to Violent Extremist Groups Insights from Social Science,* RAND Corporation, Santa Monica, CA; Washington, DC; Pittsburgh, PA; New Orleans, LA; Jackson, MS; Boston, MA; Doha, QA; Cambridge, UK; Brussels, BE; 2013, p. 54.

[19] Ibidem, p. 54.

religious fanaticism, terrorism committed in the name of a deity of a follower who coordinated the activities of the organization with the support of virtual environment facilities for leadership, coordination and control, made it difficult to prevent extremely violent results.[20] An example is the case of the Algerian Armed Islamic Group (GIA), which used computers and disks containing instructions on bomb construction in the 1990s, and Hamas using the Internet to transmit operational information through so-called "chat rooms "With the precise purpose of planning operations. Also, Hamas members have used email addresses to coordinate actions in Lebanon and neighboring areas, with the organization benefiting from modern innovative facilities, all the more so as anti-terrorist institutions can not effectively monitor the entire content of traffic from the Internet.[21]

All virtual space is used by people who want to transmit the information in a shorter, often instant, time, and the desire is to reach the desired recipient. This desideratum comes from the mist of humanity's history, which has improved over time and has now become the social networks, e-mail, YouTube, or other applications for the rapid spread of information. The problem, however, occurs when a person or group of people decide to use these innovations for evil purposes. In such situations, there is a natural tendency for coagulation, intentionally or involuntarily, of masses of people through communications facilities to carry out legal or illegal activities. As a result, any state in the world must monitor and control social communication networks or any other platform so that they can no longer be used as tools for coordination and mobilization,[22] including by terrorist networks for the control and coordination of fanatical followers, maintaining links in extremist organizations, etc.

The difficulties faced by authorities around the world with the scourge of terrorism are that the followers of such organizations believe in something, most of them believe in a divinity, and in their name they exacerbate religious zeal and become intolerant of others who do not share ideas, that is, fanatics. Research has revealed that thousands of fanatical followers who fought on behalf of ISIS were native to Europe and only a few hundred members were from the US, although the organization attracted some 12,000 fighters from 81 states by the end of the summer 2014, except for those coming from Iraq and Syria, with the help of virtual environments.[23] The virtual environment has not only been used to attract followers to be fanatical. In addition to fighters, many Muslim and Western girls and women have also gone for the purpose of becoming "brides," responding to the call also launched on social networks.[24]

Attracting people to a radical religious ideology and transforming followers into fanatics who kill religious and political non-immiens in the name of the divinity they believe in the danger of religious fanatim. In fact, this phenomenon generates even more risks, as in the last decade many social media platforms and networks have emerged through which information is disseminated, namely Facebook, Whatsapp, Kakao Talk, YouTube, Instagram, Twitter, mail applications electronics: Gmail, Yahoo Mail, Hotmail, etc. In this respect, radicalized or religiously embodied cases are exemplified through the Internet and the social

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[20] Michele Zanini and Sean J.A. Edwards, *The networking of terror in the information age*, in *Networks and Netwars: The Future of Terror, Crime, and Militancy*, edited by John Arquilla and David Ronfeldt, RAND Corporation, Santa Monica, CA; Arlington, VA; Pittsburgh, PA, 2001, p. 30.

[21] *Ibidem*, p. 37.

[22] David E. Thaler, Ryan Andrew Brown, Gabriella C. Gonzalez, Blake W. Mobley, Parisa Roshan, *Factors Associated with Environments Vulnerable to Conflict,* in *Improving the U.S. Military's Understanding of Unstable Environments Vulnerable to Violent Extremist Groups - Insights from Social Science,* RAND Corporation, Santa Monica, CA; Washington, DC; Pittsburgh, PA; New Orleans, LA; Jackson, MS; Boston, MA; Doha, QA; Cambridge, UK; Brussels, BE; 2013, p. 37.

[23] Dustin J. Byrd, *Post-Secularity and Its Discontents: The Barbaric Revolt against Barbarism* in *Islam in a Post-Secular Society: Religion, Secularity and the Antagonism of Recalcitrant Faith*, Brill, Leiden; Boston, 2017, pp. 239–240.

[24] *Ibidem*, p. 240.

networks connected to it. One is Moner Mohamed Abusalha, a US-born 22-year-old Palestinian US, who was recruited through the Internet by Anwar al-Awlaki, who also religiously fanatical, and the results came to light in May 25, 2014, when the aforementioned fanatic threw himself into the air in the name of the divinity he believed, occasionally killing 37 government soldiers in Syria, and before that he was registered with a series of anti-American allegations,[25] threatening, to the simple man, like: "we are coming for you".[26]

Due to such activities, but especially their repercussions on the civilian population, they have also determined European Union authorities to adopt practical tools for the identification and prevention of acts of terrorism, which are often based on elements of religious fanaticism which causes this kind of followers to kill in the name of their divinity as many people have. These measures were determined by the terrorist attacks in London and Madrid, ie on their own territory, and were justified by the need to strengthen the coercive force of the law,[27] and the main result is that of the adoption in November 2005 and revised on 24 May 2017 of the "European Union Strategy for Combating Radicalisation and Recruitment to Terrorism"[28]. This document provides for active monitoring of the internet by Europol's European police force, as well as the development of programs involving the moderate religious circles in an active way of adversity over the radical influences that foment Muslim followers.[29] To achieve this goal, it is necessary to preach effective religious precepts to counteract the ideas of incitement to intolerance and religious violence, including the development of a new pacifying language to counteract religious fanaticism.

There is now a major focus on preventing violent attacks committed in the name of the divinity believed by fanatical followers, who are mostly co-ordinated through Internet communication platforms. Two main milestones of such programs are to block the spread of radical Islam on the one hand because it identifies itself with religious fanaticism, and on the other hand, such a program promotes in a pro-active manner doctrines moderately interpreted.[30] Among the proposals put forward to achieve the purpose of these programs, including by specially established UK governmental commissions, are also the development of forums whose topics of discussion are to prevent religious extremism. And as one can not speak of religious extremism without religious fanaticism, it turns out that the strategy is dissolved for the latter phenomenon, the part of the inner religious life and justifying to people any action for the sake of any purpose, but there is not much public discussion about this phrase for reasons of communication and interconfessional relationship. This program, called Prevent, had several components, but two of them consisted of focusing on the efforts to reduce the actions of some of the representatives of religious entities who wanted the fanaticism and radicalization in places of worship, school units, service providers social, penitentiary or social networks or any other platforms for posting movies, audio recordings,

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[25] Ibidem, pp. 251-252.

[26] Dustin J. Byrd, *Post-Secularity and Its Discontents: The Barbaric Revolt against Barbarism* in *Islam in a Post-Secular Society: Religion, Secularity and the Antagonism of Recalcitrant Faith*, Brill, Leiden; Boston, 2017 *apud* Meg Wagner, "American Suicide Bomber Feared the fbi was Hunting him when he Fled from Florida to Syria," August 28, 2014. http://www.nydailynews.com/news/world/american -suicide-bomber-feared-fbi-hunting-article-1.1919902 (accessed 2/11/2018)

[27] Jörg Monar, *The European Union as a Collective Actor in the Fight against Post-9/11 Terrorism: Progress and Problems of a Primarily Cooperative Approach* in *Fresh Perspectives on the 'War on Terror'*, edited by Miriam Gani and Penelope Mathew, ANU Press, 2008, pp. 220- 221.

[28] EU Council Doc No 9646/17 din 24 mai 2017, existent la http://data.consilium.europa.eu/doc/document/ST-9646-2017-INIT/en/pdf, p. 1, accesat la 17.01.2018. EU Strategy for Combating Radicalisation and Recruitment to Terrorism2

[29] *Ibidem*, p. 2.

[30] Angel Rabasa, Stacie L. Pettyjohn, Jeremy J. Ghez, and Christopher Boucek, *European Approaches*, in *Deradicalizing Islamist Extremists*, Santa Monica, CA; Arlington, VA; Pittsburgh, PA: RAND Corporation, 2010, p. 125.

photos or messages.[31] On the other hand, people who support such messages can be persecuted and convicted.[32]

It is a major difference between the new "religions" that occupy much of a person's time, that is, the technology veneration, which results in addiction to the smartphone, a gadget that incorporates all the facilities of the virtual environment. At the same time old denominations preach belief in a divinity. The problem, however, arises when the two overlap and complement each other, forming a unitary one for an individual. Man's intrinsic need to be visible, ie to communicate through virtual networks, is not a necessity specific to modernity only, this human hope has emerged as a pattern of thought generated by "fundamental principles of Protestant Christianity, which centuries before social media argued that it was only through outward appearance that an individual could establish whether they were among the 'saved', which is the primary aspiration for this branch of Christianity.26 Such principles were also behind the drive for upward social mobility through hard work and wealth. Zuckerberg may have provided the means, but Calvin devised the cause".[33]

In the virtual environment, the most intimate thoughts are shared, because people become uninhibited by any coercive sentiment due to anonymity. Social networks meet different people and communicate regardless of financial situation, socialize and share ideas that can lead to progress.

Fighting religious fanaticism from the virtual environment

Sects and religious organizations are currently promoting doctrines that contain fanatical messages through virtual space. This is the easiest method of disseminating religious ideas and generating the fastest reactions from potential followers. For example, Al-Qaeda has promoted its ideas about jihad through a pro-active propaganda on the Internet so as to create communities interested in a passionate religious zeal,[34] through electronic magazines or videos uploaded to YouTube,[35] or even using Facebook or Twitter.[36] The target audience of messages transmitted by the methods described above is, in particular, the Western one under the false pretext of the offensive against Islam, motivating actions through religious precepts justifying violence in the name of their own religious ideals.[37]

Combating the religious fanaticism manifested through computer-based applications using the Internet is extremely difficult, as a result of the population segment to which they are addressing, both technologically and as the age of the message recipients. To make the

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[31] *Ibidem*, p. 125.

[32] *Ibidem*, p. 125.

[33] Daniel Miller, Elisabetta Costa, Nell Haynes, Tom McDonald, Razvan Nicolescu, Jolynna Sinanan, Juliano Spyer, Shriram Venkatraman, and Xinyuan Wang, *Inequality* in *How the World Changed Social Media*, London: UCL Press, 2016, p. 135.

[34] Todd C.Helmus, Erin York, and Peter Chalk, *Promoting Online Voices for Countering Violent Extremism* in *Promoting Online Voices for Countering Violent Extremism*, RAND Corporation, 2013, p. 1 *apud* U.S. Senate Committee on Homeland Security and Governmental Affairs, Violent Islamist Extremism, the Internet, and the Homegrown Terrorist Threat, Washington, D.C., May 8, 2008.

[35] Todd C.Helmus et al., *op. cit.*, p. 1 *apud* Christopher Boucek, U.S. Strategy for Countering Jihadist Websites: Testimony to the House Committee on Foreign Affairs, Subcommittee on Terrorism, Nonproliferation, and Trade, Carnegie Endowment, September 29, 2010.

[36] Todd C.Helmus et al., *op. cit.*, p. 1 *apud* National Coordinator for Counterterrorism, Jihadists and the Internet: 2009 Update, May 2010; Issam Ahmed, "Newest Friends on Facebook? Pakistan Militants," Christian Science Monitor, July 8, 2010. As of November 27, 2012: http://www.csmonitor.com/World/Asia-South-Central/2010/0708/Newest-friends-on-Facebook-Pakistan-militants.

[37] Todd C.Helmus, Erin York, and Peter Chalk, *Promoting Online Voices for Countering Violent Extremism* in *Promoting Online Voices for Countering Violent Extremism*, RAND Corporation, 2013, p. 1.

statement clearer, we reveal a study that showed that 26% of young people using the virtual environment use it to search for information about religion or spirituality.[38]

For the success of such an attempt to combat religious fanaticism or at least to reduce the intensity of this phenomenon, it is necessary to understand the feeling of belonging to an idea, a religious belief, to certain cultural landmarks, to economic interests, etc., doubled by the interaction of its members. The emergence of the virtual environment and the interaction of people without knowing them physically determined the change of the feeling of community and interaction of individuals itself, this becoming more of an activity of satisfying the intrinsic needs in a rapid and direct way, and the subsequent actions are adopted as quickly and sometimes without being rigorously reasoned.[39] As a consequence, many of these violent acts have been manifested in the name of the divinity they believe, committed by individuals as a result of self-fanaticism.

At the same time, it should be noted that social networks also have a major public utility, as a result of the benefits generated by them, including those related to religion, belief and spirituality. Using the Facebook app also translates into a form of morality. Through them are sent messages that indicate the individual progress in life or to overcome the social obstacles. This approach could be conducive to combating the exacerbation of religious zeal, but religious ideas often escape into right-wing political organizations, which in turn determines the evolution of confessional doctrines such as those in the United States.[40] However, through the virtual environment, it is possible to create extremely well-defined religious communities, but also with a feeling of highly developed membership. As a result, these communities adopt religious values and landmarks against the background of their lack of state provision, but the problem is that they are under the influence of limitless ideas and global restrictions, even though religious belief is often used as a means alternative of personal aspirations to join the collectivity desired by such religious individuals.[41]

The virtual environment has become an integral part of personal and community life, which is why direct and rapid interaction of people around the world is leading to major transformations at the psycho-socio-somatic level. Social networks determine educational, religious, spiritual relationships, etc. The same virtual environment is also used by fanatical and terrorist religious sects and organizations to disseminate their own information that serves their own agenda. The latter is mostly focused on the transmission of fears, and on the basis of them the people who do not share their visions, in the end to obey and acquire those doctrines. Very often, the goals are purely political, but they are masked by religiosity, as is the case with the Islamic State of Syria and Iraq, a terrorist organization whose fanatical members want the establishment of a religious state.

Conclusions

In conclusion, we can say that important steps have been taken to prevent terrorist attacks or extreme violence in the name of religious belief by radical fanatic followers with the support of the virtual environment, because religious fanaticism is difficult to control precisely because of the impossibility of action on the internet.

The steps taken are both the implementation of legislation to control religious fanaticism in the online environment as a vital space for the development of the phenomenon

[38] Amanda Lenhart, Mary Madden, and Paul Hitlin, *Teens and Technology: Youth Are Leading the Transition to a Fully Wired and Mobile Nation*, Pew Research Center, July 27, 2005, p. vi.
[39] Beth E.Lachman, Agnes Gereben Schaefer, Nidhi Kalra, Scott Hassell, Kimberly Curry Hall, Aimee E. Curtright, and David E. Mosher, *Relevant Societal Trends* in *Key Trends That Will Shape Army Installations of Tomorrow*, RAND Corporation, 2013, p. 213.
[40] Jolynna Sinanan, *Social Media and Social Visibility: Being Very Local and Very Global* in *Social Media in Trinidad: Values and Visibility*, London: UCL Press, 2017, p. 160.
[41] Ibidem, pp. 160-161.

as well as the establishment of programs for the formation of a religious majority with moderate views on doctrines and the interpretation of fundamental books of confession. At the same time, it is necessary to implement direct and online educational projects at the level of communities whose members are predisposed to fanaticism in order to prevent fanatics from obtaining the religious entities that have the objective.

Programs to determine religious communities should also be developed to carry out a sustained activity of preventing religious fanaticism from its manifestation in the virtual environment, because later it is much more difficult and too late, and consequently affects the state of individual security but also national security of any state or regional and international security.

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ASPECTS ON TRANSMISSION OPTIMIZATION
OF INFORMATION DATA COMPRESSION

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Abstract: In the context of optimizing the transmission of information, attention is paid to the compression of information. Compression ensures that information is represented in a compact form, which is achieved by using only essential transmission parameters for the recipient, based on identifying and extracting redundancy from the data.
Keywords: compression, entropy, information, coding.

Data compression is a natural consequence of applying the theory of information developed by EC Shannon, which aims to reduce the redundancy of the message generated by a source and it is based on the probabilistic approach to information entropy and the amount of information, as well as on the proposed coding theorem.

In the systemic sense, *entropy* is the state in which there is a system that presents disorganized elements and uncertain events. The measure of the degree of disorganization of a system is evaluated by entropy.

The information measure[1] links the probability to information through the relationship:

$$i(x_i) = -log_2\, p(x_i)$$

where xi denotes an event, and p (xi) its probability.

Information is the opposite of the entropy it removes, in the sense that what was undetermined before an experiment begins to become information after it has been performed.

Coding is the operation by which each symbol of the source of information, also called primary source, is replaced by a succession of channel alphabet symbols, establishing a bivouacous correspondence between the primary source symbols and the words of the code. *The code word* is the finite sequence of symbols in the channel alphabet, with which a primary source symbol is replaced. *The length of a code word* is equal to the number of symbols in the channel alphabet.

The source coding should result in the most effective identification of the resulting data, i.e., to obtain a representation that minimizes redundancy, meaning the amount of data to be transmitted in the time unit.

Shannon's theorem I[2] mentions that for any source of information S, by means of a grouping of *n* symbols, an absolute optimal encoding can be made if *n*→∞.

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[1] *Elemente de teorie a informaţiei* [http//webspace.ulbsibiu.ro/macarie.breazu/ ACM/ Entropia. pdf], 16.08.2013.
[2] Baltă Horia, Kovaci Maria, Lucaciu Radu, *Teoria informaţiei şi a codării – Culegere de probleme,* vol 1, 2009, [http://www. tc.etc.upt.ro / teaching / tic / Culegere%20TIC%201.pdf], p. 26.

Information entropy represents an absolute limit of the best lossless compression applicable to communicated data, treating a message as a series of symbols. The shortest possible representation of the message has the length equal to Shannon entropy in bits per symbol multiplied by the number of symbols in the original message.

Compressing a message means retaining only those transmission parameters that are essential to the recipient, and the other parameters are not transmitted or stored. This is done by identifying and extracting redundancy from the data.

Data compression is a set of mainly computer-based processing that applies to data to reduce the amount of information[3] that is achieved by using specific encoding / decoding algorithms of large data files so that they require storage in memory computers or binary, in real-time on the communication channels, fewer bits than the original data. *Shannon's theorem on compression file length and entropy* determines that no compression method can provide a compressed file length *Lc* less than the entropy (H) of the file[4].

Because most compression methods use binary-binary encoding methods, it can be appreciated that the goal of compression is to reduce the number of binary symbols required to represent a sample (message). Corresponding to this, it is defined the compression rate, evaluated by the average number of bits necessary to represent a non-sampling.

Data compression is a reversible process, their decompression being the reverse process of obtaining the initial data. The two main types of compression are[5]: *hardware compression* and *software compression*.

The purpose of compression is to save memory resources, because smaller-volume information takes up less storage space. Data can also be transmitted faster, or at least as fast, but using less bandwidth, so the compression efficiency depends on the *compression ratio value*[6]. This is defined as the ratio between the data size before compression (in bytes) and its size after compression. The higher the compression ratio, the better data compression. If the compression ratio is low, consider the reverse percentage ratio, sometimes referred to as the *compression factor*. Therefore, using compression[7], the storage or transmission costs are reduced proportionally to the compression factor value.

For compression achievement, the statistical structure of the words, as well as some characteristics of the signals are taken into account.

The use of entropy in text compression processes has emerged from the need to optimize the transmission channel capacity of communications.

Data compression is possible[8] whenever there is a redundancy in those data and it is accomplished by deleting it. The higher the redundancy, the more compelling the need for compression is more important and useful.

There are four types of redundancy:

- character distribution: the frequency of occurrence of the symbols is different;

- character repetition: some symbols are repeated in the sequences in which they appear;

- related to the frequent use of templates: some symbol groups appear frequently;

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[3] *Compresia datelor – definiţie* [http://www.despretot.info/2012/09/compresia-datelor-definitie/], 15.02.2013.

[4] [*Scopul compresiei de date,* rria.ici.ro/ria2010_1/art02.pdf], accesat la 12.10 2014.

[5] [www-01.ibm.com/support/.../ssw_ibm_i.../rzaiucompression.htm?...ro], accesat la 15.09.2014.

[6] *Compresia datelor – generalităţi* [http://www.webspace.ulbsibiu.ro/macarie.breazu/ ACM/Introducere.pdf], 15.02.2013.

[7] *Compresia datelor – definiţie* [www.despretot.info/2012/09/compresia-datelor-definitie/], 26.09.2014.

[8] Gh. M. Panaitescu, *Transmiterea şi codarea informaţiei* [http://www.ac.upg-ploiesti.ro gpanaitescu /tc .pdf.], 23.01.2013.

- positional redundancy: some symbols appear periodically or in the same relative location.

Although the reduction of redundancy in the transmission and communication processes is consistently followed, in information processes redundancy is usable in the intentional increase of error tolerance, because by reducing the redundancy, the data become less secure when disturbances (noise) occur. If only a few bits are erroneous in a compressed file or in a stream of compressed information (with minimized redundancy), the fact may compromise the entire file or transmission in its totality, but if a file has a redundant structure or a string of data is redundant, although a few bits are corrupted, the authenticity and integrity of the information may be fully recovered. By advancing, the development of data compression and decompression techniques in computer systems[9] is a natural consequence of the overall development of computer networks.

From the point of view of the extent to which the decompressed message resembles the original one[10], two categories of compression methods are used which, depending on the data recovery error, are classified into:

- *lossless methods*, known as "LOSSLESS", in which compression algorithms are reversible, by decompression obtaining the identical original message, so that the data transmitted to the broadcast is totally restored (without any difference) at the reception;

- *lossy methods*, known as "LOSSY", which result in relatively small differences, considered acceptable, between the data of the decompression and the original message, being used for video and audio images and messages.

The encoding and decoding processes on algorithms for data compression and decompression are typically performed by three types, depending on the information reconstruction at the reception, namely: *no loss* (typical compression rate 2:1 - 3:1) *without significant loss* of perception (a certain amount of information that does not influence the human reception capacity and systems at a rate of 3:1-100:1 is eliminated), *with losses (compression rates up to 1000:1).*

Compression methods can be: static, semi-static (static Huffman algorithm) and dynamic (adaptive Huffman algorithm). By the nature of the information used in the algorithm model, the following lossless compression methods (LOSSLESS) can be used:

- compression methods based on the statistical modeling of discrete sources, which consists in associating a probability of occurrence of each source alphabet symbol followed by the assignment of code words with a smaller number of bits of words with higher probability of occurrence.

- compression methods based on the linguistic modeling of discrete sources where the source-generated symbol string presents constraints on the combinations that may occur.

A data compression algorithm can be evaluated by:

- the memory requirement for implementing the data compression/ decompression algorithm;

- the speed of computer processing of the data compression/ decompression algorithm on a particular computing technique;

- the compression ratio;

- the quality of the reconstruction.

Typically, the compression performances can be expressed by compression ratio and compression rate.

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[9] Topor Sorin, Călin Ion, Niţu Costinel, Crăciun Draga-Nicola, *Drespre informaţii şi sisteme informaţionale militre*, Editura BREN, Bucureşti, 2008, pp. 110-118.

[10] *Compresia datelor - generalităţi* [http://webspace.ulbsibiu.ro/macarie.breazu/ACM/ Introducere.pdf], 11.08.2012.

From the point of view of increasing the efficiency of modern communications, it is of particular importance to achieve high-speed transmissions through the time compression of fiber-optic signals that could facilitate the development of optical data communication systems capable of transmitting information more rapidly.

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CONTRIBUTION OF EARLY WARNING IN ISR PROCESS

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Abstract: *An early warning system consists of three main elements: data collection, processing and analyzing them (detection) and warning (forecast). The purpose of collecting information is to create a database in which information is grouped according to a predetermined set of indicators. These indicators should provide a clearer picture of the country or region in order to apply an early warning system, even more so, they must accurately reflect the social tensions that create imbalance in a society or region. In the next stage, trends are deducted depending on the number of these indicators were met. Processing and analyzing this information must show the critical factors of a possible conflict (detection). These factors attention towards the possible social and political tensions are kept under close observation. When they reach a certain level, early warning signals that points to a possible escalation of the situation (forecast). These signals are the elements that can trigger possible anticipated/early actions.*

Keywords*: Early warning, ISR (intelligence, surveillance, reconnaissance), security.*

One of the objectives of the national security system is to increase the mean time between two unpleasant surprises. "*...national security strategy aims to identify appropriate and pro-actively risks and threats ...*" and *"[1]...avoid strategic surprise to any internal or external threat ..."[2]*. This new reality requires security sector reform that *"... requires deep transormarea institutions, quality of leadership ... it takes a new approach-systemic, deep and comprehensive*"[3].

Preventing surprise, as a final activity of intelligence, face a wider range of risks and threats to be known, decoded and pursued in order to formulate strategies and appropriate management methods. Achieving this goal is realized by activity early warning of the risk and development of terrorist activities, proliferation of weapons of mass destruction and other technologies or concepts relevant to national security.

The whole art of war, considers Sun Tzu, rely fight fraud, simulation, deceit and psychological factor. *"If you are able, simulating failure; if you are active, simulates passivity. If you are close, do you believe that you are away and if you're away, do you believe that you are close. Simulates disorderly and hit him. If united, divide it. Attack him when and where it is not ready."*

The benefits derived from achieving strategic surprise have a value hard to estimate. An unanticipated attack succeeded, will allow the destruction of an important part of the enemy forces with a low cost, mainly through psychological annihilation of ascendant inherent defender, reducing its strength in this way. We can say, then, that strategic surprise *"... acts as a force multiplier, as seen often in military conflicts and, more recently, terrorist attacks."*

Romania wishes its full integration into NATO. The Doctrine of Early Warning of Romania was drafted on the basis of similar NATO documents as a necessity for the realization of a viable, interoperable and fully integrated system of Alliance structures. We

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[1] *Romania's National Security Strategy,* 2007, p. 9.
[2] *CSAT decision from 18.11.2005 on the establishment of national intelligence community,* p. 2.
[3] *Ibidem,* p. 3.

appreciate that the appropriate approach to crisis prevention and management requires several steps in the early warning process. Thus, we believe that, alongside the implementation of an integrated national crisis management system, we need to develop an early warning information system that responds to the basic policies and principles described in the basic document MC 166/2004[4].

The timely and correct warning helps to provide information for decision-makers. Intelligence and structured information supports the formulation of decisions that can prevent strategic surprise, discourage or neutralize an evolving crisis. The warning is not complete until a timely decision is made.

We appreciate that an effective national security environment is achieved when the enemy cannot achieve strategic surprise. The information age brings a lot of information into the space of confrontations at the strategic level, minimizes surprise and deception, but the action as such, however directed and mathematical, leaves enough space for the imaginative combination. The latest events prove that the informational surprise precedes the political surprise, the military surprise descending to operative and tactical levels, which demonstrate that the danger of a generalized war is still farther, the confrontation most often taking place in the information activity. To avoid surprise, the primary function of an intelligence service is to give the right decision to decision-makers. Any major mistake can lead to the surprise. The political-military strategic implications of information highlight the character of confrontation. The preparation of the war takes place under the influence of the political factor, but its triggering is exclusively based on informative activity[5].

I believe that the unfolding and ending of the war has always been under the impact of the information confrontation. Distortions, disturbances, other deficiencies in the structure of the information system can lead to the most serious consequences: blocking or disrupting decision-making processes; making inappropriate or unpopular judgments; failure of economic or financial operations; blocking of goods; destabilizing the situation by creating panic (political, financial, social, military) etc. In this logic, it is obvious that the prevention of surprise presupposes the discovery and surveillance of sources of internal and external threats that can harm the national security system and warn about the dangers of national security.

Early warning is based on the use of existing databases and information obtained through the processing of acoustic phenomena (ACINT), Collaboration and Collaboration operations (COLINT), from human sources (HUMINT), by processing the images acquired through photographic sensors, radar (RADINT), electrono-optical, infrared, thermal and multispectral (IMINT), analysis of open source (OSINT), based metric, spatial, wavelength, modulated, modulated, plasma and hydro-magnetic data (PHOTINT), with radar (RADINT-very important), electromagnetic spectrum (SIGINT), interception of communications and data transmissions (COMINT) and electromagnetic transmissions not belonging to communications (ELINT) .

We mention that within the national security "... *the concept of information is bounded by the knowledge horizon of a man who really knows to exploit informally a field or an informational environment.[6]*" At present, the world is working to restore the balance between technical and human collections (in the past, focusing mainly on technical sources), for an effective relationship between collection and analysis, between a number and a variety of products, on the one hand part and reasoning and synthesis on the other. As a result of the short time of modern warfare, the ability of intelligence officers and analytical capability, corroborating with other power factors of an intelligence service, are decisive in preventing surprise and even avoiding aggression.

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[4] MC 166 - NATO Intelligence Warning System (NIWS).
[5] Stan Petrescu, *Informaţiile – a patra armă,* Bucureşti, Editura Militară, 1999, p. 180.
[6] Ştefan Vlăduţescu, *Informaţia de la teorie către ştiinţă,* Editura Didactică şi Pedagocică, Bucureşti, 2002, p. 22.

Uncertainty will always remain the essence of confrontations at every level and in all fields, and the mastery of information means real power. In the long run, the party with better information services will not only use its more profitable power, but it will also maintain it effectively. He expects a lot from an intelligence service, but it must be kept in mind that it can reduce uncertainty, but it cannot eliminate it entirely, uncertainty being a characteristic feature of any kind of confrontation.

The scientific challenges of crisis prevention and resolution predict a comprehensive understanding of the types of determinations that govern social organizations and processes. In a very broad sense, a crisis can be understood as a national or international situation in the context of which a threat to the values, interests or priority objectives of the parties involved is created. In NATO's view, the crisis can be understood as "a situation at national or international level, characterized by the existence of a threat to the values, interests or the main goals of the parties involved." Thus, we can appreciate the crisis that may affect Romania's security status as a situation generated by a national or international event that threatens the constitutional order, sovereignty, independence, unity and indivisibility of the state, its democratic character, its legality, the political, economic and social balance and stability of the country, the fundamental rights and freedoms of citizens, the material and cultural values, the environment, the interests and objectives of the state, as well as the fulfillment of the country's international obligations.

Professor John Kriendler, European Security and Transatlantic Security Expert, at the George C. Marshall European Center for Security Studies, *"Crisis management involves activities such as: gathering and evaluating information, analyzing the situation, setting goals, analyzing and comparing variants of action, implementation of the selected variant, military action (when applicable) and reaction analysis / feedback "*. Within NATO, current crisis management has been adapted, taking into account the completely different nature of the risks it is currently facing. Risk management is based on three mutually reinforcing elements: dialogue, cooperation with other countries and maintenance of NATO's collective defense capacity.

We appreciate that the main activities of the crisis management process, the monitoring of the situation and the identification of crisis support are directly related to the early warning. Monitoring the situation includes collecting and processing information and creating an overview of the situation. When new or unforeseen elements arise, these must be highlighted, monitored and analyzed. This is a permanent activity that takes place during all stages of the crisis. Identifying crisis support involves the use of methodologies for researching and monitoring the current situation. This activity aims at identifying those events

and trends that are possible to run. When such a suspicion has increasing values, the activity of gathering and verifying information is intensified.

Early warning has the function of providing processed information to prevent the surprise triggered by the crisis, and preventive measures in the short and medium term can be designed and implemented. The early warning of crises, which are about to break out, provides an essential asset to the crisis manager, which is that it gives him more time to prepare, analyze and plan a solution, and above all to increase the chances of success in preventing danger or managing the crisis. Early warning only makes sense if it is followed by appropriate measures.

The need for information required by the rapid evolution of modern societies, the mutations in the international security environment, the emergence and development of new types of threats to states led to the establishment and operation of more services in most countries information, independent or departmental, within ministries, as a rule of force. The activity of intelligence services is a state secret, hence the name used by secret services, leaving only the information that does not affect its specific actions or the result that must be disseminated to state decision-makers. All of them have a pronounced counterintelligence component, acting for the protection and secrecy of the actions, means and methods specific to the personnel conducting informative activity.

We appreciate that, in addition to services, specialized forces and interventions, regional organizations and agreements, which provide early warning capabilities and complement, sometimes essentially, the informational flow regarding the emergence and evolution, have an important role to play in early warning of states of instability a future crisis. Special Forces and means for Early Warning and Early Warning include, in addition to intelligence structures, electronic warfare and air surveillance units, NBC defense / detection, air, land and naval space surveillance, for tracking and monitoring the areas of interest and responsibility, identification of crises / conflicts. Some more important than others, depending on reaction time.

We appreciate that the main general missions of the early surveillance and early warning forces are: to identify the clues to materialize the risks, threats and dangers to national security and defense, the interests of the state and the Romanian people; procurement, processing and dissemination of the data and information necessary to know, in real time, the situation in the national territory and in the areas of strategic interest of our country, with priority from the proximity of the country; Creating and maintaining databases on the situation in air, naval, land and electromagnetic space in areas of strategic interest, crisis and conflict areas in other regions but having or having an impact on the situation in our country; making the situation unique and making it available to decision-makers and forces; achieving the level of interoperability appropriate to similar NATO systems, Alliance and neighboring countries, to integrate them and to achieve co-operation in areas subject to early surveillance and early warning.

The overall operational requirement of the early surveillance and early warning forces consists in achieving / ensuring a permanent surveillance capability of the range of risks and threats in the regional and internal security environments and timely warning / notification of decision-makers and their own forces in relation to its situation and evolution, in order to avoid surprise in all areas and at all hierarchical levels, in times of peace and in crisis situations.

Early surveillance and early warning structures need to be dimensioned horizontally to cover all areas where instability and crises may appear, as well as in the vertical plane, in order to have forces and means at least to carry out missions at different levels (national , zonal, local). Interoperability of early warning and oversight forces requires them to be compatible with similar forces in other countries, especially NATO, the EU and its member

countries as well as neighboring countries, in order to co-operate with them in crisis and conflict prevention and management.

The use of systems based on advanced technologies in equipping management structures and enforcement forces in the early supervision and surveillance system is determined by interoperability and integrity requirements on the one hand and the wide range of threats and hazards that exist in the environment security and cannot be identified with classical means of surveillance.

An efficient information system tailored to the current threats, risks and vulnerabilities in the security environment needs to be proactive, agile and persuasive. Being proactive in the national security system involves making the difference between data, information and intelligence, between surprise and early warning, between crisis and risk. It also expects to exploit opportunities on the basis of warning signals and to have a system of intelligence sources and intelligence models. Being agile implies understanding that action is clearly superior to inaction. Being persuasive means knowing and anticipating the behavior of the supposed adversaries, along with the coherent planning of your own actions.

We all need to be aware of the fact that:
Efficiency without information does not exist.
Information without sensors cannot be obtained.

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ISLAMIC TERRORISM AND CYBER WAR – TWO CURRENT THREATS TO THE EUROPEAN SECURITY ENVIRONMENT

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Abstract: This article intends to analyze two of the most current threats to the European security environment, namely the Islamic terrorism and the cyber war, so that the theoretical scientific process is finally accompanied by the pragmatic approaches in preparing the strategies on preventing and fighting against these two phenomena. The descriptive and explanatory approaches of Islamic terrorism and cyber war shall be also doubled by a prescriptive approach after analyzing the two menaces based on the chosen methodologic tools. As on the one hand with regard to Islamic terrorism it was chosen Koselleck's method on conceptual history as well as the principle of security sectors described by the Copenhagen School, on the other hand cyber war makes the object of an analysis which compares it with the information war based on the geopolitics of mistrust as a method formulated and explained by the experts from the Laboratory for Information War Analysis and Strategic Communication (abbreviation: LARICS). In the end, all this information shall be connected in order to present several suggestions on how effective strategies on the prevention and fighting against Islamic terrorism and cyber war should look like in the Internet area.
Keywords: Islamic terrorism, cyber war, information war, strategy, security culture.

Terrorism – a conceptual approach from the perspective of Reinhart Koselleck's method of conceptual history

As no one would have thought that the US "black swans"[1] from 2001 could actually migrate to Europe starting with 2015, it is something clear that terrorism is *nolens volens* a certainty in the nowadays European security environment, an environment which is more and more shaken by different uncertainties.

The terrorist menace generated insecurity which means that in 2018, i.e. almost 17 years after the terrorist attacks in the USA, terrorist organizations have become a no. 1 priority on the European security agenda of both security institutions and secret services. ISIS, the paramilitary organization, is the most obvious proof of the war declared by a non-state to its own state or, in other words, the direct confrontation between Allah's partisans and the Western society. At the same time, the asymmetry is the main feature of the 21st century threats: "Moreover, the new trend of menaces is usually non-conventional, dynamic, even random and non-linear, without any constraints or rules - in other words: asymmetric."[2]

In this context, the strategies for preventing and fighting against terrorism must be pragmatic and very effective, being supported by concepts taken from the security and intelligence studies but, at the same time, well-adjusted to the particularities of a security environment which is permanently changing. There must be a balance between the conceptual and pragmatic approach and the correct direction should be from theory to practice.

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[1] George Cristian Maior, Ionel Nițu, *Ars Analytica. Provocări și tendințe în analiza de intelligence*, Editura RAO, București, 2013, p. 81.
[2] George Cristian Maior, *Un război al minții. Intelligence, servicii de informații și cunoaștere strategică în secolul XXI*, Editura RAO, București, 2010, p. 192.

That is why, a first stage in identifying a more exact perspective for the prevention and fighting against terrorism has a descriptive nature and is focused on analyzing the terrorism concept from the perspective introduced by the German philosopher, Reinhart Koselleck – namely the method of conceptual history. Mastering concepts is essential in formulating the most appropriate strategies on the prevention and fighting against terrorism. Based on Koselleck's thesis, it is possible to identify the particularities of 21st century terrorism, also known in the intelligence studies as the new terrorism and to show the differences between this type of new terrorism and the classic one.

Through his method of conceptual history, Koselleck proposes a cultural dimension of concepts, besides the anthropologic one. Thus, he makes a clear distinction in his studies between cultural concepts and anthropologic concepts. He focuses on the semantic evolution of a concept which shall confer it an obvious cultural dimension, at the same time related to the linguistic structures of certain languages, especially Oriental ones in our case: "Analyzing concepts and their progressive semantics is a minimum requirement to know history, as well as to define them as products of the human society."[3], fact which underlines the notion of terrorism as a social and cultural construct. The purpose of this chapter consists in demonstrating the fact that terrorism is a cultural concept by excellence, which is deeply anchored in the Oriental culture and mentality. Moreover, accepting a cultural dimension of the terrorism concept indirectly dictates a constructive approach in relation to it.

The diachronic analysis of terrorism, part of the conceptual history method, shows 1st century BC as the chronologic landmark for the occurrence of terrorism in its incipient stages, based on religious causes: "The initial forms of terrorism were based on religious motivations, the first social groups that could be classified as terrorist being the "Sicarii" and the Jewish "Zealots", who appeared during the Roman Empire occupation of the Middle East, in the 1st century BC."[4] The Sicarii used a dagger as a weapon while the Zealots were characterized especially by fanaticism. They preferred to assassinate in broad daylight.

The etymology of the word "terrorism" is highly relevant in underlying the evolution of the concept to the one implemented and used in our 21st century society. The term "terrorism" comes from the Latin *terror, terroris* and it means "fear", "fright", having a highly military significance. Terrorism is perceived in relation to the Roman Empire, being already well known that the Roman legions used to resort to various acts of violence and terrorize the population that inhabited the territories which they occupied. The first recognition of the term appears in a Latin text as: "terror cimbricus".

In the 11th century, in the Middle East the so-called "Assassins" used to "kill their victims in broad daylight (especially politicians or clerics that refused to adopt the pure version of Islam which they forced upon the population)".[5] The "Assassins" justified their terrorist motivations with the Islamic fundamentalism and believed with all their heart in sacrificing their own lives as a *sine qua non* condition for the afterlife. We can see a similarity between the Assassins' practices and those of nowadays terrorists.

A particular meaning of the terrorism concept which differs from the above can be found in the 18th century French society shaken by the 1789 French Revolution, which is especially most common to the period 1793-1794. The so-called "La terreur" was to become Maximilien Robespierre's favorite instrument. Although in the beginning this method had a positive connotation which was essential for the survival of the new republic, in the end the excessive number of guillotinations of almost 40,000 persons would give a negative

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[3] Reinhart Koselleck, *Conceptele şi istoriile lor*, Editura Art, Bucureşti, 2009, p. 7.
[4] Cristian Barna, *Terorismul, ultima soluţie?*, Editura Top Form, Bucureşti, 2005, p. 7.
[5] *Ibidem*, pp. 7-8.

perception to terrorism: "Soon, the French Revolution drowned itself in a paranoid blood bath and terrorism obtained negative connotations, as expected [...]"[6]

Ethnic conflicts in the Balkans at the end of the 19th century and in the beginning of the 20th century, the 1968 Arabic-Israeli wars, the terrorist attacks during the 1972 Olympic Games from Munich are all clear proofs that terrorism changes from one century to another and from one decade to another and the terrorists' *modus operandi* becomes more and more effective very quickly. Moreover, terrorism is characterized by a level of uncertainty as it is difficult to predict, which makes it hard to create the perfect strategy for preventing and fighting against it.

Terrorism became globally frightening especially after the terrorist attacks planned by the Al Qaeda organization on the United States of America on the 11th of September 2001. This was the deciding day both for the great powers of the worlds as well as for the small and average states while 21st century terrorism proclaimed itself as the greatest menace to the Western World after the fall of the World Trade Center Buildings in New York. In the 21st century, a new form of terrorism was to shake mankind– namely the so-called "new terrorism"[7]: "Most researchers and analysts in this field, not to mention reporters and politicians seem to perceive the development of the Islamic terrorism over the last decade as a kind of a *"new terrorism"*[8].

By approaching the concept of terrorism through Reinhart Koselleck's method of conceptual history, one can also see, together with the diachronic analysis of the term, its semantic evolution over the centuries until crystalizing the "new terrorism" concept which is defining for the 21st century opposition between the Western and the Arab world consisting in unpredictable terrorist attacks which are also very difficult to fight against. That is why analysts are dealing with an asymmetric menace based on which the ideology dictates the plan of action: "A word, in this context, about the purpose of ideology in the current situation of the international system. [...] we cannot ignore the fact that the very foundation of the acts of many Islamic terrorist organizations against Western states is represented by the hatred generated by fundamentalist notions [...]"[9].

The "new 21st century terrorism"
or the global Jihad – from Al Qaeda to ISIS

One can see several differences between the classic and the new terrorism which is typical for the 21st century: The new right wing terrorism does not distinguish itself by its quality of member in well-organized groups having hierarchic structures, it is neither involved in public events such as uniform marches or protesting against migrants nor does it show a clear sympathy for fascist or Nazi ideologies."[10]

Nowadays terrorism is characterized by means of a network-like organization, having almost zero hierarchy, which instead prefers to be conducted by the so-called "ghost cells"[11]. The new 21st century terrorists are very familiar with the modern communication means so that neither they nor their plans can be easily discovered: „[...] the network like organization manner is also enabled by the use of communication and information technologies which offer terrorist organizations the possibility to communicate from a distance by using different secret codes [...]"[12].

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[6] *Ibidem*, p. 9.
[7] Vasile Simileanu, *Radiografia terorismului*, Editura Top Form, Bucureşti, 2004, p. 18.
[8] *Ibidem*, p. 18.
[9] George Cristian Maior, *Un război al minţii. Intelligence, servicii de informaţii şi cunoaştere strategică în secolul XXI*, *op.cit.*, p. 70.
[10] Cristian Barna, *op.cit.*, p. 17.
[11] *Ibidem*, p. 18.
[12] *Ibidem*, p. 19.

The defining features of the new terrorism are detailed by Cristian Barna in his quoted paper as being three major action trends which demonstrate a rather simplified *modus operandi,* but which is in perfect accordance with the modern technologies: the lack of a leader and the preference for linear networks, the intention to make as many victims as possible, the use of press-releases and the connection to mass-media by detailing the manner in which the attacks were planned and their publically recognition. The asymmetric character is defining for terrorist threats: "Today, the Israeli specialist in political sciences Martin Van Creveld demonstrates that the new face of the Post-Cold War is a "non-trinity" one, asymmetric, the inter-state war between the great powers being rarer and rarer."[13]

The most representative form of nowadays terrorism is the Islamic fundamentalism which was in the beginning spread by Al-Qaeda by initiating the global Jihad and announced by their leader, Osama bin Laden: "Al-Qaeda is not only an international terrorist organization, but for the partisans of Islamic fundamentalism it represents the very symbol of the fight against the invasion of the Arab world by the Western society. In his turn, Osama bin Laden had become a symbol that channeled the anger of the Muslin world against the United States of America (Binladenism)."[14] Therefore, the Jihad became a clash between the Western and the Islamic mentalities and values, Al-Qaeda representing the main weapon of the contemporary Jihad[15]. The ideologies and the strategies of Al-Qaeda were greatly debated in numerous German magazines and newspapers: "With his spectacular terrorist attacks, Osama bin Laden wants to provoke and frighten the Western society so that he can weaken the Western hegemony on long-term."[16]

The global Jihad proclaimed by Al-Qaeda is worth being analyzed not only in terms of religious extremism, as a mere representative type of the new terrorism, but also from the identity-cultural perspective which it promotes and which has a programmatic value for the members of the organizations and its supporters in the entire world. The speech as an instrument becomes a crucial element in understanding the cultural identity of Islamic fundamentalists and for the Jihad supporters, terrorism represents the supreme form of manifestation: "As the Western society is victorious, the Muslin world tries to protect its identity, inclusively by terrorist attacks […]"[17]

The clashes between the Western and the Islamic societies anticipated by Samuel Huntington actually translate a war of mentalities, the two parties' impossibility to have a peaceful dialogue becoming more and more obvious. Muslims see the Jihad as a command from Allah himself while the Western society members consider that Muslims' values are obsolete, reason why they think they are entitled to occupy the entire Arab World and to reinterpret it from their own point of view and by applying their own cultural values.

The relations of power and subordination, the hegemony of the Western versus the Oriental world and the role of the speech are all essential elements which Edward Said analyzes thoroughly in his paper entitled *Orientalism. The Western approaches on Orient.* The West became in the end a standard validating the speech and this is why the Western's speech does not matter at all, the Orientalism becoming in fact the Western's institutionalized speech about the East. Therefore, both the Eastern and the Western identity are in fact artefacts included in the sphere of subjective constructivism.

The new 21st century terrorism, respectively the global Jihad, is in fact the Islamic society's fear of not being annihilated or swallowed by the modern Western values. This is

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[13] Şerban F. Cioculescu, Octavian Manea, Silviu Petre, *Faţa întunecată a globalizării*, Editura RAO, Bucureşti, 2016, p. 51.

[14] Cristian Barna, *Al-Qaida vs. restul lumii: după 10 ani*, Editura Top Form, Bucureşti, 2011, p. 19.

[15] Cristian Barna, *Jihad în Europa*, Editura Top Form, Bucureşti, 2008, p. 52.

[16] Das Magazin der Bundeswehr Y, 2009, p. 13. (personal translation from German into Romanian language)

[17] Cristian Barna, *Jihad în Europa*, op.cit., p. 36.

exactly why when creating an effective strategy for the prevention and fighting against terrorism one should also take into account the finding of a *juste milieu* able to create a dialogue between the Western and the Islamic society. Still, the success of such dialogue is guaranteed provided each of the two parties observes the conditions and accepts the cultural exchange. Moreover, one should also take into account the communication in the virtual environment of the Islamic State, which looks more and more like propaganda: "What is even more disturbing is the force of the propaganda-like messages promoted by the Islamic world in the virtual environment and the influencing capacity of self-radicalized persons. Although they serve the cause, not the organization, they can be easily manipulated through propaganda, in order to commit lone-wolf attacks [...]."[18] The so-called "Twitter soldiers"[19] become excellent specialists in the rules of international marketing.

Although firstly Al Qaeda represented the 21st century Islamic terrorism, the year 2014 totally changed this paradigm together with the appearance of the Daesh, the Arab acronym for the Islamic State of ISIS (Islamic State in Iraqi and Syria): "Full security seems to be a farther and farther ideal and the present is continuously rewritten by the competition between the two top actors of global Jihad: the Islamic State that has already exceeded the rival condition and Al Qaeda which became less and less a model."[20] Although both terrorist organizations are part of the Islamic fundamentalist, a detailed analysis of Daesh's objectives and manner of organization shows several differences between them as well as an operational superiority of Daesh to the detriment of Al Qaeda.

Daesh is a terrorist organization, a network and a proto-state at the same time: "Daesh is simultaneously a terrorist organization, a network of structures and a proto-state."[21] Daesh intends to instate a caliphate, fighting against the "Coalition against the Islamic State, against the Pro-Assad structures and against the Kurdish forces"[22], while Al Qaeda was rather passive regarding its structures, coordinating them from a distance without involving itself: "The Daesh Islamists insist on the legitimacy of the holy war, on the alleged necessity of the Caliphate, labelling their enemies as being heretics, apostates, enemies of the Islam (and of the "Ummah", the global community of Muslims)"[23] Nevertheless, the Daesh supremacy to the detriment of Al Qaeda is shown not only in the tactic field of the fight against Western world, but also in the virtual environment, the key elements of the New Media being used to the highest standards by the supporters of Jihadist activism: "Many supporters of Al Qaeda have renounced to their accounts created before the year 2010 and have recreated others in order to show their loyalty to Daesh."[24]

The Daesh message in the online is worth being analyzed based on the methodologic instruments made available by the linguistic, socio-linguistic pragmatics and the inter-cultural communication. Briefly, there are three defining stages for linguistic construction which also emphasize the performative dimension: "Currently, the messages broadcasted on social networks or on the websites of terrorist organizations such as DAESH and ash-Sham are very elaborate and observe the communicational structure specific to a complex action, originating from the intelligence field, having three different stages: the propaganda, the counter-propaganda and the influence, together with an exaggerated violence in the communication

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[18]   http://intelligence.sri.ro/propaganda-statului-islamic-cum-comunica-o-grupare-terorista/   (Accessed   on 10.12.2017).

[19]   http://intelligence.sri.ro/propaganda-statului-islamic-cum-comunica-o-grupare-terorista/   (Accessed   on 10.12.2017).

[20] http://intelligence.sri.ro/al-qaeda-vs-statul-islamic-al-cui-razboi-este-mai-sfant/ (Accessed on 15.12.2017).

[21] http://intelligence.sri.ro/daesh-organizatie-retea-sau-stat/ (Accessed on 15.12.2017).

[22] http://intelligence.sri.ro/daesh-organizatie-retea-sau-stat/ (Accessed on 15.12.2017).

[23] Șerban F. Cioculescu, Octavian Manea, Silviu Petre, *op.cit.*, p. 61.

[24] http://intelligence.sri.ro/new-media-scoala-califatului/ (Accessed on 08.01.2018).

field by translating the message to an explicit and illustrative form of terror."[25] Through the incontestable force of its messages from Dabiq, Daesh demonstrates that it possesses a propagandistic mechanism of its own and proposes in a sarcastic tone "an alternative to what the Western world could not offer – a solution on governing Iraqi and Syria."[26], at the same time showing "a lack of unity and coherence in the strategy applied in the EU."[27]

Fighting against terrorism – a trap?

Besides Reinhart Koselleck's method on conceptual history already presented in the first part of this paper, the methodologic instruments of this article include the principle of security sectors introduced by the Copenhagen School: "In the security studies, the analytic purpose of sectors is to distinguish between different types of interactions (military, political, economic, society, ecologic). […] The sectors of security, procedure proposed by the Copenhagen School, intends to specify the security analysis."[28]

As Reinhart Koselleck's method of conceptual history allowed to identify the semantic evolution of the concept of terrorism and the distinction between classic terrorism and the new terrorism as well as to show the cultural dimension of the terrorist phenomenon, the principle of security sectors plays an essential role in classifying terrorism based on the analysis criteria of the Copenhagen School as well as in finding the appropriate perspectives when preparing pragmatic anti-terrorist strategies which do not contradict the democratic values: "security sectors, the menaced object, the reference object, the security actors and the functional actors."[29]

The complexity of the terrorism results in difficulties in classifying this threat into one of the categories mentioned by the Copenhagen School, fact which on the one hand shows the unpredictable character of the terrorist threat and on the other hand underlines the certainty that fighting against terrorism also means having a strategy in the sense unanimously accepted by the anti-ISIS International Coalition. In other words, anti-terrorist strategies must be discussed in detail and collectively assumed by International bodies then applied on a European, regional, national and local level.

Although the trend to include terrorism only in the field of society security is highly significant, such way of thinking being dictated by identifying the Western identity as the menaced object, the studies of Barry Buzan and of Copenhagen School theorists define terrorism as being both a political and a military threat: "State-sponsored terrorism is state terrorism and does not make the object of society risks, but it is a political and military threat." Islamic terrorism represents a menace both for the military and for the political sector: if the state is the object menaced in the military sector, the sovereignty respectively the ideology will represent the menaced object in the political field.

According to the 1566 Resolution adopted by the Security Council of the United Nations Organizations, terrorism is classified as a menace to security: "The security Council of the United Nations adopted the 1566 Resolution which considers terrorist acts are a menace to security."[30] Terrorists are identified as non-state actors and terrorism is considered as a type of asymmetric war.

The issue raised in this context is whether using force as an answer to the terrorism attack is legitimate or it breaks the international rules. On this topic, there are several debates

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[25] http://intelligence.sri.ro/new-media-scoala-califatului/ (Accessed on 08.01.2018).
[26] http://intelligence.sri.ro/quo-vadis-daesh/ (Accessed on 20.01.2018).
[27] http://intelligence.sri.ro/quo-vadis-daesh/ (Accessed on 20.01.2018).
[28] Ionel Nicu Sava, *Studii de securitate*, Editura Centrului Român de Studii Regionale, București, 2005, p. 42.
[29] *Ibidem*, p. 43.
[30] Dana Dumitru, *Revizuirea regulilor războiului: de la intervenția umanitară la atacul preventiv*, Editura Institutului de Științe Politice și Relații Internaționale „Ion I. C. Brătianu", București, 2016, p. 74.

related to the internationally accepted rules on armed conflicts: "Terrorism is no different from other forms of conflict regarding the involvement of the civil population, but it breaches in a more flagrant manner the internationally accepted rules of armed conflicts."[31] The Charter of the United Nations Organization does not shed any light on the definition of the armed attack: "The Charter of the United Nations Organization shows that using force is not allowed in the absence of an armed attack, but on the other hand it does not define armed attacks either."[32] Still it is mentioned that: "the international practice accepts that supporting guerilla forces or terrorist organizations with guns or by giving them any other type of support does not represent an armed attack unless such organizations are controlled by the very states which support them."[33]

Therefore, regarding the state-supported terrorism, "a military operation can be considered an act of self-defense."[34] In case it is demonstrated that the respective terrorist organization did not benefit of support from a state, the enforcement of the internal law is the most appropriate and most legal answer. Military campaigns against terrorism are justified only in case the enforcement of the internal law of the state in question did not have the expected results: "From the perspective of the international law, a military campaign against terrorism is allowed only if the enforcement of the internal law did not give any results."[35]

At the same time, on many occasions there appear serious confusions between the terrorist phenomenon and the guerrilla war which seldom represent obstacles against finding proper antiterrorist strategies according to the values of democracy. But the differences between terrorism and the guerrilla war are very obvious in relation to organization and the type of weapons used. For example, terrorists prefer small cells and "lonely wolves" network-like organization, while guerrillas use platoons, even brigades: "Guerilla organizations usually act in platoons or companies, sometimes even in groups similar to battalions and brigades. […] Unlike guerillas, terrorists operate in small cells, usually using a singular assassin or a person placing improvised bombs or a small cell at the most which captures hostages."[36]

As for the weapons used, guerillas prefer shotguns and artillery, while terrorists are experts in manufacturing artisanal bombs: "While guerillas usually use guns as those used in military interventions, such as shotguns, mortars or even artillery, the weapons typically used by terrorists include manufactured bombs for vehicles and sophisticated explosive devices with barometric programming, designed to destroy airplanes."[37]

The confusions between terrorism and guerila wars and the justification of using force as an answer to a terrorist attack are also accompanied by another trap in terms of the fight against terrorism: the observance of human rights by antiterrorist strategies. In this sense, we invoke Resolution 1373 of the Council of Security of the United Nations Organizations regulating that no one should disregard the human rights when planning antiterrorist strategies. The most relevant example consists in adopting the USA PATRIOT Act in the USA after the 09/11 attacks. The promulgation of the USA Patriot Act caused many debates related to the breach of the human rights: "The USA PATRIOT Act is destined to strengthen the defense of the American territories against terrorist acts, by significantly extending the authority of the investigation bodies as well as of security agency with regard to the possibility of supervising private communications and having access to personal data."[38] The PATRIOT Act stipulated: "to gather information regarding presumed terrorists or to resort to

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[31] Cristian Barna, *Terorismul, ultima soluție?*, *op.cit.*, p. 85.
[32] Dana Dumitru, *op.cit.*, p. 74.
[33] *Ibidem*, p. 74.
[34] Cristian Barna, *op.cit.*, p. 87.
[35] *Ibidem*, p. 87.
[36] *Ibidem*, p. 86.
[37] *Ibidem*, p. 87.
[38] *Ibidem*, p. 126.

residential searches without a warrant"[39], which led to the conclusion that this may be a "manner of controlling the population by the Government."[40] At the same time, adopting the USA PATRIOT Act coincides with the reform of the American intelligence: "A first initiative of the intelligence field reform consists in the adoption of the USA PATRIOT Act in 2001."[41]

Cyber war – a threat in the virtual environment

In the 21st century, it seems that the virtual reality cohabitates in harmony with the physical reality, the IT technology evolving every minute and on each continent. Although it has numerous advantages such as the rapid access to information, communication with persons from all around the world, rather low costs, nevertheless the Internet has also disadvantages of its own, among which the cyber threats are the most disturbing ones. The fact that more than 1.5 billion people have access to the Internet is more than relevant and underlines that cyber threats are very real, taking into account that Internet is not very expensive and the cyber warrior can easily hide his identity behind his own computer.

Therefore, we can talk about a war in the virtual environment as well. In the United States of America, they are talking about cyber threat as a "cyber apocalypse"[42] and taking into account the complexity of cyber attacks in Estonia in 2007, we can say that the Estonian state was the victim of a cyber war, although the officials avoided to use this term: "In April 2007, Estonia was the victim of a cyber attack like no other before, the websites of the Parliament, ministries, banks, main newspapers and TV channels being targeted by hackers. The country has been paralyzed for 3 weeks, the ministries, banks and many companies being obliged to stop working, while Estonian citizens had difficulties in accessing the Internet [...]"[43]. Later it was discovered that the cyber attacks against the Estonian infrastructure originated from Russia as a consequence of relocating the memorial of the Soviet soldier from Tallinn.

Before discussing about the theoretical and practical approach of the cyber war, it is essential to make a portrait of the cyber warrior, because he is the main actor of the cyber war, which is considered a new battle field of the virtual space. The cyber warrior is considered "any military specialist or specialist from the Government who is familiar with the Internet, who knows how to attack by using communication means (such as the Internet) and who can defend the networks from such attacks."[44] The term of "electronic" war given to these attacks dates back from the Second World War. Therefore, in the 21st century the Internet became a real battle field: "The Internet was the easiest way to spread viruses, Trojans, IT worms etc."[45]

The complex character of cyber war is supported by the fact that this threat does not come down to the Internet as a weapon only, but it handles information in order to obtain what it desires: "Cyber war uses electronic networks, such as the information as weapons."[46] That is why the level of this threat is extremely high because in the 21st century, we get the pair cyber war – information war, although the information war is ancient: "Cyber war [...] was also combined with the information war (by using the news and the information as

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[39] Dan Dungaciu, Cristina Ivan, Darie Cristea, *Doctrine de securitate*, Editura Institutului de Științe Politice și Relații Internaționale „Ion I. C. Brătianu", București, 2016, p. 127.
[40] *Ibidem*, p. 127.
[41] George Cristian Maior, Ionel Nițu, *Ars Analytica. Provocări și tendințe în analiza de intelligence*, *op.cit.*, p. 105.
[42] George Cristian Maior, Ionel Nițu: *Un război al minții. Intelligence, servicii de informații și cunoaștere strategică în secolul XXI*, *op. cit.*, p. 93.
[43] http://www.descopera.ro/capcanele-internetului/9627768-traim-in-epoca-ciber-razboaielor (Accessed on 18.02.2018).
[44] James F. Dunnigan, *Noua amenințare mondială*, Editura Curtea Veche, București, 2010, p. 15.
[45] *Ibidem*, p. 7.
[46] *Ibidem*, p. 16.

weapons). Typical for the 21st century. But as it shall be shown bellow, the information war is ancient while the cyber war has no more than one century. […]"[47]

The damages caused by a cyber war can be huge taking into account that nowadays, all important infrastructures are connected to the Internet and their disconnection even for a few seconds leads to catastrophes on both the European and extra-European security environment: "Viruses and IT worms are only few of the weapons used to block computers, to destroy data and cause damages to energetic power stations, factories of a nations, to fuel supply, to communication systems and even to certain parts of military forces."[48] In this context, the USA would be the most affected country in case of a potential cyber war because there is no sector of activity in the American society that is not connected to the Internet; this is the great disadvantage of all industrialized countries for which the Internet has become a *modus vivendi*: "Vulnerability is also another issue. The USA are the most exposed to a cyber war because as a nation, they use the Internet more than any other country. This is the bad news."[49] Here are some of the electronic weapons which cyber war is possessing at this moment: Trojans, viruses, worms, zombies, vampires, sniffers and Buffer Overflow Exploitation.

Although the nowadays European and extra-European security environment deals with the pair cyber war – information war, it would be wrong to consider that these two terms as equal. Therefore, we need to make a clear conceptual distinction between cyber war and information war. Experts in the security studies underline that: "cyber war derives from the information war."[50] The most important distinction between the cyber war and the information war consists in the type of weapons used by the two wars: "While the cyber war focused on the software and hardware, the informational war refers to handling information. […] But the Internet allows much more talking and more opportunities not to use anything else other than information in starting a war. […] The information and its use in the fight are fundamental for the information war."[51]

As it has been demonstrated that usually cyber war is combined with the informational war so that warriors can obtain the wanted effects much easier and the target loses completely its balance, it would be useful to analyze cyber war based on the methodologic instruments made available by the experts in the analysis of information war. Among the three analytical dimensions proposed by the Laboratory for Analyzing Information War and Strategic Communication and detailed by Dan Dungaciu, this article refers to the geopolitics of mistrust: "We are talking about those geographic spaces where the population has a low level of trust in their own elite, in their own institutions, in their own founding projects. […] The geopolitics of mistrust is the element preceding each research on the information war."[52]

This geopolitics of mistrust reveals the open wounds of a state and enables the destabilization of national security and therefore external threats have all the chances to succeed: "When the respective society is already facing a crisis, when the wounds are open, when the level of trust in institutions and politicians (namely in the "System") collapses, then the external intervention has clear chances to change the profile of a society."[53] The weapon for fighting against the geopolitics of mistrust is a solid security culture. A solid security culture through public information campaigns about the fake-news and the concrete means to

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[47] *Ibidem*, p. 17.
[48] *Ibidem*, p. 20.
[49] *Ibidem*, p. 26.
[50] *Ibidem*, p. 131.
[51] *Ibidem*, pp. 131-132.
[52] Lucian Dumitrescu, *Războiul informaţional sub lupă*, Editura Institutului de Ştiinţe Politice şi Relaţii Internaţionale „Ion I. C. Brătianu", Bucureşti, 2017, pp. 16-17.
[53] *Ibidem*, p. 13.

protect one's own laptop or computer from potential cyber wars is the most pragmatic and less expensive solution for the prevention and fighting against cyber war and information war.

Even if Romania was also a victim of this geopolitics of mistrust, we must specify that in the last few years there have been progresses regarding the consolidation of the security culture. If LARICS (The Laboratory for Analyzing Information War and Strategic Communication) is a first step in educating the population on how to distinguish between a real news and a fake one and prepares the politicians to be ready in order to cope with informational wars, the specialists from the National Cyberint Center of the Romanian Intelligence Service are in charge with the cybernetic security of all Romanian citizens by properly informing them on the protection of their own IT systems so that the cyber war becomes impossible: "Romanian Intelligence Service supports the importance of the operations for the development of population's security culture by creating awareness in terms of vulnerabilities, risks and threats from the cyber space and the necessity of ensuring the protection of its own IT systems. Presently, anyone can be the target of a cyber attack and the most important institutions of the state are usually the first which are targeted. Still, the weakest link in the chain remains the human factor, the person in front of the screen and of the keyboard. Not all of us should become experts, we just have to be informed on the necessity and the manner of protecting the IT systems used."[54]

In Germany, the Federal Ministry of Defense includes in its flow chart the Cyber Department/ the Technology of the Information (CIT) and is in charge with "ensuring the cyber security"[55]. At the same time, Germany also has a Commandment for Strategic Recognition (Kommando Strategische Aufklärung – KSA) headquartered in Gelsdorf which in collaboration with the Federal Intelligence Service (BND) is in charge with the security of the German federal network of defense: "In 2006, Germany created a Cyber War Unit. The Department of Information and Communication Operations from the Military Unit in Tomburg at the Rhine shore in Bonn is part of the powerful Commandment of Strategic Recognition together with its 6000 members (KSA). […] The job tasks of the cyber warriors from the Department of Informational and Communication Operations include not only the security of its own federal network of defense, but also the espionage, manipulation and sabotage of foreign networks."[56]

In the USA, the state has come to excessively secure the cyber space as in May 2010 the Washington Administration founded the United States Cyber Command (USCYBERCOM), subordinated to the United States Department of Defense. At the same time, a major role in the USA in fighting against potential cyber wars is played by the National Infrastructure Protection Center (NIPC) which functions within the FBI: "NIPC includes and extends the mission and the personnel of CITAC from the FBI. […] In order to fulfill this mission, NIPC is based on the assistance and the information gathered by the 57 FBI territorial offices, by other federal agencies, state and local agencies authorized by the law and, maybe the most important, by the private sector."[57]

Conclusions

Islamic terrorism and cyber war represent beyonf any reasonable doubt two of the most current threats to the European security environment. For sure the European security is menaced and the more and more dynamic security environment requires know-how and rapid reaction: "In a more and more competitive environment, the relevance of security structures

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[54] https://www.sri.ro/cyberint (Accessed on 18.02.2018).
[55] https://www.bmvg.de/de/ministerium/organisation (Accessed on 18.02.2018).
[56] Stefan Aust, Thomas Ammann, *Digitale Diktatur*, Editura Econ, Berlin, 2014, p. 315-316. (personal translation from German into Romanian language)
[57] James F. Dunnigan, *op. cit.*, pp. 325-326.

depends on their capacity to adjust to the threats which they must fight against, be familiar with and understand and, implicitly, to anticipate their consequences and impact over the national security, through early warnings and correct estimation."[58] The current security environment is: „ [...] dynamic, volatile, unconventional, asymmetric and globalized."[59]

Prevention and fighting against Islamic terrorism involves the existence of a coherent and pragmatic strategy, elaborated not only by the intelligence services, but also by all institutions activating in the national security area. An effective strategy against the fundamentalist Islamic terrorism will never have the expected results in the absence of a strategic culture or if the citizens do not trust in the state institutions, namely the system. That is why education is the main weapon to completely annihilate the lack of a strategic culture and the population's lack of trust in the state institutions.

A *sine qua non* condition for consolidating the strategic culture and the population's trust in the state institutions is represented by permanent information campaigns created for the citizens regarding the practical measures on knowing how to act in case of a terrorist attack and on how to secure their It networks so that the cyber war remains only an illusion. We are not talking only about the education in the sense of training and familiarizing the population with concepts from the national security field, but also about education in terms of building solid political elite.

Only after they are certain of a solid strategic culture and high level of trust in the state institutions can specialists start elaborating strategies on the prevention and fighting against Islamic terrorism and cyber war. We must avoid the trap of literally and entirely taking over strategies from the other European states and translating them into Romanian language. This is what Titu Maiorescu would define as "form without foundation". It is useful to document ourselves and be connected to the European reality but the measures taken over from other states must be recreated and adjusted to the particularities of the Romanian institutions.

A pragmatic and effective perspective that should be activated by the strategies on the prevention and fighting against Islamic terrorism and cyber war consists in the intercultural communication. The failure of the American intelligences services after the 09/11 attacks has been extensively debated and one of the reasons responsible for this failure proved to be the lack of linguistic skills. We must add that besides the linguistic skills, the intercultural communication strategies and skills are even more important. In order to be able to create the so-called "graphic of indexes and warnings"[60], analysts should also possess solid intercultural communication skills besides their linguistic skills.

Concepts taken from Hofstede's cultural standards such as the distance to power, individualism/ collectivism, short-term planning/long-term planning decodes based on detailed analysis charts various profiles of the countries that might represent threats to the European security by resorting to Islamic terrorism and cyber war. The analysts activating in the intelligence field are now bearing a huge responsibility more than ever: "In the intelligence field, there are no substitutes for linguists, experts in different cultures and experienced analysts."[61] The information gatherer must also have intercultural skills in order to make quick connections between the information gathered from another country not to mention from another cultural environment.

Therefore, the HUMINT and the CYBERINT must use the intercultural communication strategies in order to prevent and fight against Islamic terrorism and cyber war in the Internet area.

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[58] Ionel Nițu, *Ghidul analistului de intelligence*, Editura Academiei Naționale de Informații „Mihai Viteazul", București, 2011, p. 13.
[59] *Ibidem*, p. 14.
[60] John Hughes Wilson, *Serviciile secrete*, Editura Meteor, București, 2017, p. 73.
[61] *Ibidem*, p. 72.

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RETHINKING SECURITY DECISIONS THROUGH PHILOSOPHY OF TECHNOLOGY

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Abstract: The level of security achieved for different referent objects represents the effect of the decisions taken on that specific purpose by one or more security agents. This applies as well to the cyberspace and to the referent objects within this domain and last studies over the communications infrastructures indicate that the security decisions omitted referents. This article aims to show how a common problem in security studies – identifying referent objects – is influencing the actors and the security decisions by determining a specific turn in security policy. The second goal of this article is to underline the role of the philosophy of technology for a deep understanding of cyber security referents and this is done by analyzing the main cyberspace models and introducing the main concepts of the philosophy of technology. In the end, the article highlights the need for reconsidering the security decisions range through philosophy of technology.
Keywords: security, cyberspace, artifacts, philosophy of technology.

Introduction

The political decisions make security and the level of this value[1] achieved for different security objects represents the effect of these actions taken on that specific purpose by one or more agents of security. In fact, the power to decide over the level of security and referent objects is fundamental to draw security evolutions: "Politically speaking, the power to decide what is real (and what should be forgotten) is crucial. To be able to dominate the defining of reality is a step towards dominating politics (…) In the context of the politics of security, the question what is real? must begin with ideas about the referent."[2] But identifying referents has been indicated in security studies as a common problem (for both decision makers and researchers), which leads to the coexistence of different knowledge.[3] This applies as well to the cyberspace and its referent objects and last reports over technical things confirm that the security decisions process omitted such referent objects. This article aims to show how the problem of identifying referent objects is challenging the agents in the process of taking security decisions and determining a specific turn in security policy. By analyzing the main cyberspace models and introducing the main concepts of philosophy of technology, the article intends to underline the role of the last in a deep understanding of security referents. In the end, the article highlights the need for rethinking the security decisions range through philosophy of technology.

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[1] As described by Arnold Wolfers, "security is a value , then, of which a nation can have more or less and which it can aspire to have in a greater or lesser mesure." Arnold Wolfers, Discord and Collaboration. Essays on International Politics (Baltimore (Md.): Johns Hopkins University Press, 1962), 150.

[2] Ken Booth, Theory of World Security, Cambridge Studies in International Relations, (Cambridge: Cambridge University Press, 2007), 184.

[3] Thierry Balzacq, Les études de sécurité (Chapitre 28) in Traité de relations internationales (coord. Thierry Balzacq and Fréderic Ramel, Paris: Presses de Sciences Po, 2013.), 685-686.

Discovering communications infrastructures

A recently published report by the platform Policy Exchange[4] over the importance of the undersea cables brings to the attention facts and information that made from the undersea cables the world's most indispensable pieces of infrastructure. 97% of the global communications are passing via an estimated 213 independent cable systems. The communication over the undersea cables is more reliable and more cost efficient than the one via satellite. Only 3% of the global communication is routed via satellites, but in case of an outage, the satellite system could only carrier 7% of the data routed in present from the United States alone using the submarine cables.

The location of the undersea cable systems is publicly available, making them vulnerable to malicious actions, both in the submarine environment and on land. And the challenge of the cable ownership and the deficient international lay are adding vulnerability. Rishi Sunak underlines that the private ownership is reducing the attention of national states on the protection of the cable systems and is making even difficult the task of the legal protection. The mentioned study shows that the cables fly no flag and therefore cannot be associated with any nationality.

States are different and this is mirrored in the variable security policy adopted by them and producing unequal security outcomes. Among the national initiatives are mentioned those of Australia and New Zeeland, which are implementing the Cable Protection Zones, meant to be a solution to avoid the accidents and the faults of the cables in the highly populated zones. Not only the physical integrity of the submarine cables is threatened, but also its network management systems – any vulnerability could allow a hostile intrusion, which would lead to catastrophic effects for all the global systems that are using this backbone infrastructure. But even having such a great importance for the welfare of the mankind, the submarine cables systems are lacking of an adequate protection in international law and of a dedicated security policy.

Communications infrastructures as security referent

In the foreword of Rishi Sunak´s study, the Admiral James Stavridis[5] makes an essential remark: "we have allowed this vital infrastructure of undersea cables to grow increasingly vulnerable"[6]. As a linguist, I analyze every sentence for essential words and in this case the emphasis is carried by the verb *allow*, which means to "declare or decide that (an event or activity) is legal or acceptable"[7] and is used with an object. The meaning of this verb suggests the existence of a previously assigned authority to *decide* over certain actions, condition that matches the representation of agent and structure as described by Ken Booth: "An agent is a defined person or group capable of making things happen. A structure is defined as something existing outside the agent – an independent conjunction of phenomena that shape an agent's actions."[8] At the time of this writing, the undersea cable systems are still growing and the vulnerable state is still replicating: these are two ongoing processes. There is no time to lose on analyzing how and why the construction of an imperfect security design has been allowed. Three options can be considered for reshaping the security design of the communications infrastructures:

    a) The purchase of international norms;

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[4] Rishi Sunak, *"Undersea Cables: Indispensables, insecure"*, available on the platform Policy Exchange, last accessed on 20 December 2017, https://policyexchange.org.uk/publication/undersea-cables-indispensables-insecure/

[5] Adm. James Stavridis (USA Navy, Ret), currently Dean of the Fletscher School of International Affairs at Tufts University and former Supreme Allied Commander at NATO.

[6] Sunak, "Undersea Cables", 9.

[7] Source: https://en.oxforddictionaries.com (last accessed on 02.03.2018).

[8] Booth, *Theory of World Security,* 215.

b) The challenge of the level of action;

c) The challenge of the existing categorical structures or referent objects;

This article aims to show that only the third option – challenging the existing categorical structures or referent objects – supposes a change in the security approach. The first two would only replicate the business-as-usual if they are not preceded by the reconstruction of the reference system. Therefore, my assumption is that, for the submarine cables, not being recognized as a categorical structure in the security approach is even worse than not having an adequate protection in international law and a dedicated security policy. Without a properly assessment of infrastructures as a categorical structure and as a referent object, the security norms and strategies will be imperfect and doomed to perpetuate the vulnerable state of these technical artifacts. But, even though the problem has been identified, it still has not been named.

Redesigning the security approach is all about ontology. Ken Booth considers that different ontologies are different "views about the categorical structures or referent objects that comprise the entities that the theory or belief system considers to be actually existing, and so constituting reality"[9]

> "Ontology (…) is what we take to be real, and so in security policy it is the basis of what we believe needs to be protected. This in turn impacts directly on such important issues as what we consider to be relevant knowledge, what the chief struggles are deemed to be, and how we might act. This is why the debate over understandings of security is so important and why ontology must be turned into one of the battlefield in the international relations."[10]

Therefore, different ontologies imply different views of what is real. And "in the context of the politics of security, the question what is real? Should begin with ideas about the referent."[11] Based on four cyberspace models presented by William D. Bryant[12], in the next section I will underline the ontological problem, which are the missing elements from the cyberspace representation and how they can be recovered and inserted into the security studies, without transforming this realm into a technical domain.

Different cyberspace models – different ontologies

In his analysis of the cyberspace domain characteristics and superiority, William D. Bryant defines the cyberspace as "composed of information and connections in a virtual space, but it is grounded in the physical world."[13] He presented in his book models of cyberspace and arguments for every one of those representations of cyber realm. The models are the starting point in asking questions about what is real and what is worth candle. The first representation is provided by the Open System Interconnection (OSI) model, which presents the cyberspace as a seven-layered communications system. The author considered this model less useful for describing superiority because does not offer the delimitation between information and the carrying system.

The second model has a three-layered image (physical, logical and social) of cyberspace and has been proposed by the U.S. Army Training and Doctrine Command (TRADOC). The social layer, which accounts for the persona (the people) and the cyber persona (the cyber identities), is considered problematic because the cyberspace superiority is driven by people from outside, not from inside. As well, this model does not offer a proper distinction between information and the carrying system. In addition, the model defines the

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[9] Booth, *Theory of World Security,* 184-185.

[10] *Ibid*, 187.

[11] *Ibid*, 184.

[12] William D. Bryant, International Conflict and Cyberspace Superiority: Theory and Practice (Routledge 2016).

[13] Bryant, *International Conflict*, 76.

logical layer as where the network devices are operating, but this is overlapping the physical layer's representation.

The third model has been developed by David Clark from MIT and contains four level of analysis: physical, logical, information and people. This representation of cyberspace is declined as well for including the people layer, which could lead to a high resemblance with the land domain. And finally, the fourth model and the most appropriate to describe cyberspace and the superiority in this domain is provided by the cyber-analyst Martin Libicki. The design of this model is a three-layered representation of cyberspace: physical, syntactic and semantic. This model is based in the linguistics and the design advocates for dependent relationships between the higher layers and the lower layers: "The elimination of the physical layer would cause the syntactic and physical layers to dissolve, but the converse is not true. (…) If a syntactic attack completely erases the operating system, but leaves the physical hardware untouched, it is much easier to reconstitute than if an attacker destroyed the hardware itself."[14] It is worth to mention that the model provided by Martin Libicki is visually represented as pyramid and aims to make the difference "between attacks on information and attacks on information systems"[15].

As mentioned in this article, the models represent different ontologies and behind those are the representation and the knowledge of the author about the cyberspace. However, the risk is that these imperfect models will be assimilated into the security policies. Based on the depiction above, the difficulties to approach the cyberspace can be easily identified: the delimitation between information and the carrying system, the people layer, the interdependence and the overlapping of different layers.

The delimitation between information and information system is a pertinent point in the debate about an appropriate cyberspace model, as this is a dependent variable. Taking as level of analysis the state, it can be easily assessed that the information carried on the communications systems has a variable value; therefore, the outcome of supposed cyberspace superiority will be different. Regarding the people in cyberspace, the landscape is incomplete: only the end-user and their cyber identities are included in the model, which is a too simple approach, failing to do justice to the cyberspace. This term could be replaced with a more reasonable concept which will allow a broader and more inclusive approach. The cyberspace is producing the expected value just because it has been designed to produce this outcome and just because by being operational allowed the performance of the assigned functions. The unavoidable relationship between the humans and computers cannot be avoided or misperceived. Here is where the need for including the relationship between the designer and the designed object in the cyberspace model is visible:

„This obedience makes heavy demand on the accuracy with which the programmer has instructed the machine; if the instructions were to produce non-sense, the machine will produce non-sense. Inexperienced programmers often blame the machinery for its strict obedience, for the impossibility to appeal to the machine's "common sense"; more experienced programmers realize that it is exactly its strict obedience that enables us to use it reliably (...)"[16]

Another topic is the overlapping of different layers: the TRADOC model is defining the logical layer as where the network devices are operating, but this is overlapping the physical layer's representation. I would claim that those two layers are not overlapping, but this is dual nature of the network infrastructure: hardware cannot be separated from the

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[14] Bryant, *International Conflict*, 53.

[15] *Ibidem*, 55.

[16] Edsger W. Dijkstra, "Programming as a Discipline of Mathematical Nature", *American Mathematical Monthly*, 81(6)(1974): 608–612.

software. The separation of the two could result in a brutal operation and Dijkstra's words are essential for understanding the nature of devices:

> "These -usually electronic- devices derive their power from two basic characteristics. Firstly, the amount of information they can store and the amount of processing they can perform in a reasonable short time are both large beyond imagination. And as a result, what computers could do for us has outgrown its basic triviality by several orders of magnitude. Secondly, as executors of algorithms, they are reliable and obedient, again beyond imagination: as a rule they indeed behave exactly as instructed."[17]

Recalling the assumption that every cyberspace model represents his ontology, a system of categorical structures or referent objects constituting the reality, ergo the conclusion is that the real nature of the cyber realm is still not part of the reality. Reiterating that in the security policy, the ontology it is the basis of what we believe needs to be protected, then not including the programmers and the designers of the communications systems in the cyberspace models and not validating the dual nature of technical things make them unprotected. How can we include this approach in the security studies and what is the missing part of the puzzle to allow us getting a complete picture about the communications infrastructures and their value? In the following chapter, I will approach the philosophy of technology as the missing link in the cyber ontology.

Philosophy of technology – missing link
in the ontology of cyber space

In this article, the philosophy of technology is considered the missing link for better understanding of cyberspace. The aspect of the overlapping layers shows us the degree in which the cyberspace is misperceived and wrongly represented. Langdon Winner, who wrote about the philosophy of technology in political sciences, considered that the phenomenon is taken as a "black box"[18], as a monolithic body that is still caching his internal nature to the researcher:"(...) although the social constructivists have opened the black box and shown a colorful array of social actors, processes, that is the point of their inquires, then constructivists are now repeating it ad nauseam"[19] or "the problem is that one's grasp may be superficial, failing to do justice to the phenomena one wants to explain and interpret."[20]

Langdon Winner is also the one who emphasized the role of machines and reiterated in his writings the topic of artifacts by questioning how people and machines are tight together:

> "One begins by noticing that people in different situations interpret the meaning of a particular machine or design of an instrument in different ways. People may use the same kind of artifact for widely different purposes. The meanings attached to a particular artifact and its uses can wary widely as well. In this way of seeing, sociologists and historians must locate the "relevant social groups" involved in the development of a particular technological device or system or process. They must pay attention to the variety of interpretations of what a particular technological entity in a

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[17] Dijkstra, "Programming as a Discipline," 608–612.

[18] Pinch, T. And W. E.Bijker, "The social construction of facts and artifacts: Or how the sociology of science and the sociology of technology might benefit each other", In The social construction and of technological systems: New directions in the sociology and history of technology, edited by W.E.Bijker, T.P Hughes,and T. Pinch, 17-50. Cambridge: MIT Press, 1987.

[19]Langdon Winner, "Upon Opening the Black Box and Finding It Empty: Social Constructivism and the Philosophy of Technology", *Science, Technology and Human Values*, Vol. 18 No 3, Summer 1993: 362-378.

[20] Winner, " Opening the Black Box," 362.

process of development means and how people act in different ways to achieve their purposes within that process."[21]

The concept of artifact is a central one in the philosophy of technology, mainly because "the things we call "technologies" are ways of building order in our world."[22] The concept goes back to the Aristotelian division between things that exist by nature and things that exist from other causes. The authorship and the intentionality as pre-conditions of artifacts mark the distinction to the natural things.

Regarding the ontology of artifacts, these can be concrete objects or abstracts. The Plato Encyclopedia offer a disambiguation in this regard: "A singular artifact can be a portable or (in principle) transportable object which can be separated from its immediate surroundings without destroying it, or a non-separable feature of an object which serves as its substrate or foundation. Objects of the former kind are called ontologically independent objects; artifacts of the latter kind are dependent objects in the sense that is (ontologically) impossible for them to exist without their substrate."[23] The distinction between natural things and artifacts is one of the four important themes on the base of philosophy of technology rooted in the ancient Greece. Two of them are the principle that the technology imitates the nature and the Aristotle's doctrine of the four causes. The fourth thesis is the representation of the world as the work of the Demiurge. But, although there was much technical progress, more emphasis was put on the practical dimension of technology and less on the philosophy[24].

The problems identified by Langdon Winner: poor, superficial understanding of the technological phenomena, "researchers in the social construction of technology programs (…) [that] have no theoretical or practical position on technology and human well-being at all,"[25] are acknowledged also by the position of Carl Mitcham who introduced the concept of "humanities philosophy of technology"[26] – just to underline that the roots of the philosophy of technology are to be found in the social sciences and humanities, rather than in the practice of technology.

In Plato Standford Encyclopedia is stated that "Technology is a practice focused on the creation of artifacts and, of increasing importance, artifact based-services. The design process, the structured process leading toward that goal, forms the core of the practice of technology,"[27] and as intentionality is a core concept in the ontology of artifacts, their analysis and the understanding of technology should start by focusing on the actors involved in designing them and issuing the suitability criteria.

The link to the politics is made when is stated that the design starts with a problem formulated by a societal actor and then handed over to the engineers to be solved. The politics allowed also that the process of technological fix took over the whole problem-solving process and did not question whether producing an artifactual process is the only and the best way to solve a problem or whether it will actually solve the problem. In this process of making structuring decisions,"different people are differently situated and possess unequal degrees of power as well as unequal levels of awareness."[28] In this context, when a high risk

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[21] Winner, " Opening the Black Box," 366.

[22] Langdon Winner, "Do artifacts have politics?" in *Daedalus* Vol. 109, No 1, Modern Technology: Problem or Opportunity? (Winter, 1980), 127.

[23] Franssen, Maarten, Lokhorst, Gert-Jan and van de Poel, Ibo, "Philosophy of Technology", The Stanford Encyclopedia of Philosophy (Fall 2015 Edition), Edward N. Zalta (ed.), URL = https://plato.stanford.edu/archives/fall2015/entries/technology/ (last accessed on 01.12.2017).

[24] *Ibidem.*

[25] *Ibidem.*

[26] *Ibidem.*

[27] *Ibidem.*

[28] Winner, "Do artifacts have politics?", 137.

is involved in taking the decision over the preferred problem solving path or process, a better understanding of the problem is required.

Producing an artifact or an artifactual process represents the outcome of a design as an optimization exercise, which at his turn is a multi-criteria decision problem. The question is whether a rational method can be formulated in order to assist choosing the design that meets all the conditions and requirements set by the decision-maker. What are the values to be incorporated in the new design and how to optimally choose among the factors are some of the criteria used by the decision-makers, and this is even harder to define in the case of collectively produced artifacts by the decision-makers and the engineers.

The multi-criteria decision problem is well known in the security studies. The decision process has been always under analysis. Robert Jervis was questioning about „how do decision-makers draw inferences from information, especially information that could be seen as contradicting their own views? "[29] And assumed that "(…) it is often impossible to explain crucial decisions and policies without reference to the decision-makers' beliefs about the world and their images of others."[30] Arnold Wolfers wrote about statesmanship and the moral choice. Decision-makers are faced with the moral problem of which level of security to make their target and then they need to decide over which values deserve protection.[31] But the most important question is what needs to be protected in order to preserve the selected values. Security is political artifact and decision-makers as security agents are assuming the authorship of these dependent artifacts (a certain level of security among states can be differently achieved, even common security strategies have a different applicability for states) and the responsibility for the multi-criteria decision problem. This is why this article emphasized the need for rethinking security decisions based on the great contribution the philosophy of technology is providing to the understanding of the practice of technology.

Conclusions

This article aimed to show how the problem of identifying referent objects is challenging the agents in the process of taking security decisions and determining a specific security degree. This applies as well to the cyberspace and to the referent objects within this domain. In this regard, I presented the report of Rishi Sunak on the infrastructure of the submarine cables and I identified these systems as an intervening variable in the security policy, but though as missing element from the security decisions.

The second goal of this article was to underline the role of the philosophy of technology for a deep understanding of security referents. In this regard, I started by introducing the main cyberspace models as described by W.D Bryant and to identify common difficulties to approach the cyber-domain: the delimitation between information and the carrying system, the people layer, the interdependence and the overlapping of different layers. It is obvious that security decisions can have a serious impact and imply a high risk; this is why better understandings of cyberspace need to be the core of future security decision. I presented then the philosophy of technology and its main concepts: the artifacts, the intentionality, the authorship and the multi-criteria decision problem.

Due to the inescapable relationship between artifacts and authorship, we can better understand why the people layer in the cyberspace models is incomplete. Then the existence of dependent artifacts, which ontologically cannot exist without their foundation, makes easier the analysis of different layers and requires a combined approach. The submarine cable systems are independent artifacts, but their management system (as it is designed for this specific purpose) is a dependent one. Security is a collective political artifact, so do security

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[29] Robert Jervis, Perception and misperception in international politics (Princeton: University Press, 1976), 3.
[30] *Ibidem*, 28.
[31] Wolfers, *Discord and Collaboration*, 163.

policies and strategies. Security agents are assuming the authorship of these dependent artifacts (the security policy of a state cannot apply to other states for obvious reasons) and the responsibility for the multi-criteria decision problem. But the path towards an optimal choice starts with a better understanding of the objects to be securitized and ontology is defining the terms in this game. Philosophy of technology has a great contribution in extending the ontology of cyberspace by adding referents and this is why we need to rethink the security decisions range and to root this approach in the practice of technology.

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THE IMPACT OF THE INFORMATICS REVOLUTION
ON THE ARMED FIGHTING

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Abstract: The informatics revolution is based, on the one hand, on the full integration of processes and, on the other hand, on the technological evolution that supports the former. Relationships between human beings and technology, as well as those between mechanisms, will evolve, due to the increasingly pronounced level of transfer to machines of sensory qualities, variability and intelligence, as well as decision-making capabilities. Informational technologies have double applicability, being generated and used mainly by the civil sector, but they can also be used in the field of national security, obviously influencing the evolution and engagement of the armed forces, implicitly the way of conducting the war.
Keywords: technology; intelligence; evolution; connectivity; coordination; security.

Introduction

Responding to the public opinion aspirations in terms of morality, legitimacy and limitation of losses, military specialists are calling on the new industry to develop technological creations. Simultaneously with the natural evolutions of the latter, new concepts of use of armed forces based on complex processes are needed and then generated. After moral wear and widespread accessibility, other needs for improvement are triggered which, graphically materialized, are represented in the form of an ever-steep spiral.

The physiognomy of contemporary battlefield operations is conditioned, in particular, by the technological impact and the reaction of civil society to military action to achieve political ends. On the one hand, armed interventions, with surgical precision, tend to numerically restrict human victories' losses of the victors to the rate of peacetime accidents. On the other hand, the clarity, the circuit and the destination of the information are transmitted in real time by the masses that can influence the course of events. In the context of transition from the material sphere to that of intelligence, the support of a modern and efficient armed force is, for most countries of the world, increasingly difficult to achieve. Those who will adapt to the needs and circumstances will have the primacy in the volatile security environment.

Brief semantic history

In the interwar period, the British John Desmond Bernal, describing the functions of science and technology in society, initiated the phrase "*scientific and technological revolution*"[1]. He said that science turned into a "*productive force*"[2].

In the 1980s, American sociologist Daniel Bell leaned towards the term "*post-industrial society*"[3], which directs us toward a society that has made the transition from a

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[1] John Desmond Bernal, *The Social Function of Science*, 1939, available online on https://www.marxists.org/archive/bernal/works/1930s/socialscience.htm, accessed on 25.01.2018, archive supported by Andy Blunden.
[2] *Ibid.*
[3] Daniel Bell, *The Coming of Post-industrial Society: A Venture in Social Forecasting*, Basic Books Publishing house, Stanford,1973.

production-based economy to a service-based economy. Gradually, the realities of the moment led to systematized inter-human relations and the compression of latency between question and answer, between stages or even between processes as a whole.

Many other authors have presented their point of view, including Zbigniew Brzezinski (1976), who introduced the term "*tehnotron society*"[4], highlighting the tendency to bring together disorganized citizens with minimal efforts, but through what today we call nanotechnology.

The new asymmetric threats generated the revolution in the military field, also known as the technical-military revolution that implies "*the non-exclusive technical changes inherent to the new ways of warfare*"[5] whereby high-tech armies, based on appropriate information, are capable of neutralizing the enemy in short time and with minimal exposure.

The cyber-battlefield is subject to the flexibility, robustness and operational viability of the network-based strategic concept of warfare that "*will turn information into power factor, increase responsiveness, and precision of engaging force*"[6]. So everything rotates around information, but not only in volume or accuracy, but also as accessibility or operability.

It is well known that a modern information system is based on an informational system as a primordial structural part and a weight in perpetual evolution. The IT revolution requires an evolved information system as a tool for easy access to information, but it also involves the writing and circulation of new types of documents, adjusting the classical working methods.

Mankind has recorded successive technological waves overlapping technological revolutions. I do not intend to tackle them, especially due to the fact that the specialists did not propose consensual options. Interestingly, their dynamics did not go even for all the world's states. "*Some countries simultaneously experience the impact of two or three technological waves (Japan, USA, Germany, England, etc.), others (from Africa, Asia, Eastern Europe - including Romania) have lagged behind, recorded worldwide an important and profound technology gap between countries*"[7].

Information system

The military organization, like any other, has a pyramidal and functional hierarchical logic structure, territorially ordered for a coherent, networked, and symbiotic reason. In the current environment, the pattern of networking becomes essential, thanks to the high degree of flexibility. Thus, an information system can be defined as a systematized merger of individuals, programs, equipment, communication networks and data collections that collect, modify and distribute information within an organization.

The set of systemic activities derives from the conjugate action of management (decision), operational (execution) and informational (linking) subsystems. Organizations "*treat flows of materials and information flows in order to achieve the objectives imposed by the object of activity*"[8]. All subsystems can also be broken down into other sub-subsystems that help ensure the organization's global functionality.

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[4] Zbigniew Brzezinski, *Between two ages, America's role in the Tehnotronic Era*, Columbia University, The Viking Press, New York, 1970.
[5] Andrew Latham, *Re-imaging Warfare: The Revolution în Military Affairs*, în C.A. Snyder, Contemporary Security and Strategy, London, Macmillan, 1999, p.122.
[6] Vasile Popa, *Technology and Intelligence in Military Conflicts,* UNAp Publishing House, Bucharest, 2004, p. 13.
[7] Ion Bălăceanu & collab., *Modern battlefield under the impact of contemporary technologies,* Ars Docendi Publishing House, Bucharest, 2003, p. 13.
[8] Simona Rotaru, Mirela Claudia Ghiță, *Information Systems and Applications in Economics*, Revers Publishing House, Craiova, 2015, p. 15.

The information system provides elements for knowing how to deploy phenomena and processes of an economic and social nature in an organization. It helps to assess a concrete situation and to identify the causes that generate it, representing support for decision-makers at any hierarchical level. At the same time, it ensures an operative and competent approach in the structuring and channeling of activities, as well as the proper execution of the control function in the implementation of the taken decisions.

Information systems contribute to increasing operability in managing leadership and decision-making at all levels, diminishing the volume of documents and written correspondence, and effectively utilizing the highly qualified human resource by unlocking it from routine activities.

Automatic data processing has become essential at all hierarchical levels and in all executive endeavors, ensuring simplification of work and improvement and information procedures, assisting and supporting leadership and, in particular, decision-making process.

Since the decision is human aptitude, the computer system has the attribute of providing it with all the useful elements and allowing it to opt for an optimal judgment on the basis of clear and complete information. It can also be used for scholastic purposes as a simulation tool, ensuring the rapid assessment of the consequences of the decision and the most efficient solution. So, "*computerization can objectively include only those parts of the information system that are formalizable by defining some functions of transforming inputs into outputs*"[9].

Physical integration of information is accomplished by means of a computer network, which ensures the distribution of the stored data between entities under subordination relationships. As a result, integration leads to hierarchical computing systems architectures, where interactive and real-time processing becomes more and more important, along with their distributed storage.

Digitization and technology dependency

A phenomenon that is more and more common in high-tech confrontations, as a result of technological evolution, with an impact on the course of military actions, is digitization.

The integration of all equipment, communications and systems of different categories of forces, along with the exponentially growing amount of information, and the need for their processing have led to difficulties in interoperability. The first major problems of this kind were reported by the US military following the military campaigns in Panama and Grenada in the 1980s. As a result of the identified vulnerabilities, the concept of joint action was debated and developed.

Implementation of digital technology in the military phenomenon has occurred while interfering in the social environment, as an adaptive response of the system to improve efficiency, to increase the accuracy of transmission and capacity for archiving but also to increase performance is decreasing costs. The quality of internal processes in major states has led to the recording of qualitative mutations, especially in terms of informative and operative superiority.

The database can be granted access levels. Access authorizations are managed so that they can be debated, updated or consulted with the allocation of minimum resources. The main beneficiary of the synthesis of information, the senior state officer, can enjoy greater freedom of action. Automated assistance empowers the State Officer to channel his energy and attention to truly relevant things. Access to explicit tactical field allows an important time advantage as the user has the possibility of rapid assessments, coherent and comprehensive tactical situation, debate conclusions, rapid transmission even in explicit graphical form.

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[9] *Ibid.*, p. 17.

Practice has proven that a considerable part of digital information in the electronic environment is not of considerable relevance, so an essential requirement is their synthesis prior to the commander's decision. Rapid solution is also the value of digital technology, as information at the limit of relevance can be easily attached or removed. In the opposite direction, the commander's intention, in the form of a letter or graphic, can be digitally transmitted within the secured home network so that the reception by the authorized personnel is instant and unaltered. In other words, "*the digitization (computerization) of the struggle will not deprive the commander of responsibility and the need to ensure freedom of action*"[10].

A major concern of NATO regarding digitization is demonstrated by the existence of the declared function of the Digitized Battlefield within the NAAG[11]. In this framework, protocols and technical procedures are standardized under the interoperability of terrestrial systems. I appreciate that the applicability of this desideratum is at least questionable as it runs counter to the interests of commercial giants who are struggling to preserve their intellectual property protection and market dominance.

Scientific and technological development is indisputably not only influenced but controlled by the political factor. On the other hand, the physiognomy of the war is regulated by technology. Researchers in the field say that "*about 400 technologies are dual-use in civil and military fields [...], especially in the aerospace sphere*"[12]. New technology is a technical and moral advantage at the expense of classical technologies. Since the major clashes of the past two decades have been disproportionate in terms of technological capabilities, it is hard to imagine a physical conflict between similarly endowed opponents.

We ask ourselves the natural question if the computer network is not too exposed to an attack on electricity, knowing that its overall energy autonomy is relatively low. When a force has an overwhelming technological advantage, it is difficult to eliminate the development gap. Under such circumstances, concerns will be directed to the cancellation of superiority by speculating on vulnerability. The interest in developing new destructive means, such as those generating the electromagnetic impulse, which could neutralize the advantage of powerful or fully cybernetic armies, does not amaze us.

The role of information technology in military actions

In the past, the fate of the classical war, in empirical form, requires intuition and experience from the commander in the perception of the field of conflict, the interpretation of the situation, the issuing of the decision and the transmission of orders to the fighters. Technological progress has put its emphasis on the military organization, directly influencing all the processes of the commander's authority, and therefore challenges the outcome of the conflict.

The accelerated implementation of information technology in the military system is a gradual process, unstoppable. This in no way implies the complete elimination of the need for the physical presence of the military in the battle space.

The control-command process is improved by interconnecting the means of communication, data storage and interpretation, facilitating the decision and reducing the transmission time of the orders. The accuracy and amplitude of the information give an

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[10] Gen. Fritz Von Korjj, Commander of the German Land Forces Officers School, French Land Forces Magazine, no. 1, 2004, p. 10.

[11] NAAG is the acronym of NATO Armies Armament Group – NATO Land Forces Armaments Group that promotes technology, development, co-operation and standardization for terrestrial systems. See Eugen Badalan, *The Meaning of Transformation*, Military Publishing House, Bucharest, 2005, pp. 324-336.

[12] Marius Dumitru Crăciun, *Highly-techized confrontation - a paradigm at the beginning of the millennium,* Prouniversalis Publishing House, Bucharest, 2005, p. 153.

objective overview of the tactical situation. The emergence of the electronic computer allowed automation of procedures in the sphere of control and control system.

Computer connections have given rise to networking and, subsequently, to computer systems, integrated in turn in communications and informatic systems. The latter facilitate the leadership of military actions by assembling human intelligence with artificial intelligence.

The decision-making process gets automated technical support through easy and precise relationship, both horizontally and vertically. Thus, the objective and detailed information of the commander and the subordinate state may allow:

- developing the optimal decision and in full knowledge of the implications;
- channeling the tasks and energy of the involved personnel, from the routine to the interpretation of the data or parameters and the concept;
- objective management of military structures, based on accurate, complete and timely information;
- simplification of document drafting activities;
- systematization and typing of operative documents;
- increasing the speed of data processing, analysis and interpretation, inversely proportional to the required response time of the command and control system;
- emanating the usual activities algorithms;
- eliminating latency in the information circuit, facilitating reasonable decision-making times.

Information technology in the informational era creates opportunities for optimization in terms of organization and endowment of forces. Intervention, storage, alert and prompt dissemination equipment has self-refurbishment capabilities. High-precision weaponry, connected to the computer, has led to increased combat power, proven in theaters of operations. Connections between sensors on military equipment and surveillance have contributed to the disclosure of the expanded spectrum of combat space and the security of communications between elements of force.

Under the impact of new technological capabilities, the content of command and control processes is not likely to change substantially, "*because it is directly related to the nature and structure of human thinking*"[13], but the speed of processes will increase as the communications and IT system develops. It is estimated the evolution of a range of "*human-machine interaction technologies (together with the necessary physical devices) to increase the speed and efficiency of user-computer interaction*"[14]. This involves software programs for recognition of handwriting, voice, physiological features with unobservable receptors, three-dimensional graphics, or virtual reality.

Influence of information technology on the structures of armed forces

Modern technologies, aggregated with the efficient use of information, provide both individual and collective benefits, whether we refer to subunits, units or large units. Own forces are able to sense the danger in advance, will easily access real operational environment, including both allies or adversaries. They offer the potential to produce a considerably broader range of effects, focusing on the means of struggle necessary to the concrete situation. Thus, their own forces will have specific responses in accordance with the objectives of the mission and the circumstances of the battle space. Technological benefits also affect psychologically, influencing the level of trust of fighters through connectivity between individuals, subunits, support elements or hierarchical commanders.

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[13] Adrian Pungă, *Perspectives in the development of command and control systems,* Session of scientific communications, "Carol I" National Defense University, Bucharest, 2005.
[14] Cristian-Olivian Stanciu, *Implications of modern systems and technologies on the physiognomy of military actions,* PhD thesis, "Carol I" National Defense University, Bucharest, 2016, p. 231.

From this point of view, technology enhances organizational advantages based on initiative, adaptability, teamwork and morale.

In order to capitalize on the enhanced potential of new technologies, it is necessary to bring forces and means to the future features of military operations by examining the diversity and complexity of recent, present and evolutionary history. Consequences will indicate the limitation of the probability of supporting one type operations. We will find combinations of means, processes, tactics or even strategies. I appreciate that, as the situation in the tactical field evolves, an initial operation of a certain type will be metamorphosed or combined with others. By hypothetically exemplifying a conventional response operation, it will turn into asymmetric actions using counterinsurgency or counter-gauge specific procedures, along with evacuation, stabilization, transition, or reconstruction operations. Conjunctural complexity reaches its peak in the case of hybrid warfare, when several types of operations are highlighted throughout the conflict.

Addressing the plurivalency of military actions executed in a complex operational climate conditions the presence of structures of forces corresponding to missions and objectives entrusted. The concept of efficiency offered by Tadeusz Kotarbinski, the one who called "*efficient an action that leads to an intended purpose as a goal*"[15], reverts to the present.

The informatics technique gives the military structure the action efficiency according to the parameters at which the proposed goals were expected to be achieved. It first seeks to obtain the operational advantage through its performers. The kinetic (physical) component no longer has the primary role in achieving the objectives. Non-kinetic components, represented by psychological, media, informational, or cyber operations, increasingly place their mark on the effectiveness of military action.

Future military actions imperatively require the design of an organizational and functional balance between physical components (maneuver, support, power of attack, protection) and non-kinetic.

But the kinetic component tends towards super-technology, for the same fundamental purposes of preventing the destruction and loss of its own and recently, to limit civilian losses. In the same context, a non-kinetic component aims at acquiring information superiority that provides operational benefits of physical capabilities. The optimal ratio between the components analyzed holistically should contain the ISR module (information, surveillance, research).

Efficiency is based on the precision of complex systems of discovering, researching, identifying, selecting, and employing the opponent's core targets. The precision of the weapon systems is analyzed in relation to the desired effect on its weight centers.

Combat and logistic support, interpreted as multilateral support for force, is dependent on efficient, technology-driven technology during military action.

Conclusions

The pillars of the military structure development and the transformation of the armed structure are: the expeditionary character of the forces, the highly technological capabilities, the possibilities of integration and the interconnection potential of all the components that contribute to ensuring national defense and security.

The pragmatic solutions for managing the enormous data and information flow are, on the one hand, the automation of the computer speed boost protocol and, on the other hand, the intuitive representation of information to multiply the density of information from the visual range. Explicit and intuitive display of information will help facilitate understanding by the

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[15] Tadeusz Kotarbinski, *Treated about well-done work,* Politics Publishing House, Bucharest, 1976, p. 168.

human operator. Improved display techniques to be implemented in control and control systems will have benefits in terms of working economy, number of workstations, display density, speed, accuracy and certainty of data and information, with subsequent reflection on reducing duration and staff training costs.

The implementation of hardware and software resources in the human resources of the armies is a natural phenomenon in the current situation, with successive effects on the strict specialization of the military and on eloquent information products.

We can conclude that, as a rule, doctrines, concepts, or educational processes are adapted as a consequence of the technological revolution, as they are based on its achievements, but it is the evolutive estimations that are of paramount importance owing to the fact that they reduce the response time to what is triggered by the reaction.

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CYBER SECURITY POLICIES IN THE MILITARY DOMAIN

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Abstract: *Generally, a cyber security policy is the foundation of a strategy and represents a set of rules, requirements, and instructions that protect cyber infrastructures and shape behavior in the use of information resources. In the military organization, cyber security policies involve increased attention from technical experts for their development, from the specialized staff to manage them and from the beneficiaries to respect them. These policies are also being developed through analysis, documentation and support, according to international standards and military security requirement.*
Keywords: *cyber security, cyber infrastructures, physical security, logical security.*

General Approach to Cyber Security Policies

Generally, a cyber security policy is the foundation of a strategy and is a set of industry-specific rules, requirements and instructions that protect cyber infrastructures and shape behavior in the use of information resources. As a rule, policies are developed by technical experts through analysis, documentation and support to represent a proposed and chosen direction necessary to influence the command and control process, taking into account security threats.

Cyber security policies meet on a wide and diversified range, starting from international, regional or national policies, and reaching the smallest public and private entities in many areas of activity.

The goal of cyber security policies is to ensure the confidentiality, integrity and availability of data in a legal and deontological framework so as to provide full confidence in organizational relationships.

Confidentiality ensures access to information by authorized persons and the use of certain types of information through classifying them and the security zones.

Integrity represents the measures against unauthorized modification or destruction of information and is identified by preserving the accuracy and methods of processing information, services or computer resources.

Availability provides access to information to authorized individuals or processes respecting the level of confidentiality, and its loss may be a disruption to the information system or of the access to information.

Also, the general characteristics of cyber security policies are as follows: it facilitates users through responsibility, privacy and identity; it provides internet space governance and messaging integrity; it leads to a risk-based management; it monitors and protects cyber infrastructures; it anticipates threats and cyber-attacks.

The objective of the security policy is to provide the necessary support to ensure a viable security level for cyber infrastructures. The development of sound security policies contributes to the efficient conduct of activities within organizations. Effective cyber infrastructure policy is in the form of one or more documents identifying computer systems and applications, electronic communications networks and services.

The reasons for a security policy for computer systems and networks are the following[1]:

- a solid policy allows for the identification of measures and their need to be or not to be applied, which also allows for the shaping of security;

- network traffic interception, user authentication history, and directory analysis are needed to identify issues, conduct audits, and detect intruders;

- compromised user accounts may be frequent threats to the security of a system. Users need to assimilate the importance of security and the way to apply a solid security.

It is recommended that the analysis preceding the elaboration of the policy content be made separately on the three levels of security: physical, logical and legal, and then the measures be interconnected and integrated.

Physical security is the external security level and consists in preventing, detecting and restricting direct access to goods, values and information[2]. *Physical access policies* are generally designed to prevent unauthorized access and delimitation of security areas, ensure protection and access control. Equally important are the protection measures against disasters and natural calamities as accidental actions on infrastructure as well as against destruction or theft of equipment as intentional actions.

Logical security refers to software methods that control access to information resources and system services. Logical security is divided into two security levels: access and services[3]; as a result, security policies are constructed on these levels. Thus, *logical access policies* set users' needs for system resources and prioritize access rights. There is a division within these policies according to their destination, as follows:

- *Account Policy*: aims to establish account-level users and account managers following well-defined criteria according to the specific field of activity. These policies also contain clear rules on managing, enabling, and disabling accounts;

- *Password Management Policy*: supports access for authorized system users in view of authentication. Passwords management is designed to ensure complex and safe passwords from users, the length and change of password being indispensable requirements for this policy;

- *Internet Access Policy*: is consistent with the evolution of IT and contains principles that regulate the security of Internet access routes against cyberattacks. Particular attention should be paid to access to the wireless network and this can be done by developing a separate policy that takes into account some minimal recommendations. Apart from the fact that wireless devices offer great flexibility, they also have security breaches. Whether links are made by cable or wireless, the policy's aim is to achieve optimal security to ensure as much as possible an uncompromised information;

- *Remote Access Policy*: Refers to remote access rights and restrictions using a secure Internet connection for confidentiality of information accessed. Virtual Private Networks - VPN with remote access allow each user a shared connection to an Internet server. User systems use a special software application to ensure a secure connection with the local network[4]. Due to the lack of accepted standards for deploying a VPN, it is recommended that security policies be adopted by entities using these networks.

In addition to these logical security policies, there are also the *connection policies*, based on certain rights received from the system. The principles of this policy consist in the

[1] Dănuţ Turcu, *Securitatea Informaţiilor*, Editura UNAp „Carol I", Bucureşti, 2014, p. 29.
[2] C. Alexandrescu, G. Alexandrescu, G. Boaru, *Sisteme informaţionale militare - servicii şi tehnologie*, Editura UNAp „Carol I", Bucureşti, 2010, p. 267.
[3] Dănuţ Turcu, *op.cit.*, p. 25.
[4] I.C. Mihai, G. Petrică, C. Ciuchi, L. Giurea, *Provocări şi strategii de securitate cibernetică*, Editura Sitech, Craiova, 2015, p. 123.

detailed knowledge of compatible and necessary networking equipment, as well as opportunities or restrictions for users to make the right decisions.

Information protection policies have become a priority against cyber threats and can be met up by even the smallest entities. As such, the principles of protection are outlined around the security and integrity of information. Cryptographic and steganography methods are used for securing, while the integrity of information is largely represented by electronic signature and digital certificate. We can also add to these policies the back-up method, used as a solution to protect and rescue data and information from damage and deletion.

Internet security policy. Internet services start from the exchange of messages between a source and a recipient, made through packages, automatically routed by a network based on a protocol. As a rule, Internet access implies, besides numerous services and applications, the use of protocols. The most common model, though not simple and fast, is the TCP / IP (*Transmission Control Protocol/Internet Protocol*) suite of protocols. This suite is a flexible, hardware-independent architecture that provides a high level of error correction. The TCP / IP[5] protocol is set up (Figure 1) in four levels: Application, Transport, Internet and Network.
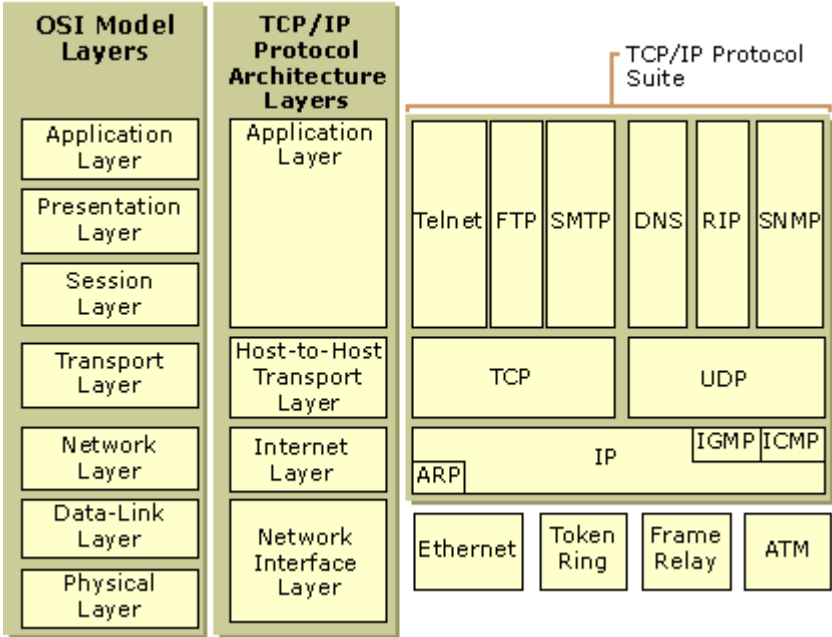
Figure no.1. TCP/IP Protocol Architecture

Implementation of security policies is done through actions and procedures in the security plan. The principles at the base of the development of a security plan are primarily security policies, followed by human resources policies, operational procedures and the response to incidents.

Human resources policies are geared towards selection, periodic training, third party relationships, checks and controls. Instead, operational procedures aim at identifying critical information, risk management, and vulnerability analysis.

The elements of a security plan are oriented towards two types of action: *proactive* and *reactive*[6]. Proactive actions are made up of preventive measures, and reactive actions are detection, resilience and reaction measures. Security breaches may be discovered in time, and

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[5] https://technet.microsoft.com/en-us/library/cc958821.aspx, found on 27.02.2017.
[6] Dănuţ Turcu, *op.cit.*, p. 35.

if not detected and subsequently an incident occurs, the measures taken must minimize the effects and prevent it from happening again in the future.

Legal security, an essential part of security and interdependent with physical security and logical security, is a level based on laws that regulate the legal regime of security policies, procedures and requirements.

As a rule, regardless of the field of activity, cyber security policies are based on auditing, resource management, and risk management. The role of the security audit is to analyze the records of the activities carried out in order to determine whether the protection system is contained in the security policy parameters and to identify the vulnerabilities and weaknesses of the system. The audit of IT systems is defined as an activity of collecting and evaluating evidence that establishes the fulfillment of the IT system security maintains the integrity of the processed data and allows the organization's objectives to be achieved with an efficient use of information resources.

The audit mission is performed by specialized auditors; in an assignment, the auditor checks, evaluates and tests the information media, and the result is completed through the audit report. The purpose of the audit activity involves an objective assessment of the risks and vulnerabilities of the IT systems, as well as finding solutions for their elimination. The operations carried out during the audit mission refer to both physical and logical security and to resource and risk management.

Resource management offers a good management of the specialized personnel in accordance with material resources for the use of equipment, the use of licensed services and IT resources. Risk analysis is a process of detection of IT resources in order to protect them against potential risks that lead to loss of confidentiality, integrity and availability of information.

Particularities of cyber security policies for the military domain

A particular attention from the states, involving military structures in this respect, is directed towards the development of safer cyber security. This is outlined in a series of arguments. One of these is the evolution of cyberattacks launched on various critical infrastructures, including military, aimed at destabilizing national security. Another argument in support of the first one is given by the use of cyberattacks in the context of armed conflicts, as confirmed in the 2008 conflict in Georgia and later on in the hybrid actions in Ukraine. Also, another argument is brought on by the development of the modern military arsenal in accordance with the new information and communication technologies, facilitating as much as possible the achievement of command and control. Last but not least, the orientation of some states towards a cyber war may be another argument.

In view of the above, we have noted an accentuated need for the implementation of cyber security policies specific to the military domain. Starting from this reasoning, it emerges that in order to elaborate, implement and put into practice such policies, it is necessary to take into account both the particularities and requirements of the military field, as well as the essential missions that the military structures are obliged to perform in order to achieve national safety.

For example, cyber security policies vary from state to state, from one sector of activity to another, but also from a state of normality, of peace, to one of conflict. From the perspective of military actions, cyber security policies are developed on the basis of several factors.

First of all, the efforts of the public and private institutions involved in cyber security are increasing considerably and are geared towards supporting vital activities. If cyberattacks occur, it is recommended, if time allows, the support of a CERT team.

Secondly, attacks can be launched both before and during the conflict. Therefore, cyber-protection measures are taken from the planning process of a military operation. So, integrating cyber defense into the planning process is an essential measure, given that cyberspace meets the attributes of a new battle space.

Thirdly, with cyberspace becoming a battle space, it adopts the rules of an armed conflict. Thus, cyber security policies adapt to these rules, and during operations, the military forces involved in the battle, if they have offensive capabilities, can apply the principle that the best defense is the attack.

Another specific feature that can be taken into account, this time in multinational operations, is highlighted by the compatibility and integration of the communication and information systems of the participating forces as well as the compliance of their cyber security policies.

In the military environment, cyber security policies can be categorized in accordance with the three levels of cyberspace outlined in Figure 2[7].
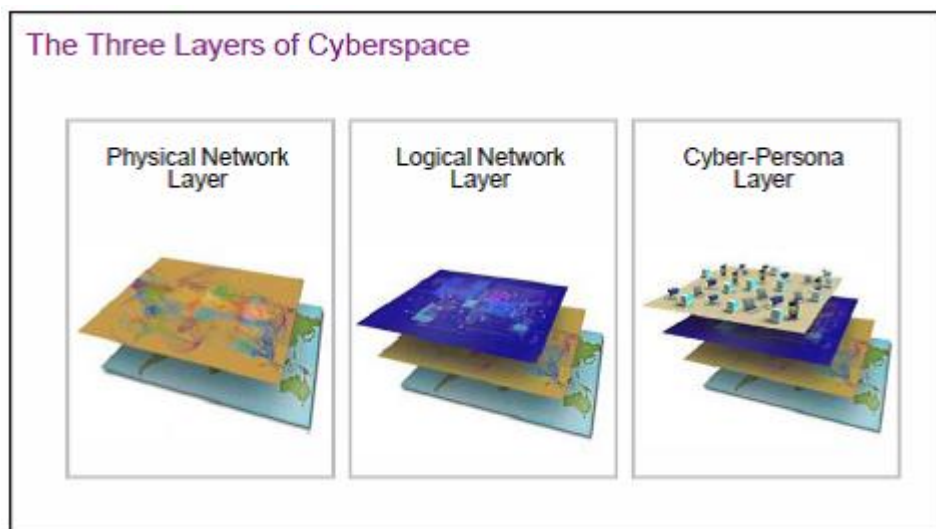
Figure no.3. The Three Layers of Cyberspace

The physical level ensures data circulation and is made up of two components of the cyber network, namely: the geographic component and the physical network component. The geographic component has the role of hosting cyber infrastructures in its specific environments (soil, water, air and space), while the physical network component is made up of cybernetic infrastructures supported by the physical network connectors, which, in turn, make wired, wireless, satellite and optical links. However, logical constructions also appear at this level to ensure security by primary methods, such as ensuring information or VPN security in cyberspace. Consequently, they are targets for SIGINT, OSINT, MASINT, HUMINT, GEOINT, including for the communications networks exploitation (CNE).

The second level is that of the logical network, where the components are linked in ways that are extracted from the physical network. For example, physical-level nodes can logically relate to each other to form entities in cyberspace that are not linked to a particular node, path or individual. Another example is given by the content of websites hosted on servers in multiple physical locations that can be accessed by a single resource hub (URL) or a single web address.

The third level, *cyber-persona*, represents a superior level of abstraction of the logical network and uses its rules to develop a digital representation of an individual identity

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[7] http://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_12R.pdf, found on 21.01.2018.

or entity in cyberspace. The level is made up of people with the status of network users with one or more identities that can be visible, assigned, and actionable. These identities may include e-mail addresses, social network identities, internet protocols, mobile phone numbers, etc. *Cyber-personas*, through their complexity, are involved in attributing responsibility and targeting to the source of the cyber threat, which involves both information and technical knowledge, all of which lead to the efficiency of the decision-making process at command and control level.

Conclusions

Cyber security policies contribute effectively to the conduct of specific military activities. These policies are in the form of one or more documents identifying issues related to computer systems and applications as well as electronic communications networks and services.

Cyber security policies also involve, in addition to policy implementation, other issues related mainly to the audit and risk management processes. Thus, there is a need for a quantitative analysis as well as a qualitative analysis of the cyber security risks. Identifying the methods necessary for risk assessment is the result of a broad analysis process, taking into account the peculiarities of the military domain.

The audit process has gained increasing importance among organizations, highlighted in complexity as a benchmark for the financial industry as well. With the expansion of information technology, the concept of information systems audit has also emerged, a concept that has been approached systematically and methodologically by international and national structures through various accredited standards.

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ENTITIES INVOLVED AT INTERNATIONAL AND NATIONAL LEVEL IN THE SECURITY OF CYBER INFRASTRUCTURES

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Abstract: The cyber security has now become an important issue for most of the world's states. Thus, the expansion of cyberspace has led to the emergence of more cyber security strategies, policies and procedures. The cyber infrastructures are the basic element of the cyberspace, and they are considered the main means of cyber-attacks in the last years. Therefore, entities operating in the security of these infrastructures have emerged globally.
Keywords: entities, security, cyber infrastructure, cyber-attacks.

NATO entities involved in the security of cyber infrastructures

One of the important measures taken to combat cyber threats and cyber-attacks was the protection from them, which, later, necessarily turned into cybersecurity. In such a context, there has also been a need for regulations on this subject from many more states. Within the implemented strategies and laws, responsible entities in the field of cybersecurity have been invoked and designated.

Step by step, organizations at both state and international level dedicated to cybersecurity were created, and they are currently engaged in intense activities to counteract cyberattacks, especially as these are more and more widespread and more sophisticated. Along with cooperating with other entities, planning and conducting joint exercises, constantly developing new regulations, promoting a security culture, security of cyber infrastructures is an essential task.

The cyber infrastructures include electronic information and communications systems and services and the information contained in these systems and services. Information and communications systems and services are composed of all hardware and software that process, store, and communicate information, or any combination of all of these elements. Processing includes the creation, access, modification, and destruction of information. Storage includes paper, magnetic, electronic, and all other media types. Communications include sharing and distribution of information.[1]

The North Atlantic approach to cyber security has passed from the collective defense level proposed at the 2014 Summit in Wales to an orientation towards the operational environment at the Warsaw-2016 Summit, more specifically towards a cyber warfare, with an emphasis on integrating cyber defense in the planning and deployment of military operations, taken seriously in the same way as classical confrontational environments: land, air, and naval. The main purpose of the cyber defense, summed up at the Summit, is to organize the defense against cyber-attacks as effectively as possible, while managing resources and capabilities well.

So the concept of *cyber warfare* has been formally recognized globally at the Warsaw NATO Summit and has thus been accredited as a confrontational environment between state or non-state actors already prepared to support both defensive actions, as well as cyber

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[1] http://nvlpubs.nist.gov/nistpubs/ir/2013/NIST.IR.7298r2.pdf, found on 12.01.2018.

offensive actions to achieve tactical, operative and strategic goals, independently from or in parallel with military action. In other words, in the alliance, cybersecurity has turned into cyber defense, which implies a number of peculiarities.

On the same note, the cybernetic infrastructures conceived from cyberspace components and systems are positioned at the base of the pyramid in Figure no. 1 and bring a contribution to the middle level represented by cybernetic power. In turn, cybernetic power along with the classical instruments of power (political, diplomatic, informational, military, economic) influences entities at the top of the pyramid, on the one hand, entities formed largely from individuals, public and private institutions, international organizations in order to ensure cybersecurity, and on the other hand, from the perspective of cyber aggressors, entities identified with hackers, cyber-terrorists, state and non-state actors. Among these entities, states can be said to be the only entities with full access to all power tools, the access of other entities being fragmented and limited. Also, each level of the pyramid interacts with institutional factors such as governance, legal framework, protection of critical infrastructure and respect for civil liberties.

Figure no. 1. The holistic cyber framework[2]

Within the organization, cyber defense policy is put into practice by political, military and technical institutions, as well as by each member of the organization, in an individual manner.

The North Atlantic Council–NAC is intended to provide high-level political supervision of all the details of implementing the Alliance's plans. Information on major cyber events arrives at the Council, thus exercising its authority to manage cybernetic crises in the field of defense.

The Cyber Defence Committee[3]-CDC is the NAC's main body of policy on cyber defense, with a consultative role, mainly on supervisory and expert level advice for the allied countries, and it carries out common cyber defense governance within the alliance.

Also, NATO assumes the mission to enhance the capability, cooperation and information sharing among NATO, members and partners in the field of cyber defense

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[2] Tarek Saadawi, Louis H. Jordan Jr., Vincent Boudreau, Cyber Infrastructure Protection volume II, https://www.hsdl.org/?view&did=736037, found on 09.12.2017.
[3] https://ccdcoe.org/nato.html, found on 14.01.2018.

through education, research and development, lessons learned in order to accumulate, create and disseminate knowledge.[4]

On the execution level, the Cyber Defence Management Board-CDMB is the main cyber defense coordinator, this responsibility being met with the help of NATO's military and civilian organizations. The CDMB is made up of NATO's political and military leaders, technical and operational bodies with cyber defense responsibilities. Its activity involves preparing strategic planning and implementation direction for the alliance's cyber infrastructures, and signing memoranda with Member States for information exchange.

Also, the main actors involved in the security of cyber infrastructures and with responsibilities in the field are the Allied Command Operations-ACO, the Allied Command Transformation-ACT and the agencies of the alliance. For example, ACT plans and conducts the annual Cyber Coalition exercise. The exercise, which took place in December 2017, involved more than 700 participants from most of the Alliance's countries plus partner countries, with the ultimate goal of improving NATO's capabilities to defend its cyber infrastructures and manage cyberattacks, considering an intense coordination from the nations involved. The participants used the simulation of a real network infrastructure through the *Estonian Cyber Range*, and the technical teams were trained in network and computer forensics, malware analysis, and defense against attacks. Interestingly, entities from outside the alliance and the military environment also participated, which further amplifies the importance and usefulness of the exercise.

NATO Communications and Information Agency-NCIA is responsible for the entire management process for cybersecurity activities. This implies, among other things, identifying the state of the operational requirements, procurements, testing, implementation and operation of NATO's cyber defense capabilities. The agency was set up on July 1, 2012 as a result of the Lisbon Summit Declaration, and formed by the merger of seven NATO agencies, with the role of providing services specific to Communication and Information Systems and cyber activities.

At the same time, the NATO Computer Incident Response Capability-NCIRC has a decisive role in responding to aggressions against the alliance, coming from the cyber space, and it carries out activities specific to counteracting and limiting cyber incidents. This entity, in turn, issues and sends information in order to prevent and mitigate effects on cyber infrastructures, to infrastructure owners, security administrators, operators and users. NCIRC's ability is to protect cyber infrastructures by providing centralized services and permanent support for cyber defense for NATO sites. The purpose of the structure is to have control over incidents through efficient management, to send reports and information about incidents to users, and implicitly to use rapid response teams in order to protect the alliance's cyber infrastructure.

EU Entities involved in cyber security

As far as the European Union is concerned, the NIS Directive 2016/1148 for Network and Information Security is one of the most important cybersecurity regulations aimed at achieving a common high level of security in the Union.

The implementation of the Directive is gradual, according to a timetable, extending from the date of entry into force (August 2016), until May 2021, when the European Commission is set to review the deadline. In this sense, 2018 is marked by two very important deadlines. The first deadline, set for May 9, is to transpose the directive into national law, and

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[4] Mihai-Ştefan Dinu, *Cyber domain: Strategies, Policies, Doctrines and Legal Perspectives*, in the 13th International Scientific Conference "Strategies XXI": Strategic Changes In Security And International Relations, vol. 3, "CAROL I" National Defense University Publishing House, Bucharest, 2017 , pp. 139-146.

the second deadline, in November, is the identification of key service operators by the Member States.

According to the directive, security of network and information systems means[5] *the ability of network and information systems to resist, at a given level of confidence, any action that compromises the availability, authenticity, integrity or confidentiality of stored or transmitted or processed data or the related services offered by, or accessible via, those network and information systems*.

Beneficiaries of the directive are the critical infrastructure owners in the energy, transport, financial, banking and digital infrastructure sectors, as well as digital service providers. Digital Service Providers (DSP) are an important segment of the cybersecurity gear. These providers are online markets, search engines and cloud computing services. Digital infrastructures, as outlined in Annex 2 of the Directive, are: IXP - Internet Exchange Point, DNS - Domain Name System and TLD - Top Level Domain.

One of the entities responsible for cybersecurity and referred to in the Directive is ENISA. The Athens-based agency was set up in 2004 under Regulation No 460 of the European Parliament and the Council, which establishes its scope, objectives, tasks, organizational structure, operation and financial framework. In support of this, a second regulation is issued in 2013 with no. 526, with updates, but respecting the structure and the initial sections. In this context, ENISA, as a center of expertise, supports European institutions, public and private sector entities in the member countries by providing assistance in developing cybersecurity national strategies, by promoting cooperation and development of national CSIRT teams in case of unwanted informatic events and by organizing cybersecurity exercises at Union level. At the same time, aspects relatesto cyber threat identification, security of cloud computing services, data protection, confidentiality and electronic identification through such services appear in most studies developed and published by the agency.

The Agency's functionality is ensured through its organizational structure, made up of an Executive Director, a Management Board, an Executive Board and a Permanent Stakeholders' Group. This functionality is in line with the annual work program that is the result of several consultations between the Management Board and the Executive Board.

As far as stakeholders are concerned, ENISA has developed a network of them by covering four elements. The first element is the *expertise*, with a focus on a forecast of network and information security challenges alongside new digital technologies. The second element is *policy*-based, by providing strong support to states and entities within the EU in order for them to develop and implement their own information security requirements. *Consolidation* of next-generation capacity for network security is the third element, and the last one highlights the strengthening of community-level *cooperation*.

The Agency also maintains a close cooperation on cybersecurity with other Union agencies, such as The European Union Agency for Law Enforcement Training - CEPOL, The Office of the Body of European Regulators for Electronic Communications - BEREC, The European Agency for the operational management of large scale IT systems in the area of freedom, security and justice (eu-LISA), The European Aviation Safety Agency - EASA.

Together with the target groups represented by the governments and institutions of the member countries, ENISA provides support to the ICT industry, the business community, network and information security specialists, academia and, last but not least, to the public.

Among the agency's publications, it is worthwhile noting the elaboration and publication of a guide related to management of cybersecurity incidents involving CERT-CSIRT-type incidents. In the guide, there are mentions of issues concerning the incidents

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[5] https://cybersec.ici.ro/directiva-nis-network-and-information-security, found on 28.01.2018.

management process, in which the stages of incident handling are specified, and namely: detection, triage, analysis and response.

The European Entity dealing with prevention, detection, response and recovery in the context of attacks against the integrity of IT assets and the interests of the Union is CERT-EU (Computer Emergency Response Team). The team's activity focuses on delivering an effective response when incidents occur and mitigate their effects. All of these expectations are also met through proactive activities. Thus, the promotion of a solid culture, an operational preparation both at the level of the institution and at the level of coordinating with other European institutions come into play. Also, the coordination process continues to be reactive, with the affected IT infrastructure owners and suppliers, telecom operators, institutions and response teams in the area of responsibility.

In this respect, ENISA organizes cyber exercises involving a number of specialists from various public and private institutions to act on a specific cyber incidents scenario. For example, the 2018 exercise was set up on a maritime scenario with the aim of training participants to take on the role and use the equipment approved by CSIRT. At the same time, the CSIRT network is one of the results of the NIS Directive. ENISA provides the network secretariat, initiates debates and supports cooperation between members. As a specification, a member state of the Union may establish several such CSIRTs.

National entities involved in the security of cyber infrastructures

At present, in Romania, entities involved in the security of cyber infrastructures operate in cooperation with EU and NATO entities. At national level, the main legal act in force is *Romania's Cyber Security Strategy* of 2013. Starting from these coordinates, the entity designated by the Supreme Council of National Defense for the prevention and counteraction of vulnerabilities, risks and threats to national security is the Cyberint National Center - CNC.

The mission of the entity[6] is to correlate the defense technical systems with informational capabilities in order to provide the legal beneficiaries with information needed to prevent, limit and stop the consequences of an aggression on communications systems and information technology with critical infrastructure status. On the one hand, the CNC targets cyber-aggressors that pose threats to national security, and on the other hand, it supports measures to develop security culture at public level, including the population, through awareness towards cyber threats and security of their own cyber infrastructures.

Cyber-aggressors are classified into three categories. The first category includes individuals or groups of organized crime who take advantage of cyberspace vulnerabilities in order to take possession of patrimonial or non-patrimonial facilities. The second category is identified through terrorists, extremists or groups formed by them acting in cyberspace to carry out terrorist attacks and related activities such as propaganda, recruitment, training, fundraising for terrorist purposes. The last category is represented by state and non-state actors acting in cyberspace in order to gather vital information and harm national security.

Following the line drawn by the EU, Romania has also set up a CERT-type entity, through Government Decision no. 494 of 2011. Its work is aimed at *"preventing, analyzing, identifying and responding to incidents within cyber infrastructures"*[7].

As a rule, the services provided by CERT-RO[8] (Table 1) are divided into three categories: proactive, reactive and support.

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[6] https://www.sri.ro/cyberint, found on 03.02.2018.
[7] https://www.comunicatii.gov.ro/wp-content/uploads/2016/02/CyberSec_nov2015.pdf, found on 14 11 2017.
[8] http://www.cyber-team.ro/sites/default/files/Prezentare%20CERT-RO.pdf , found on 09.02.2018.

Proactive	Reactive	Support
• Alerts on new threats and vulnerabilities that may affect national cyberspace. • Notices regarding the possibility of major cyber security incidents occurrence. • Study guides and documentation on recent developments in the field of IT&C security. • Security assessment for partners (audits, network and application pentests etc.).	• Alerts and warnings on the occurrence of major attacks preceding activities. • Alerts and warnings related to cyber security incidents occurrence. • Management of a database with national cyber security incidents. • Security incidents investigation and results dissemination.	• Awareness activities for the government and partners. • Risk assessments. • Support the partners in development of their own CERT teams. • Consulting services for securing critical infrastructures. • Development of the national policy and security strategy with partners.

Table 1: CERT-RO Services

Every year the center issues a report that contains the analysis of cybersecurity alerts collected and processed throughout the previous year. Alerts collected and transmitted with the help of automatic systems and manually processed alerts are the two types of alerts on which the Center focuses. Alerts obtained through automated systems are from specialized organizations equipped with cybersecurity incidents detection systems. After processing them, CERT-RO sends them to the internet providers that manage the infrastructures targeted by the alerts. By comparison, manually processed alerts are more valuable because they contain a much more complete information about the incident and the affected organization, such as the source and way of attack.

Another national entity with an important role in the security of cyber infrastructures is the National Institute for Research and Development of Informatics - ICI Bucharest. The Institute has competence in information and communication technologies, advanced networks for distributed application development, modern systems engineering tehnologies and software products, advanced computing and control systems as well as knowledge-based, learning and cognitive systems.

At the same time, ICI Bucharest is the authority designated by Internet Assigned Numbers Authority - IANA to manage the Internet domains. As such, the authority is responsible at national level for the stable functionality of the Internet. The Romanian Top Level Domain - ROTLD provides registration and management services for *domains.ro*, which include, among others, the centralized allocation of IP addresses, of domain names, of stand-alone system numbers, and protocol numbers. Registering a domain name, in addition to registering in the database, also involves DNS access to any application associated with that name. As a consequence, the registry has a system of nameservers that are accessed for an address containing the name of that domain. The Institute has several nameservers, three of which are installed in the ICI, one at the University of Vienna, another at the *".de"* Domain Registry in Frankfurt, and one in the US based on the anycast technology, thus ensuring an increased availability of DNS services. Also, the main name servers for *domains.ro* are sec-dns-a.rotld.ro, sec-dns-b.rotld.ro, dns-at.rotld.ro, primary.rotld.ro, sns-pb.isc.org și dns-ro.denic.de. [9]

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[9] https://www.ici.ro/wp-content/uploads/2017/12/Raport-de-activitate-ICI-2016_F.pdf., found on 07.02.2018.

In other words, the nameservers system is a critical resource for facilitating Internet access in the ".ro" address space, which implies a sound overall management by the authorized entity.

According to the Activity Report[10], the number of domains registered at the end of 2016 was 897.673, and currently it is 949.445, showing a significant increase from one year to another.

In view of the above, it can be concluded that the ICI, at national level, remains one of the most representative institutions in the field of information and communication technology with an important part of responsibility in the security of the cyberspace. Its international accreditation, cooperation with other institutions worldwide, and the status gained in the country through its activities, give it an important position in the process of developing national cybersecurity.

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[10] *Ibidem*

THREATS OF CYBERCRIME IN THE FIELD OF ECONOMIC AND FINANCIAL SECURITY AT NATIONAL AND REGIONAL LEVEL

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Abstract: *In the informational age, the war no longer exclusively concerns the military. In the information competition, which is as old as the human conflict, states, institutions and individuals are trying to increase and protect their own information base, while trying to limit the opponent's. The rapid evolution of technology has led, over the course of history, to major changes in military strategies and doctrines.State economies are already affected, to a great extent, by cybercrime activities against individuals and public and private sectors. Virtual criminals use more and more complex methods for penetrating into computer systems. Increasing economic espionage and state-sponsored activities in the virtual space is a new category of threats for governments and companies around the world. Ensuring economic security is the result of the interaction between internal and external factors that potentiate or not the whole process of production, distribution and consumption of goods and services made in a national economy.*

Keywords: *the national security environment, cybercrime, economic security*

Introduction

The information tends to become the main resource of the future, inexhaustible and renewable, based on its own quantitative and qualitative evolution, its own reserves. In this sense, Tom Stonier said there was an exponential spiral of information: "Complexity uses previous complexity to re-ascend to the highest level of complexity, thus building information to infinity"[1]

The importance of information in countering security risks and threats has been highlighted since antiquity by Chinese military theorist Sun Tzu (6th - 5th centuries BC), who in his work The Art of War[2] "presents a principle of general validity: your enemy and know yourself; in one hundred battles you will not expose yourself to any danger"[3]

Access to information is an essential precondition for monitoring changes occurring in the security environment architecture and provides the necessary framework for identifying and monitoring clues about the emergence and evolution of challenges to national and international security.

Improving and diversifying systems and technologies for collecting, recording, transmitting and processing information has changed the hierarchy of values in today's society, and has increasingly imposed the association of power with information. Information is associated with power because those who have the opportunity to have faster access to it will always be in the advantage of those who cannot do so.

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[1] T. Stonier, Information And The Internal Structure Of The Universe, 1990.
[2] Sun Tzu, *Arta războiului*, Editura Militară, Bucureşti, 1976.
[3] *Ibidem,* p. 41.

The competition for access to information is as old as inter-human conflicts and began when an individual or a group of people tried to be in favor of another. States, organizations and individuals are working to improve and protect their intelligence banks, while trying to limit competitors' access to information and penetrate their information systems.

Success in most areas is increasingly dependent on the existence, quality and opportunity of information. The quality of information is given by the level of assurance of knowledge needs and the degree of veridicity and novelty.

Obtaining truthful information is a complicated process both in the presence of a small number of information and in situations where there is a large amount of information. If in the past the gathering of information was a particularly difficult process due to the limited possibilities of access to information, this activity has become more and more complicated due to the large amount of information available, which saturates the sensors and blocks the processing systems and the application of avoidance procedures of disinformation actions.

The rapid evolution of technology has led, over the course of history, to major changes in military strategies and doctrines, to the organization and endowment of armies. The informational revolution has led to the emergence of a new type of war in which neither the size of the forces nor their mobility can determine the outcome. This is mainly due to new technologies, the way of collecting, storing, processing, transmitting and presenting information, and secondly, how organizations are prepared to take advantage of the huge amount of information available in computer and communications systems.

Cyber conflict

The number of INTERNET users and their proportion of the world's total population has grown at an unimaginable rate in the last 20 years, which justifies us claiming that we have just stepped into the informational age.

The world entered a new era called the "era of information". Developing new technologies such as mobile telephony, communication satellites, personal computers, the Internet, have made the world more interconnected. The convergent development of computers and communication technologies using digital means for processing, transmitting, storing information has revolutionized the whole of society. Media has joined this revolution, almost daily we are beset with articles about the new world of cyberspace. Economic publications are filled with news about information and communications technology businesses that, in the meantime, are said to be one area today - information and communication technology - ICT.

Computing power has increased exponentially while reducing costs per unit, to the point that today computers are ubiquitous. Connecting them over the Internet has made it possible to communicate around the world at insignificant costs. Access to a computer has allowed a large number of people to get different levels of expertise, which is impossible in the past. The positive effects of this technology serve humanity more than any other in the past. Global Information Infrastructure has become vital to economies around the world so that this infrastructure has become the main target itself for terrorists around the world.

The governments of the developed countries are striving to create national and global information infrastructures, the so-called information highways, as they called it in its Strategic Warfare in Cyberspace, Gregory J. Rattrey[4], who originally hoped to be paved with "gold and intentions good ". The post-Cold War international environment, characterized by the informational era, has proven to have a great impact on the security field.

There are a multitude of means of computer attack, from viruses, worms and Trojans, to spyware and backdoors, to physical intrusion and social engineering. The authors of these

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[4] Gregory J. Rattrey, *Strategic Warfare in Cyberspace.*

attacks may be individuals categorized in the specific jargon as hackers, crackers or phreaks, among which the government spies or corporations performing private or classified data collection, employees or former employees dissatisfied or frustrated, employees temporary workers with limited rights, competitors, individuals with pathological disorders, mercenaries and terrible young people.

For some time, the virtual space (cyberspace) has become the fifth dimension of the military confrontation, so that in the information war we can define, depending on the states of peace, crisis or war, two phases of cyber confrontation: network warfare peace and pre-crisis and cyber war, in times of crisis, war and post-conflict.

The end of the Cold War generated a multitude of factors favorable to the globalization trends. The dimensions of the notion of security in this broad context of globalization, in the view of the Copenhagen School (Buzan, Waever, & de Wilde, 1998, p. 54), are: the economic dimension, the political dimension, the social dimension, the ecological dimension, the military dimension.

The cyber-conflict is strictly related to the informational and the network-based one and is a concrete form, customized for the crisis and war times. Cyber conflict must not be confused with hacker action or computer viruses randomly infecting computer networks. It consists of a system of actions aimed in particular at disrupting by all means the adverse informational networks, the protection of their own, the disinformation of the opponent and his information intoxication, his "blindness".

The principles of this war strategy[5] consist of:
- the principle of control of sources, networks and information bearers;
- the principle of informational diversion;
- the principle of informational maneuver;
- the principle of information security.

These types of wars, conflicts, confrontations and actions, their sphere of coverage, content and modalities impose rules, configurations and even new principles. These must be reflected in the reform of the defense policies, doctrines and strategies of all countries and armies in the world, but especially in the NATO transformation concepts and the member nations that have the supremacy in the field of modernizing forces, means, doctrines and usage strategies.

The cyber war is strictly linked to the informational war and is a concrete / customized form of it, which involves the execution of a complex system of offensive and defensive actions on information and communication systems. Even if some hacker methods and means are used to carry out these actions, given that the purpose of cyber war is to obtain information domination, it must not be confused with the action of hackers. Cyber war actions are more complex and varied, not individual actions, organized and planned by governmental and non-governmental structures, as well as ideological entities or groups.

Although it is still at a low level of use of information and communication services compared to other countries of the world, Romania has experienced a significant development in the past decade, with more government and commercial activities being developed through the Internet. On this background, Romania is not excluded from the map of states susceptible to cyber-attacks, potentially risky and by the status of a member country of some international organizations, but the risks associated with cyber aggressors are still at an average level.

Economic security

Economic security could be defined as the state in which the national economy, through access to resources, markets and capital, etc., has autonomy and real protection against

[5] Gl.dr. Mircea Mureşan, gl.bg.(r) dr. Ghe. Văduva, *Războiul viitorului, viitorul războiului*, Editura Universităţii Naţionale de Apărare „Carol I", Bucureşti, 2006.

specific vulnerabilities. The economic state of a state, including, or primarily, the state of security, is the essential premise of military and, implicitly, political security.

Economic security is a complex and dynamic concept. Its complexity derives from the multitude of processes, economic, social, financial, and not only phenomena it assumes, on the one hand. On the other hand, globalization, seen both as a process and as a phenomenon that acts systematically and permanently on national economies, is consistently taking place here. Its dynamism is due to the rapid pace of economic processes and phenomena that occur both at national and planetary levels.

In recent years, it has been noticed that while the digital world brings enormous benefits, it is also vulnerable. Cyber-space incidents, whether intentional or accidental, are rising at an alarming level and could disrupt the provision of essential services such as water, health, electricity or mobile telephony services. Threats that may have different origins, including criminal, politically motivated, terrorist or state-sponsored attacks, as well as natural disasters or unintentional mistakes.

State economies are already affected, to a great extent, by cybercrime activities against individuals and public and private sects. Virtual criminals use more and more complex methods for penetrating into computer systems, such as critical data theft or repositories.

Increasing economic espionage and state-sponsored activities in the virtual space is a new category of threats for governments and companies around the world.

Economic security should be understood as: an essential factor of national security, namely that which provides the resources and the dynamic balance of the other components of this system (national security); one of the dimensions of national, regional and global security, desideratum of each individual, human community, national state etc .; the priority objective of governments, regional and international organizations to ensure the assurance and guarantee of global human security; the state of the national economy seen as a source and basis for the eradication of poverty, hunger, social and economic inequalities between individuals as well as different regions of some countries.

Ensuring economic security is the result of the interaction between internal and external factors that potentiate or not the whole process of production, distribution and consumption of goods and services made in a national economy. State and non-state actors play a particularly significant role in achieving economic security at both national, regional and global levels.

The economies and security of developed nations are dependent on information technologies and information infrastructure. At the heart of information infrastructure, on which humanity depends, is the INTERNET, a system initially designed to share unclassified research among scientists who were not suspected of abusive use of the network. It is the same INTERNET that today connects hundreds of millions of computers from different networks, solving most of the nation's core services and leading to the operation of infrastructures.

Conclusions

Global security, seen as universal harmony, remains just an ideal. This, some analysts say, as a last step in the development and evolution of the concept of security and international relations is a utopia. Understand, however, as a summing up of regional processes, of wishes to preserve world peace by solving regional problems, we can hope. The new transnational risks and threats mobilized democratic societies, and not only, into a global clash against terrorism. Risks and threats have taken on new forms, and the struggle against them takes place in an international society that still needs common rules, norms and institutions to achieve and maintain real global security.

International instability both in the proximity of Romania and other EU Member States are prerequisites that justify us to assert that we will witness in the not too distant future of an

intensified activity of a belligerent nature in the cyber space to provoke significant damage to both economic and social life throughout the world.

Security education must become a priority of every organization that has important information resources for its own activity, national security, or for the protection of personal, classified or sensitive personal data. This education must be carried out at all levels and in all fields of activity, from pre-university education to postgraduate courses and specializations, from IT system users to members of the management of organizations and from economic operators and non-governmental agencies to the authorities and institutions of the national system defense, public order and security

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ASPECTS ON NATIONAL POLICY
TO ENSURE CYBER SECURITY AND DEFENSE
IN FRANCE AND GERMANY

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Abstract: As the main factor for the effects of globalization, cyber security has passed very quickly from an eminently technical discipline to a strategic concept with global clotting tendencies. Cyber security research places a strong emphasis on international cooperation with regard to the development of 'early warning' means and strategies by identifying patterns that respond to vulnerabilities as generally valid, rapid identification of vulnerabilities, real-time modeling of threats from the cyberspace and the simulation-development capabilities of the manifestation and evolution of risks. From our point of view, it has to be studied systemically and interdisciplinary.
The integrated approach at EU level to the issues related to cyber defense and security can be analyzed as the result of interpolating several dimensions, such as technology, interconnection policy and standardization of cyber security standards already used in the Union, the legal - characterized in particular by the approach to property and confidentiality of information, which deals with the approach to ensuring cyber defense from the point of view of preserving statehood and sovereignty versus the common defense concept at Union level, or that which concerns the rights and freedoms of freedom access to information and services. The various mechanisms to prevent and combat threats to the security of cyber-systems tend to have a growing area of coverage.
In the proposed scientific approach, starting from these benchmarks, we will highlight aspects of national policy to ensure cyber security and defense in France and Germany.
Keywords: cyber security, cyber defense, national politics, France, Germany.

As demonstrated by the practice of the last two decades, cyber-space mechanisms often prove to be a decisive driving force in the transformation of the international system of relations, and the development of information technologies has had the direct effect of adjusting and reorienting the capacity of human society to interact, by eliminating great part of the boundaries that limited these mechanisms to physical, economic, social or cultural spaces, becoming an important element of the globalization process.

An important part of this change takes place in the field of security on the cyber security component. The development of the Internet and associated technologies has enabled policy makers' decisions, stimulated new dimensions and interaction patterns, and has also opened new threats. This security aspect of cyber policy becomes even more important because, with the development of mechanisms of any kind that have a decisive cyber component and a high ratio of criticism, addiction and, ultimately, human trust in cyberspace is intensifying.

If these issues were considered initially by theoreticians such as Buzan and Hansen, purely technical, technological change and key events being considered "*among the most important driving forces of security studies*"[1], the closest relationship between the cybernetic and other sources of threats, both traditional and non-traditional, has given much greater significance to cyber security; it has become evident in recent years that an integrated approach is needed where the international cooperation component has to have fundamental importance in order to gain the success of any mechanism, doctrine or strategy that has as its main subject security and cyber defense.[2]

Although, in the field of security and cyber defense, the adherents of globalization of international cyber security studies join technical experts who highlight the need to pass the security of critical infrastructure with a decisive cyber component beyond the national state as "referring object" of security; those adherents highlighted the vulnerabilities of non-state entities, such as individuals, groups, communities, who suffer from acts of violence generated from different levels of threats that particularly manifest themselves in the cyberspace or that use cyberspace as a propagation environment. Thus, by extending security objects vertically, cyber security has become an integral part of the human security narrative, as well as of the security-development relationship, this doctrine being taken over in particular by regional organizations such as the European Union. [3]

According to the doctrinal documents of the European Commission, the EU is a strong supporter of the vision of a free, open and secure cyberspace as a fundamental component of economic and social development, the programs developed by the Commission over the last decade had as main goal developing capacities needed to implement this vision and elaborating some unitary mechanisms to the Union level to ensure access to, guarantee the integrity and security of cyber infrastructure and effectively to combat cybercrime.

The development of a unified cyber security strategy implies defining the overall objectives of the internal security policy and the mechanisms for external cooperation. The purpose of a common cyber security doctrine is to define the conditions in which states resort to the use of cyber security mechanisms and how they do so. The cyber security strategy must be based on an analysis of the current cyber security pattern and requirements, as well as on an assessment of the risks and threats posed by this environment. However, although France and Germany fundamentally have the same security environment due to their geographical proximity, the two countries' approaches to cyber security and defense policy are fundamentally different. In spite of the rhetoric about close friendship and cooperation, Paris and Berlin seem to live in almost different worlds of security, and they are rarely on the same page in terms of fundamental aspects of security and defense. [4]

France is the only European country with territorial possessions on all continents except the Arctic. Together with the United Kingdom, it has a permanent seat on the United Nations Security Council, the scope of French foreign policy and interests being extended to international validity. Featuring elites modeled by a strong educational system and a certain continuity of its military traditions, France has an internationally recognized community of cyber defense specialists. It is not surprising that French strategic thinking and its outcomes are among the most elaborate in the world, as Henry Kissinger said [5], and the doctrinal mechanisms outlined in the 2013 White Paper on National Defense and Security support this assessment. For this reason, it is not surprising that France was the first nation of the European Union to approach doctrinaire cyber security from a perspective to the general defense and security policy of the state. The development of the Digital Security Strategy of France has focused on creating a unified approach to internal cyber risks and threats by intensifying cooperation between governmental agencies, the business sector and the academic environment, as well as externally by cooperation with other countries of the European Union, aimed at protecting government, trade and individuals.

The main differences between previous approaches which in the cyber security field was subsequent to the overall field of defense, following almost in detail the traditional line of the French military doctrine of defense by its own forces, where international military cooperation has a second role and the cyber defense approach starts with the new strategy in 2015, are that they define by doctrine the approach of cyber risks in the virtual environment by joint cooperation at the level of strategic political and economic partnerships such as the European Union or military, such as NATO, but also by the use of economic opportunities generated by the competitive advantage in the area of cyber security technologies that the

French business sector or academia has, by the promotion of the French cyber-resilience pattern at the European Union as well as internationally. It is worth mentioning that France is much closer to Germany if we are talking about the structure of risks and vulnerabilities in the cyber domain, the military component of France closely followed Britain's cyber defense patterns, such as the creation of the Cybercom national center, although at the declarative level Frédérick Douzet, a professor at the French Institute of Geopolitics at the University of Paris and one of the creators of this body, said "*The new French organization is different from similar ones in the United States or Great Britain, because the intelligence activities are not under the same command as cyber military operations*"[6], the new Cybercom national center has offensive capabilities that can even generate limited kinetic responses to various cyber aggressions, being an important component of the mechanisms of external projection of France as cyber power.

Unlike the French approach, Germany became aware later of the strategic importance of cyber defense and security, an integrated federal approach being determined more by the impact analysis of threats posed by actors outside the European Union than by the exploitation of competitive advantages which German cyber-resilience patterns might have in relation to the technologies that other countries promote across the European Union. For this reason, the cyber security strategy approached by Germany has a predominant component focused on critical infrastructure protection with a major cybernetic component, but has evolved rapidly under the pressure of economic losses generated by economic information protection issues and the exposure of R&D entities to action of industrial espionage. Thus, in 2015, following increasing cyber security threats, Germany has adopted legislation that requires more than 2,000 key service providers to implement new minimum standards for information security within two years. The legislation refers to the institutions listed as "*critical infrastructure*" such as transportation, health, water utilities, telecommunication providers, insurance and finance companies, and gives them two years to introduce cyber security measures, otherwise they are penalized with fines of up to 100,000 euros.

We can say that Germany's approach to the emergence of the so-called "Brexit effect" is primarily centered on countering cyber threats on the German mainstream economic infrastructure and secondary on the private life of citizens, where critical service providers have the primary responsibility, regardless of whether they have originate in German territory or only provide related services, will have to meet minimum security standards. The granularity of the regulatory and control mechanism reaches the level of small and medium-sized enterprises, so the 2011 Cyber Security Strategy of Germany states that "*Infrastructure protection requires more security with regard to computer systems used by citizens and small and medium sized businesses. Users need adequate and consistent information about the risks associated with the use of IT systems and the security measures they can take to use the virtual space in a safe way*".[7]

With Russia's alleged involvement in the German electoral process in 2017, when the German expert on cyber security Constanze Stelzenmüller testified before the US Senate Committee on Russia's intervention in the German electoral process, stating that "(...) *three things are new about Russian interference today. Firstly, it seems to be directed not only at the periphery of Europe or on certain European nations, such as Germany, but in destabilizing the European project from the inside (...) dismantling the decades of progress towards building a democratic Europe that is whole, free and in peace. Secondly, hidden and open "active actions" are more diverse, bigger and more sophisticated from a technological point of view; they are constantly adapting and transforming according to changing technology and circumstances. Thirdly, by hitting Europe and the United States at the same time, the interference seems to be directed to undermining the effectiveness and cohesion of*

the Western Alliance as such - and to the legitimacy of the West as a normative force that sustains a global order based on universal rules ..."[8].

The German Federal Government has initiated a series of measures not only to manage new complexes of threats but also to give Germany the opportunity to project its economic, political and military defense and cyber security patterns within the European Union and NATO. If at a military level, Germany relies more on the capacity of institutional organization and traditional discipline that can quickly operationalize hybrid cyber defense structures, consisting of Bundeswehr's technical and operational and BND's information capabilities, following, in the opinion of the Chief of Major Staff for Cyber Ops, General Lieutenant Ludwig Leinhos, the pattern of similar structures in the United States, the United Kingdom or Israel, at the economic level, German strategists increasingly encourage the Federal Chancellery to adopt measures to stimulate the cooperation of the German economic sector and of the specialized academic environment with the other European Union countries with similar cyber risks and vulnerabilities patterns. Although initially the German and academic business spheres directed the cooperation efforts in the field of cyber security in two main directions, the first being in the European Union with Austria and the Great Britain and the second in NATO with the United States of America, the effects of Brexit and the policy promoted by US President Donald Trump has forced federal authorities to find new partners able to support German defense and cyber security needs and interests.

Traditionally, from the doctrinaire point of view, at the level of the Union's countries and NATO as a whole, cyber security is the ultimate subsequent component to security and defense policies at the level of the European Union, with the emergence of the Brexit effect, on the one hand the success of French-German political cooperation on the political component and on the other hand the appetite of France to play an increasingly important role in the EU's economic space has led to the emergence of a new vision at the level of the European Commission on the pattern and mechanisms for cooperation to provide a comfortable cyber resilience at Union's level.

Although French-German defense cooperation dates back at least three decades, it has a number of institutions formed and explicitly dedicated to military cooperation, and France and Germany have a lively exchange of civil servants and military staff at different levels, and cooperate in areas such as helicopter flight training or joint units such as the French-German Brigade, cooperation in the field of defense and cyber security remained modest until Brexit emerged.

Being originally the result of integrating France and Germany's efforts to replace Britain's past roles in the European Union's defense and security component, this concept was quickly directed to the economic protection component of both critical cyber-critical infrastructure and development of new technical, cooperation or legal mechanisms on information protection with a direct impact on both the concept of property and the balance between the rights and freedoms of individual citizens of the Union and their need for cyber security.

At the second French-German digital conference held in Berlin on December 13, 2016, French ministers Michel Sapin and Axelle Lemaire joined forces with German ministers Wolfgang Schäuble and Sigmar Gabriel to promote French-German cooperation in the area of digital technologies, especially those centered on cyber security. Both governments have expressed their common vision of strengthening Europe's position as a leader in the digital economy. French-German cooperation is reflected both in the integration of the two industrial platforms in the cybernetic sector, namely the French Alliance for Industry and the German Industrial Platform 4.0, but also in the academic sector by the development of joint educational programs between Arts et Métiers ParisTech and the

Karlsruhe Institute of Technology, or the adoption by Germany of the "Grande école du numérique" training and accreditation program in cyber security.

The success of French-German political cooperation in the development of European Union digital policy also encouraged cooperation in the area of common approach to cyber security by reconciling the cyber security interests of the two nations and designing at European Commission level of a common integrated vision on the development and the regulatory mechanisms of digital services across the Union, the concrete outcome being the conclusion in December 2016 of a Memorandum between the French National Cyber Security Agency (*Agence nationale de la sécurité des systèmes d'information* - ASSI) and the German Federal Office for Information Security for Cloud Computing Security Implementation - ESCloud. Although, the two governments also decided in 2017 a common approach to EU-wide online regulation of on-line trading platforms from the perspective of shared access and personal data protection.

In the military field, starting in 2017, strategic cooperation in the field of cyber defense has turned from a general doctrinal desire to a precise political goal of decision-makers in both Germany and France. As was pointed out earlier, under the pressure generated by a UK exit from the European Union's security complex, a process that starts to make its effects felt on all the dimensions of expression of the Union's security mechanisms, and as well as the US President Donald Trump policy to reduce support in the field of military investment to ensure the security of European allies has generated a natural process of nearing defense between France and Germany. If in the past this cooperation was more formal and declarative, at a press conference held in Berlin after their first bilateral meeting, German Defense Minister Ursula von der Leyen and her new French colleague Sylvie Goulard highlighted the fact that France and Germany want to be seen as an integrated unit to make Europe more responsible for its own security, having as a goal the construction of a European security force.

France's enthusiasm to promote its doctrinal cyber defense patterns at Union's level is also fueled by German Chancellor Angela Merkel's statements on the decline in US reliability as a strategic security partner at EU level, but if we look at this enthusiasm from Brexit's perspective, it may seem like a two-edged weapon. Thus, France, being the number one military power, now has to deal with a complex and sensitive relationship with Germany, and the UK exit from the EU and its eventual demotion will place France in a delicate position in managing interests and mechanisms in the field of cyber defense, which it is currently building together with Germany. The current political context is completely different from the 1960s, at present Germany has strong economy, with a highly developed high-tech industry and integrated in the European Union's economic mechanisms.

France can no longer rely on the UK to balance this complex relationship, and the current French-German cooperation in the field of cyber-space technology, especially those that impact on the security and resilience of critical infrastructure with a determinant cyber component, can turn at some point in a fierce competition in which France will face not only a disinhibited German industry but also Germany's ability to generate and quickly put into practice technological innovations.

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THE INFORMATION EXCHANGE NECESSARY FOR THE DECISION-MAKING PROCESS IN THE COALITION OPERATIONS

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Abstract: *After World War II, coalition operations have become increasingly common, being a tool for promoting national interests in foreign policy at global or regional level. One of the particularities of the coalition is that they are formed ad-hoc for an objective, a precise political purpose, and after that it is dissolved. The short time of its formation, different culture, different styles of leadership, the need for trust among the members of the coalition, generates a number of obstacles in the decision making process.*
This study attempts to find answers to two questions about how to work within the coalition: how can we create a smart database that will shorten the time to find the essential, reliable information needed for the decision-making process in an environment in what team members are not aware of, and the second question on how we can arrange physical work space to remove communication and trust barriers between organizations that are different in DNA to stimulate collaborative work to achieve the common proposed goal.
Keywords: *coalition, operations, information exchange, decision-making process, collective memory.*

Introduction

Looking at the unique challenges that exist in the domain of communication networks, coalition networks need joint command and control of networks that may have evolved independently, use different technologies, and many not have adequate level of interoperability support between themselves. The different networks in the coalition may want to share some information about themselves to permit a joint view of operations and a joint management, but they may not be able to share full information about themselves to each other due to restrictions on the sharing of some sensitive information.[1]

In the context of information networks, information needs to be disseminated seamlessly across two or more different coalition partners, while complying with any policies or restrictions that may be imposed on the networks. This creates new challenges in understanding how the quality of information coming from different coalition partners can be characterized and understood, how the different assets belonging to the many partners can be brought together in a seamless whole, and how the information can be processed and analyzed efficiently across different organizations.[2]

The decision-making process in any type of operation is composed according to FM-101-5 Staff Organization and Operations of the following steps: mission, mission analysis,

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[1] Dinesh Verma, preface of the *Network Science for Military Coalition Operations: Information Exchange and Interaction*, IBM Thomas J. Watson Research Center, USA, 2010, p.xviii.
[2] *Ibidem.*

production of courses, analysis of courses, and comparison of courses of action, approval the course of action and the issuing of orders[3].

In coalition operations, the first step in the decision-making process is not affected by its particular nature, it is the same as any other type of operation, so the mission is given as a result of politically establishing an objective. The rest of the steps in coalition operations are affected by certain features of this type of operation.

To simplify the analysis, we will develop only a few peculiarities of coalition operations, how they affect decision making and possible transactional memory approaches.

Coalition is an ad hoc, temporary agreement between two or more nations for joint action (JP-5.0)[4]. Being an ad hoc agreement, training time is very short, leading to communication difficulties among coalition members due to lack of trust between partners, lack of knowledge created, stored, distributed, localized and applied, required for two of the stages decision-making process, analysis and production of viable and accurate training courses[5].

Transactive memory system - TMS

The prospect of removing these barriers in creating and distributing knowledge is the common memory system (transactive memory system). This system was developed by Wegner[6] in 1987 and comprises three structures: knowledge specialization, trust in the knowledge of others and the ability to coordinate knowledge in accordance with the mission, taking into account that this knowledge is unevenly distributed.

Knowledge specialization in the armed forces is quite simple, a certain position in the structure, as an example if you work in the S1 - Human Resources department, it is quite clear to anyone that you are specialized and have knowledge about human resources management. This makes the assignments that are received on the staff line to be automatically distributed to this compartment, which helps the efficiency of the distribution of tasks within the coalition, to the competent personnel to solve them.

The collective memory system provides even more, offers trust among the members of the coalition forces, providing as information the experience of the one who occupies a certain function and who provides his / her knowledge so that every user of that knowledge can assess how credible and legitimate is that person, in order to trust the information received.

Knowledge coordination was analyzed and tested by Liang, Moreland and Argote[7] in 1995 by conducting a radio apparatus assembly group experiment with two groups of people, one group executed all operations as a team, the others individually. It has been observed that those who have learned in the group could assemble the devices faster and with fewer errors.

Coordination of knowledge refers to the efficiency with which the knowledge of the individuals in the group is applied to carry out a task, so that the work is divided into the expertise of each, thus eliminating a time-consuming redundant movement that favors the errors. By specialization, each member has a certain area of expertise and learns / stores only information from the area / field that has been assigned to him, so when the team needs information from that domain, they know who to turn to, so the process is effective.

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[3] FM 101-5, *Staff Organization and Operations,* Department of the Army, Washington, DC, 31 May 1997, pp. 5-3.

[4] JP 5-0, *Joint Planning*, Joint Chiefs of Staff, 16 June 2017, p. I-19.

[5] Mihai-Ştefan DINU, *The 5th Operational Domain and the Evolution of Nato's Cyber Defence Concept*, Annals of Academy of Romanian Scientists Series on Military Sciences, volume 9, Issue 2, 2017, Academy of Romanian Scientists, pp. 69-77.

[6] D.M. Wegner, *Transactive memory: A contemporary analysis of the group mind*. In B. Mullen & G.R. Goethals (Eds.), Theories of Group Behavior, Vol. 9, 1987, pp. 185–208.

[7] LIANG, D. W., MORELAND, R. & ARGOTE, L. *Group Versus Individual Training and Group-Performance - The Mediating Role of Transactive Memory*, 1995, Personality and Social Psychology Bulletin, 21, pp. 384-393.

It has also been noticed that a positive influence on the team is the preparation, communication and knowledge of each member, the qualities and expertise that the other members have.

TMS uses collective memory, often called the memory of the organization, and it can also be defined as how the organization archives and finds past knowledge in order to be able to use it today to carry out new missions.

Transactive memory – TM

The collective memory system uses collective memory, which by means of archiving, localization, sharing and application of knowledge can support the organization to become more efficient and to adapt more easily to change in order to achieve its goals.

In order to have a collective memory of the organization, we need to analyze four processes: registration, storage / archiving, maintenance and search / display.

The development of an information system that uses the four processes necessary to create this collective memory must take into account the following conditions:

- The first condition, the knowledge is strictly context-related, a certain solution applies to an operation in a certain context, for example knowing about a particular operation when the weather is favorable and applied when the weather is unfavorable and the roads may be impractical, may have a totally different result, so that each knowledge has to be accompanied by context variables that explain as clearly as possible the conditions under which knowledge has been acquired;

- The second condition is the location where it is the knowledge and its form, it can be stored in the memory of people and can be greatly affected by the values of the person, culture, education, perceptions etc. In a coalition these differences are very high, each member of the force has a different culture, the doctrines, the procedures, the modes of action and even the decision making process is different. Military from different armies interprets in different way the information, and it may also happen that military personnel in the same army to interpret in different manner the same knowledge / information;

- The third condition is that some of this knowledge exists in a cognitive, tacit form that is stored in the memory of people, being personal and difficult to quantify / recorded, often being influenced by the actions, determination and involvement of that person in a certain context;

- The fourth condition is that this knowledge at the organizational level changes frequently according to the developments in the field. A knowledge that has a value and can be put into practice today in two months may not have the same effect, because the context has changed. Making updates to databases requires time, the software application will need to have internal processes to identify context changes;

- The fifth condition is the legitimacy and credibility of the one who gives the knowledge, so the coalition feels the most acute, different forces, foreign to each other, must trust the knowledge provided by the partners[8].

Using IT support to create a collective memory system

The IT system must be developed taking into account the environment in which the operation takes place, it is constantly changing and becoming more complex, so making decisions in an optimal and efficient time is increasingly difficult. The phrase "too much data and too little information" is more and more common at the level of armed operations of any kind, the integration of relevant information for the decision-making process and finding them at the right time is a challenge. Often the information that is stored is not attached to the

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[8] Dorit N., Yair W., *Organizational memory information systems: a transactive memory approach,* Decision Support Systems, 2005, pp. 550-551.

context or environment in which it was collected, the mission or the purpose for which it was used, which puts the commander most of the times, in the position in which he has a lot of knowledge, which he tries to understand and tries to apply, sorting them through the trial and error process, which is often very expensive, both as resources and as loss of human lives. In an environment where human error costs human lives, the development of software tools to assist the commander becomes a must.

A few advantages in the use of computer support for the creation and organization of a collective memory system at the level of coalitions in order to assist the decision-making process, are:

1. The use of IT support in knowledge management will better develop a sense of collective memory within the coalition.

The fastest access to knowledge is if it is in electronic format.

Developed tools will indicate who knows what and in which field is expert, besides the knowledge already stored in the system. For example, for a humanitarian mission where drugs need to be delivered in a certain area, the software should provide you with the following mission-critical information:

- Who has the medicines?
- Where are the medicines?
- Who knows the safe routes for their distribution?
- How current is the situation with the roads?
- How is the weather and the terrain during the year of mission?
- Who has information about the situation in the area where the medicines have to be taken, is a safe area, the population cooperates, there are violent tribes in the area, are the medicines the first priority?
- Where translators are found?

2. The use of IT support for the formation of a common memory system will encourage the sharing of knowledge and experience within the coalition.

In order to have an efficient collective memory system, this knowledge must be stored, found and then applied.

The more members of a nation will find useful knowledge in this application, the more they will be willing to keep the data as up-to-date and accurate as possible. At the same time, members of the various nations within the coalition may, depending on the function of the structure and the mission of other members, anticipate what knowledge the other nations require for the mission and provide them in time, thus crossing the communication barrier in which in a new mission you do not know what knowledge you need for a particular mission. As an example, the Korean War where two categories of forces, within the same army, one executes the air support for the other. The commander of the land force did not ask the pilots, the state of the bridges on the way to withdraw, and the pilots did not provide this information, unaware of its necessity and because they were not asked. The bridges on way they had to withdraw were destroyed.

The collective memory system with the support of IT tools can prevent this lack of communication by actively providing the necessary knowledge for a particular member for a particular mission or goal, in this case should have provided the state of the bridges in the area automatically.

3. A developed collective memory system will lead to an increase in the implementation of the knowledge accumulated within the coalition.

Creating a system of collective knowledge and their distribution does not necessarily lead to their application within the coalition. This phase of implementation of knowledge is very important as it is the stage where the benefits of the entire system are gathered.

Pfeffer and Sutton (2000)[9] define the concept knowing-doing gap. Alavi and Tiwan (2002)[10] argue that the collective memory system increases the ability of knowledge integration groups, which is a decisive factor in their application.

4. Sharing and applying knowledge will lead to an increase in coalition performance.

Knowledge management in a coalition, which is related to knowledge creation, storage, sharing and application, will shorten the execution time of the decision making process, but will also increase the accuracy of decisions, based on previous experiences.

Within a collective memory system an important element that is stored in the database is the level of expertise of the person who introduced that knowledge, so that one who uses that knowledge will be able to check how credible it is. Attached to this is the context in which it was created so that it can be assessed whether it can be applied or whether it needs to be adapted to the new conditions.

Collective memory system model

The collective memory system according to Han et. al. (2013)[11] must contain five elements: who, what, where, when, and why.

	TM information
Who	What team member, if any, possesses a certain information?
	What team member, if any, needs this information?
What	What categories of information are relevant to the current decision-making process?
	What are the pieces of relevant knowledge to the current decision-making process?
Where	Whereabouts of a certain information?
	• In experience of a team member?
	• In an external equipment such as a directory or a database?
	• As tacit information within TMS?
When	At what point in the decision-making process should be communicated a certain information of a member of the team to support decision-making?
Why	What is the relevance of certain information to the current decision-making process?

Mainly, TMS makes the knowledge integration of group members, but in addition also contains meta-knowledge of who knows what type, individuals becoming for coalition its external memory.

As case study we have created a number of identifiers/variables which can be used for the introduction of knowledge for the creation of the system of collective memory:

- Name: an identifier-like knowledge and its differentiation towards other knowledge. It can also be a keyword required for search;
- Type: we can have different types of knowledge as a source of origin: from a formal document, regulation, law, manual, if it comes from a task, assignment, personal experience;
- Author: the name of the person who created the knowledge;
- Location: information logic address;

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[9] Pfeffer, J., and Sutton, R. I. 2000. *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action*, Boston: Harvard Business School Press.

[10] Alavi, M., and Tiwana, A. 2002. *Knowledge Integration in Virtual Teams: The Potential Role of KMS*, Journal of the American Society for Information Science and Technology (53:12), pp. 1029-1037.

[11] Han, X.; Bui, H.; Mandal, S.; Pattipati, K. R.; and Kleinman, D. L. 2013. *Optimization-based decision support software for a team-in-the-loop experiment: Asset package selection and planning.* IEEE Transactions on Systems, Man, and Cybernetics: Systems 43(2): pp. 237–251.

- Affiliate: describes the whereabouts of information/knowledge: the database of organization, the knowledge network of coalition, online libraries and their names;

- Version: a number identifying the different versions of the same knowledge in order to establish its chronological order;

- Description: short description of the context in which it was created, its source;

- The use of knowledge: a brief history in what context it was used that is aware of. It refers to the missions, tasks, cases in which therefore knowledge was used, and it must include the quotes where it was used and study materials.
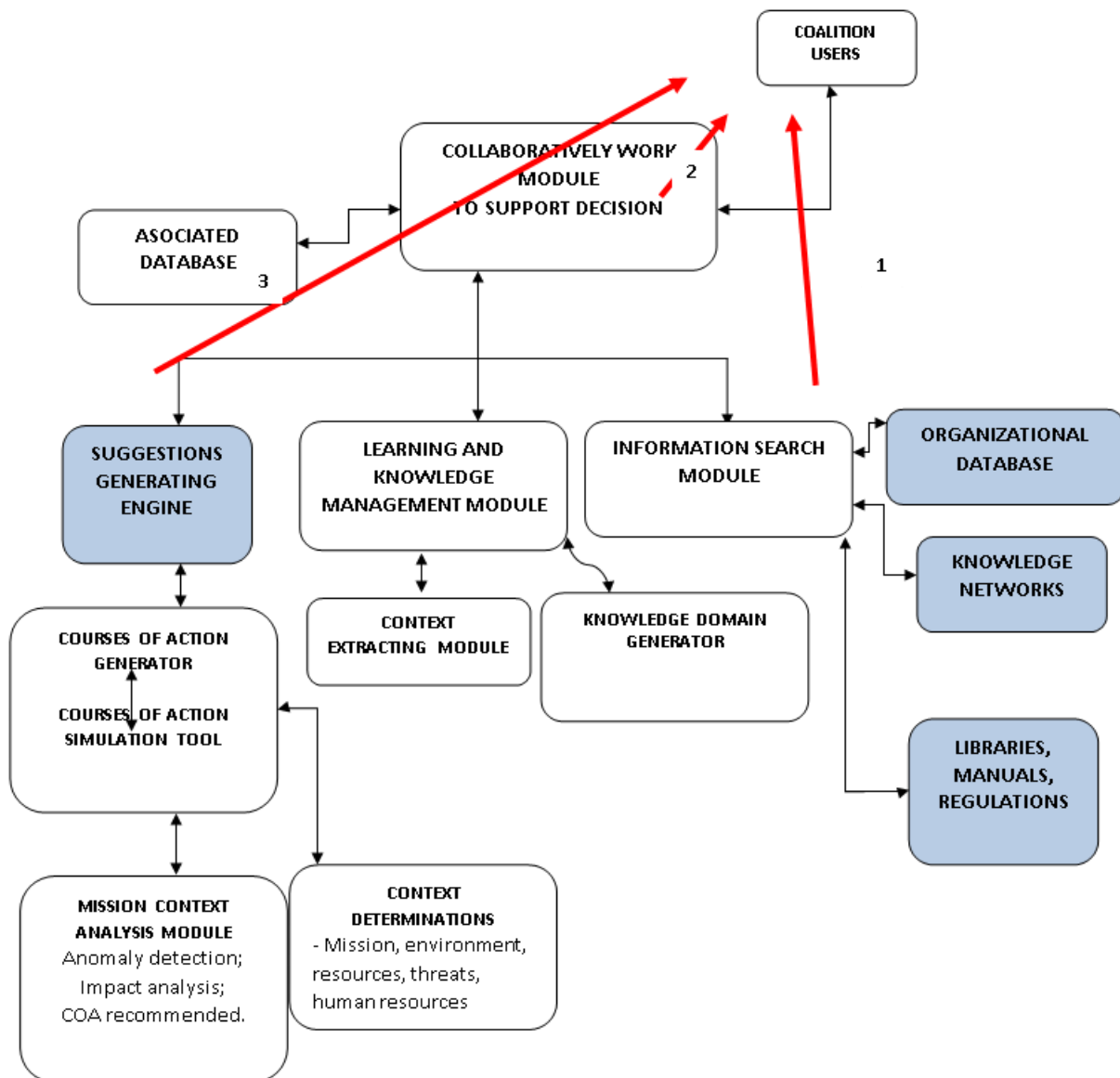
Figure no. 1. System architecture in support of decision-making process based on collective memory

The system based on collective memory supports the decision-making process through three sources, materialized by the three arrows:

1. from the organization's database, knowledge networks, online libraries, doctrines, textbooks and regulations;

2. from collaborative working with members of other structures participating in the coalition operation;

3. from the suggestion generator engine, which, based on input data and adapting to mission conditions, can propose different courses of action obtained by running simulation programs.

A proactive decision support (PDS) system has to be anticipative and adaptive/adaptable to changes in the mission. With the three modules: suggestion generating module, collaboratively module and information search module, which supports the decision making process, PDS becomes a very useful, even a must have tool that decreases the time and increases the effectiveness of decisions.

Conclusions

At a time when large amounts of information are available from countless sources, proactive decision support tools have the potential to make the task of selecting, verifying, compiling and analyzing more manageable information so that decisions can be made more effective, so as presented in the first part of our paper.

PDS with TM facilitates the use of the knowledge in a context, from all the sources in the organization and helps the commander better, readjustment of plans, and provides quick response to dynamically changing mission environments, while reducing overload, with a valuable use in coalition operations.

A PDS tool incorporating TM as a form of context can increase the value of a proactive decision support tool for team tasks, as well as sharing knowledge among team members, meta-knowledge of team members about where the information is located, and information about credibility of sources of information. The basis for effective sustainable collaboration among members of a coalition is the exchange of information that allows for planning in line with the coalition, resulting in a successful achievement of the objectives of the operation. A quick way to increase the capacity and efficiency of all partners is to expand the exchange of information between them. So far, in time it will be made a significant return on investment each time all partners have made such allowances in support of others.

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Defense Resource Management

Chairs:
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PUBLIC PERFORMANCE MANAGEMENT – A GUARANTEE OF NATIONAL SECURITY INTERESTS

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Abstract: *Security is defined by providing a sense of confidence and peace. Ensuring state solid security implies a multitude of aspects and the achievement of national security objectives by following national security interests. The development of public management is part of good governance. The concept of good governance is based on transparency, responsibility and integrity and has become the most prominent expectation of civil society related with activity of public sector managers. As a result, performant public management is a necessity, not a caprice.*
Keywords: *new public management, security, integrity, transparency, internal / management control.*

New public management and performance targeting

Globally, we can see that states with well-established public management are states with a strong economy and increased security. At present, public management has developed, becoming more flexible and closer to the needs of citizens, in the vast majority of developed countries. They also have a stable state security.

The new public management (New_Public_Management, NPM) relies on the idea of using private principles rather than a rigid hierarchical bureaucracy. NPM promotes a shift from bureaucratic administration to businesslike business management (in a way that would be beneficial for a business or a businessman).

In Europe, the promoter of this kind of management was Margaret Thatcher, UK Prime Minister (1979-1990)[1], was named, due to its leadership style and uncompromising policy, "Ladies of Iron". She played the role of the "political entrepreneur" and the official role of the prime minister. It has brought multiple changes to public management policy by introducing new methods into organizational structures, public service management, work relationships, and spending planning. Introduced new policies on financial management, auditing, evaluation and procurement. Thatcher's successor, John Major, maintained the public management policy on the conservative government's agenda, developing policies to reform the public sector by implementing new programs.

Over the same period, public management has become an active policy-making area in many other countries, such as New Zealand, Australia and Sweden. And in the United States, public management has been an important point in President Clinton's agenda. Among Clinton's most important public policies were the National Partnership and the signing of the Government Law on performance-based performance.

Nowadays, in government policy agendas we are certainly finding issues related to public management. According to analysts 'opinions, these will have long been on public politicians' agendas. New public management brings performance where it is implemented correctly and with responsible human resources. Human resource performance assessment is based on the results it produces.

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[1] https://en.wikipedia.org/wiki/Margaret_Thatcher, accesed on 10.01.2018.

The term "New Public Management" (NPM) encompasses all political decisions that have brought about a notable change in the governance of the states that have applied these managerial reforms. The common goal of implementing these policies was and is to improve macroeconomic performance and eliminate bureaucracy in the state system. In countries such as the United Kingdom, New Zealand, Australia, Scandinavia and North America, NPM has brought lower economic performance and bureaucracy. NPM has expanded globally, with the general measures being adopted by many other countries, including Africa and Asia, but adapted according to the culture of the respective countries and implemented according to the competence of those in the government.

Countries within the European Union - implicitly Romania, or those that want to join, need to implement NPM. The basic principles to be pursued in any state are: transparent management; applying performance standards; evaluations and controls based on performance indicators; managerial and financial decentralization; stimulating competition and performance in the private sector through qualitative requests from the state sector; management changes by: establishing short-term employment contracts within the state system, undertaking business-like management plans, clear assignment of the mission and objectives that each employee has to meet; reducing costs by efficiently spending public money; narrowing the gap between the public and the private sector in terms of performance, public administration should draw private sector best practice and use it in the public management sector. These were developed by Christopher Hood in 1991. Hood introduced and defined the term New_Public_Management (NPM).[2]

The NPM places a strong emphasis on financial control, respect and responsibility for spending public money, increasing efficiency, setting clear objectives and continually monitoring performance, introducing audits both financially and professionally.

Performance has become a common policy for a multitude of states around the world.

There are many examples of good practice in NPM implementation in countries where politics has realized the importance of a fair approach to it. As an example of good practice I would nominate one:

In Denmark, the Danish immigration service faces a very poor reputation, but after a management project for public managers, things have changed significantly. The decisive element in this transformation mechanism was credibility. The objectives, the values were communicated in a transparent and credible manner, being further strengthened by actions and decisions that supported the previously communicated elements. Negative media exposure declined considerably, and after this process, which lasted a few years, an opinion poll showed a significant increase in customer satisfaction of more than 65%.[3]

Unfortunately, according to some studies[4], East European countries are more focused on changing structures and implementing new tools and programs without a staff training vision and ignoring substantive changes: the transformation of organizational culture and values. This entails the risk that change is not assimilated into organizational culture, therefore, in case of fluctuation or reduction of personnel, political changes, an economic or other crisis, the process initiated for change will be easily influenced and will cause delays, stagnation or even regression in the reform process. Reforms are too simple and focus only on efficiency and effectiveness, and little attention is paid to non-financial motivation and cultural and ethical values.

Therefore, in order to maintain sustainable reforms, it is essential that the appointment of top managers in the public system is not of a political nature but based on managerial

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[2] Armenia Androniceanu, News in Public Management, University Publishing House, Bucharest, 2004.
[3] http://aei.pitt.edu/14695/1/20100519110701_Eipascope_2010_1PublicManagement.pdf., accessed on 05.02.2018.
[4] *Ibidem.*

performance. Even this managerial performance can well look statistically but produce a negative impact on organizations and society through formalism and lack of socio-economic vision.

In Romania, a number of reforms have been implemented since the years preceding accession to the European Union: the national legislation has been harmonized with the European one, it has been defined and legislated (Emergency Ordinance No. 92/2008) the notion of manager public "for the development of a professional and apolitical body of civil servants called public managers"[5] and the principles of good governance have been introduced through public internal financial control which includes: the internal / managerial control system, the internal audit and the centralized coordination and harmonization of the previous components. All relevant legislation, methods and standards have been issued.

So far, Romania has made constant efforts to align with the requirements of the European Union and to create a more efficient administrative system. In any case, as Constantin Brâncuşi states, "Theories are nothing but worthless. Only the deed counts. "[6]

On the other hand, in countries that have failed to develop good administrative capacity and other interests predominate, even armed conflicts and poverty prevailed, with insecurity prevailing.

Ensure real state security and public management

As stated in the European Security Strategy, the key security threat is "State failure: poor governance - corruption, abuse of power, weak institutions and lack of accountability," and civil conflict weakens states inside. In some cases, it almost led to the collapse of state institutions. Somalia, Liberia and Afghanistan under the Taliban are the most recent examples. State collapse can be associated with obvious threats, such as organized crime or terrorism. State failure is an alarming phenomenon that undermines global governance and contributes to regional instability. "[7]

In line with the European Security Strategy, one of the main objectives set out in the National Defense Strategy for the period 2016-2019 is "to remove the weaknesses affecting good governance, strengthening administrative capacity, protecting the decision-making process against unlawful or non-transparent influences. "[8]

In order to achieve this security objective, a key element is the performance of a performance management in the public sector. Reforms to date have to be maintained and developed.

Romania is in this year as well as the next, at a time when it can consolidate its image as a state at European level because it will ensure the presidency of the Council of the European Union in 2019 for the first time since its accession in 2007 European Union. That is why Romania's central priority must be, according to the specialists, "to strengthen the profile of Romania in the European Union"[9]. For this, Romania has to act both internally and externally, in order to promote the objectives of the European Strategic Documents (Strategic Agenda, New EU Global Strategy, etc).

The European Expertise Center EUROPULS[10] (a non-governmental organization set up in 2010 in Brussels by a group of Romanian experts in European affairs aiming to promote

[5] Emergency Ordinance no. 92/2008 on the status of civil servant named public manager (published in the Official Jurnal of Romania No. 484 of 30 June 2008), https://lege5.ro/Gratuit/geytsnrzgq/ordonanta-de-urgenta-nr-92-2008 -power-status-clerk-public-named-manager-public, accessed on 24.10.2017.

[6] https://ro.wikiquote.org/wiki/Constantin_Br%C3%A2ncu%C8%99i, accessed on 25.01.2018.

[7] http://www.consilium.europa.eu/media/30815/qc7809568roc.pdf, accessed on 12.02.2018.

[8] http://www.presidency.ro/files/userfiles/ National Defense Strategy 1.pdf, accessed on 09.02.2018.

[9] https://www.mae.ro/node/1579, accessed on 25.01.2018.

[10]   http://www.europuls.ro/wp-content/uploads/2016/10/Policy-Brief-RO-Recomand%C4%83ri-pentru-Pre%C8%99edin%C8%9Bia-Rom%C3%A2n%C4%83-a-Consiliului-UE-2019.pdf, accesed on 31.01.2018.

the process of European integration in Romania, as well as to contribute to the development of a European public space) recommendations on what Romania has to do to be ready to take over the presidency of the Council of the European Union.

Given that "the rotating presidency is a substantial human resource and administration test, but especially an extraordinary challenge to demonstrate and strengthen the European image and expertise of the responsible country"[11], it is necessary to follow a training plan of at least one year before.

"The presidencies are grouped into trioes that have to set their priorities for the 18 months at least half a year before the first country in the group takes that role. This means that Romania, Finland and Croatia must begin to coordinate their common priorities from the middle of 2017. The rotating presidencies lead over 180 working groups within the EU Council and Romania will have to send ministers, representatives, presidents speakers and competent experts to co-ordinate meetings, negotiations, debates in the European Parliament, interinstitutional discussions, informal events and more. "[12]

All activities listed above will require particular attention and team work ability. This historical opportunity can be exploited by our country if it will act intelligently and with all the necessary management means. Romania can strengthen its image and credibility among member countries. But "if Romania fails to secure a stable and coherent presidency, it will most likely be subjected to a massive wave of criticism and will be seen as a marginal, poor and insignificant EU country, or, worse, favoring the forces wanting a new division of Europe. "[13]

The attack on Romania in the event of a failure to ensure an honorable presidency next year will have security implications, even if apparently insignificant. A state image crisis at European level can be much more difficult to manage than an internal image crisis. This type of crisis is systemic in the economy; erodes the trust of citizens in state institutions that currently do not enjoy a very good credibility, except for the army and firefighters; favors the emergence of radical movements which can lead to lower levels of living at the society level and increase the sense of insecurity of citizens.

To avoid this, a well-established management plan is needed, containing clear and precise objectives supported by the resources needed to reach them and accompanied by well-established performance indicators, accuracy in decision-making, transparency and stability.

A successful management would be the key to success in this process. It is necessary, more than ever, to make policies, not politics. National security is the foundation of any state, being defined, according to art. 1 of the National Security Law 51/1991, republished as "the state of legal, equilibrium and social, economic and political stability necessary for the existence and development of the Romanian national state as a sovereign, unitary, independent and indivisible state, the maintenance of the law order, and the climate of unrestricted exercise of the fundamental rights, freedoms and duties of the citizens, according to the principles and democratic norms established by the Constitution. "[14]

The security of the state is connected with a balanced and professional leadership, and therefore with a performance management implemented in all the state institutions. Effective management eliminates hasty decisions without any impact study, can lower the percentage of error, combines the interest of most citizens with economic reasoning, thus contributing to economic development on solid principles and implicitly to raising the standard of living. All this leads to stability and balance, fundamental factors for the security of any state.

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[11] *Ibidem.*

[12] *Ibidem.*

[13] *Ibidem.*

[14] https://lege5.ro/Gratuit/gy3deobs/legea-nr-51-1991-privind-siguranta-nationala-a-romaniei, accessed on 15.02.2018.

Conclusions

The President of Romania has assumed, through state institutions, within the National Country Defense Strategy for the period 2016-2019, the desire to have a "A strong Romania in Europe and the world" which "first means a state that ensures the security of its citizens wherever they go. "[15]

"National security is achieved by knowing, preventing and removing internal or external threats that may harm the values provided in art. 1"[16].

These values, mentioned above, can be respected through good governance. Governance is the way in which power is exercised in managing the economy and in the use of social resources for development. Good governance is the ability to achieve political objectives declared in accordance with the principles and values of integrity, transparency, accountability, efficiency and effectiveness.

Given the global economic environment in which we are civil society's expectations of public services, performance management has never been more necessary than at present, and will continue to play a central role in future reforms. Governments around the world are now taking on top-performing performance very seriously. Most have introduced legislation and developed a specific framework for its implementation, based on performance indicators that are hierarchically related.

Romania has no other alternative, as long as it wants to develop the state, than to adopt and apply the best and verified for their results, management systems.

In conclusion, high performance public management is certainly a guarantor of national security interests.

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[15] http://www.presidency.ro/files/userfiles/Strategia_Nationala_de_Aparare_a_Tarii_1.pdf, accessed on 09.02.2018.

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MANAGEMENT OF SUPPLY COSTS
FOR THE REGENERATION OF FORCE STRUCTURES
PARTICIPATING IN MULTINATIONAL JOINT OPERATIONS

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Abstract: The management of supply costs for materials, technique and equipment for the regeneration of forces participating in multinational joint operations should be considered in the context of supply as a subsystem of the logistics system. This refers to the optimization of the expenditures necessary to provide the forces with needed operational capabilities, material assets for the battle, living and freedom of movement and action to be regenerated, in the conditions of achieving the most advantageous ratio between quantity-quality-price-duration of the maintenance in service.
Keywords: regeneration, capabilities, costs, supply, resources, optimization.

The issue of cost management in the supply process for the logistical support of the Land Force structures regeneration needs to be considered in the context of approaching supply as a subsystem of the logistics system. It covers the costs associated with the provision of material goods, technique and equipment necessary for the realization of the established operational capacity as well as those intended for the purchase of the goods and services necessary for their living and their freedom of movement and action in accordance with the requirements of one of the most important principles of logistics of combined operations - the economy[1].

At the same time, it must be analysed in connection with the particularities induced by the structural and functional conditions at the three levels of Romanian Armed Forces' logistics: production logistics; support (basic) logistics; operational logistics, which influences the supply and re-supply flows with the imperative of following requirements:

a) Ensuring a suitably dimensioned and configured supply and demand control system;

b) Endowment of the supply structures with means of communication and information technology similar or compatible with those of the supported structures;

c) The unitary, integral and joint approach to supply for the regeneration of forces, both at the level of the national and of the multinational forces logistical component;

d) Equipping the supply structures with high-efficiency equipment;

e) Optimal configuration of supply-evacuation-re-supply flows;

f) Assimilation of operational supply procedures that ensure timely execution of activities specific to all phases of supply.

In order to meet these challenges, the management of supply costs for the regeneration of forces must take into account, in our opinion, two axioms: the first – "if something cannot be evaluated, cannot be controlled", and the second – "if something cannot be controlled, cannot be managed and cannot be improved". These conditions imply an examination of the need for supply, the purchase of the products, where appropriate, at the most favourable cost, careful selection of sources when supply is made from sources other than those belonging to

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[1] *L-1, The Doctrine of Logistics of Joint Operations*, Bucharest, 2008, Art. 14 (In Romanian: L-1, Doctrina logisticii operațiilor întrunite, București, 2008, art. 14).

the logistic system of MoD, and involve the combined use of different catalogues of cost structures, of maintenance costs, of operating resources costs, and the databases containing equipment life cycle costs in computerized form.

In our analysis, we believe that, in a modern conception, the objectives of supply for regeneration, viewed from a cost management perspective, should propose:

a) To provide the physical, technical, equipment and service assets necessary to regain the operational capacity of the forces at the right time, in the needed quantity and at the level of quality sufficient to cope with the type of operations in which they are or are to be engaged;

b) To achieve the most advantageous ratio between quantity - quality - price - duration of service;

c) To minimize inventory losses, both in terms of the cost of maintaining excessive safety stocks in storage facilities, which entails costs of storage, as well as moral and physical decay of products;

d) To rigorously select and assess suppliers of materials, technology, equipment and services in the national economy, as well as contractors in the operation area, when regeneration takes place in the theatre of operations located outside the national territory;

e) To identify alternative sources of safe supply;

f) To capitalize the advantages of standardization;

g) To create and maintain an optimal relational system between the internal supply structures and compartments of the force structures and the upper echelons structures at the national level and at the level of the multinational joint force;

h) To continuously improve the level of professional training of the staff in charge of supply.

The concept of the cost management of supplying forces under regeneration process must take into account the number of supply sources, their belonging, proximity and size, as well as their origin market (Romanian, belonging to the other states of origin of the multinational joint force, other foreign markets or to the host nation). At the same time, the concept of cost management must be reflected in the correlation of the logistic command structure effort with the logistic support implementation structure[2].

In any of the situations where the regeneration process takes place, the supply costs have a component given by the supply for current consumption and a component given by the stock supply, for both cases a good capacity to analyse the evolution of consumption is needed, doubled by a good ability to document and anticipate the evolution of the prices of products, materials and equipment that are not ensured by the care of the higher echelons, but by the care of their own logistic and subordinate structures.

Adopting a proper conduct in the supply chain to ensure current consumption, and to build and maintain stocks at both established levels and to the cost-effectiveness criteria, must be a priority of logistics management structures and should not aim disparate supply with various products, but an aggregate supply.

For the regeneration of forces participating in multinational joint operations, cost management has a particular impact on all aspects of logistics and financial support for preparing for forces' deployment, support and redeployment, these being closely linked to the scale of the mission, the economic capacity of the participating countries and the possibilities which have international bodies to engage in mission by logistics perspective.

In NATO operations, common funding is restricted to deploying and supporting the Alliance's major staffs in the theatre of operations and to the costs related to the tasks set out

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[2] *L-2, Manual of Logistic Support Management in Joint Operations*, Bucharest, 2008, art. 82 (in Romanian: L-2, Manualul conducerii sprijinului logistic în operațiile întrunite, București, 2008, art. 82).

to the countries participating in such missions. The nations contributing to troops bear all the costs associated with the deployment and support of their forces, and procedures relating to accounting, reporting, budgeting, management and procurement, as well as the establishment of the theatre's financial body, are under the direct supervision of specialized staff (the Financial Controller of the Theatre). This Controller manages activities to ensure financial control, assesses the efficiency of financial activities, liaises with contributing nations by national representatives according to financial requirements, co-ordinates and agrees with the missions associated with financial management related to the support of the operation.

The funds necessary for the regeneration of contingents of the Romanian Land Forces participating in missions and operations outside the territory of the Romanian state shall be ensured from the state budget assigned to the Ministry of National Defence according to the methodology established by order of the Minister of National Defence and the approved budget and in accordance with their responsibilities in the organization and conduct of specific actions[3].

Of the amounts approved for participation in the external missions, the expenses related to the preparation of the mission in the country in all aspects are sustained.

When the regeneration of forces is carried out after their replacement and regrouping in the national territory, the substantiation of the expenditures and the allocation of the funds are done distinctively so that their distribution to be mainly made for re-operationalization according to the requirements of the future mission, payment of the money rights, transport of personnel and materials from in the country and in/from the theatre of operations, local purchases (fuels, food, utilities), as well as purchases from the national country.

Commandants of power structures must organize and control the accounting of material assets and financial means made available for this purpose so that the patrimonial movements determined by the preparation and execution of these missions are fully reflected in the records, in conformity with the normative acts.

Conclusion

Concluding on the issue that is the subject of this scientific communication, we believe that the management of supply costs for the regeneration of forces is a concept inherent in the logistic support of regeneration, which requires accurately establishing responsibilities, respecting the criteria of economy and useful life, and flexibility in determining sources of supply under the conditions of their multi-nationality.

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LEADERSHIP STYLE IN PUBLIC MANAGEMENT
AND PRIVATE MANAGEMENT THROUGH FIEDLER'S MODEL

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*Abstract:*The given article, based on a qualitative research, analyses how managers working in the public and private sectors relate to their leadership style. For this purpose, the author turns to the Fiedler model, on the perception of the least favoured, altered co-worker.
The 200 public and private sector managers (one per cent each) were asked to characterize the least preferred co-worker in terms of 16 pair characteristics (e.g. friendly-unfriendly) on a scale of 1 to 8 where 1 is unfriendly and 8 friendly. The hypothesis is that when managers give low scores, close to 1, they are oriented towards tasks as the leadership style. On the other hand, upon giving high scores, close to 8, they are oriented towards people, as a driving style.
Keywords: leadership style, the least preferred co-worker, management style oriented towards people, management style oriented towards tasks, leader, manager.

Introduction

Management refers mainly to the achievement of organizational objectives through other people. The phrase "other people" focuses mainly on the relationship with direct reports, although the hierarchical superior (those at higher management levels, who exercise managerial authority over all direct or indirect subordinated employees) also do the same thing. The difference consists of the direct interpersonal relation, which is very important, in my opinion. For instance, the general manager of an organization implements a management impacting all employees. In fact, he/she performs management with his/her deputies and other managers included in the management team, who can be considered his/her direct reports. In their turn, they will perform management with those who are immediately below them in terms of direct authority. This situation is found all the way to the basis of the organization, where, for instance, a head of office has direct reports at the level of the execution staff.

Although the general manager has authority over all of them, in fact, he/she actually manages only those who are his/her direct reports and for the rest of them, he/she is an hierarchical superior and his/her influence is very low. It is a cascade effect, the general manager leads through the intermediary managers, who, in their turn, lead through the intermediary managers below their level of authority.

This observation is necessary because, in my opinion, the management style with the greatest impact is at the level of the direct authority relationship. We cannot ignore the fact that the management style of the person running the institution can influence the behaviour of the entire staff, but the influence is inversely proportional to the authority distance from the general manager to the employee. The general manager has much more influence, for instance, through the management style, on the deputy general manager, rather than on a person employed in the human resources office.

Management is effective through direct relationships and the management style is how a person's management, in fact their authority, is synthesized. Before analysing the

situation of the two management styles, that oriented towards the task and that oriented towards the people, we should point out some aspects regarding the management style.

Some elements of the management style

What is the management style? What is the importance of the management style diagnosis? What are the indicators/criteria for analysing the effectiveness of a management style?

The implementation of the management process can be made in different ways, and personal, organizational or social causes lay at the basis of this diversity. The way in which managers succeed in relating to the requirements of their specific status, to the requirements of the work and the organizational context, the way in which they succeed in putting into practice the managerial roles, give rise to the management style [1]. *Viewed from the perspective of people management, that is, from a behavioural perspective, it can be defined as the personal way of a manager to enter into relationships with their direct reports, the way to react, to give orders and to determine others do what he/she wants.*

The phrase "a boss can make your life hard at the work without breaking any rule" emphasizes that a manager's freedom of movement is greater than the freedom of movement of a subordinate, especially at the level of authority. A boss can tell you, for instance, if you do not like it, leave, but you cannot tell them the same thing. Even if, theoretically, the manager cannot do what he/she wants because there are rules, other managers, etc. in reality, if they master the art of management, they can do whatever they want. These psycho-relational subtleties are related to the management style.

As psychosocial variable related to managerial structures, the management style is the way of working with people. There is no ideal type, according to the Weberian model, of a comprehensive management style, the manager can try any new element that seems tempting, any new approach, provided that they do not contradict his/her dominant personality or own style of behaviour.

The management style is closely correlated with the manager's psychological traits, with their attitude towards interpersonal relationships, in general, and towards the person with whom they relate, in particular. Before presenting the research methodology used in this article, I would like to refer to the importance and indicators by which a management style can be considered effective.

There are many points of view related to the importance of the management style diagnosis (John, Kotter, 2008, Manfred de Vries, 2003, Stefan Pruna, 2012). In a synthetic analysis, Mielu Zlate [2] considers that the importance of the management style lies in:

- putting it into practice has multiple varied effects that impact the working climate and implicitly the organizational culture. Being a personal approach, by practicing a management style, the manager shows his/her ability to achieve results through the relationship with the subordinates, in fact, shows a certain relationship, because the management style personalizes the relationship with the direct reports;
- through the management style, a continuous persuasion is achieved, which has the effect of changing the behaviour of the employees in the way desired by the manager. Even if it is less visible in reality, the management style is the most important tool of persuasion/manipulation that the manager uses on subordinates;
- the management style has a strong impact because it acts like a multiplier of influence in the organizational network. Since it is not isolated, a loop in the network, it propagates like a deodorant, influencing all aspects of the organizational life;

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[1] See Stefan Prună, Managementul organizatiei Poliției [Police Organization Management], Universul Juridic Publishing House, Bucharest, 2012.
[2] Mielul Zlate, Leadership and management, Ed. Polirom, Iasi, 2004.

- although it emanates from the manager, once set in motion, it transforms from a personal variable into an organizational variable (the relationship between direct reports, for example, is influenced by the manager's management style);

Another importance of studying the management style, in my opinion, comes from the fact that it is implacable, whether it is studied or not, its influence is considerable. Thus, the study becomes an instrument of effectiveness.

I have made the statement that there is no panacea, absolute management style, but that it depends on the manager and on how he/she understands to put the direct reports to work. However, the specialized literature promotes indicators by which the style can be measured as effective. Referring to them, Mielul Zlate takes into consideration the following[3]:

- the number of positive and negative effects that the management style has on the general management of the leader. In my opinion, the management style is confused with the general management, therefore, the number of these effects should be reported as basic indicators of the organization;

- the real significance of the positive and negative effects is another important indicator. The real significance of the style is subjectively reflected on the direct reports and the managers of the analysed manager. Logically, the real significance of the management style is given by the perception of those who bear the manager's management style (rather the subordinates, because the manager of the analysed manager can take action immediately, having the necessary authority);

- the consequences of the constancy of the management style practiced. Being determined by the manager's personality, the style practiced by him/her tends to preserve, to remain constant on long term. The constancy indicator highlights that a style put into practice for a longer period may be more difficult to change;

- the situational criterion is perhaps the most important. The style is refined depending on the context - subordinates, hierarchical superiors, specific work, etc. From my point of view, this criterion is important for those who believe that the leadership style is not constant, but it continuously changes due to organizational dynamics. In other circumstances, the influence is not so big. For example, a manager who has a style oriented towards people will not change this style essentially, but will adapt the organizational variables such as direct reports or the nature of work to his/her style. Thus, this indicator only shows the possibility of permanent refinement of the existing style, without changing its essence.

Style oriented towards task vs. style oriented towards people

In the taxonomy of the management style, there is a division between the style oriented towards task and the style oriented towards people. At a general analysis, the style oriented towards task puts the task, the professional obligations first, the whole style is based on this idea, while the style oriented towards people puts first the direct report, the character through which the tasks are fulfilled. I embrace the idea that a manager can opt for one of the styles and, once structured, it is very hard to change it. I also embrace the idea that a manager, as a predominant predisposition, tends to one or the other, never to both of them at the same time.

The style oriented towards people is characterized by:

– the attention to the people's need to establish affective interpersonal relationships leads to the creation of a pleasant atmosphere in the organization and of a pleasant work rhythm;

– people are considered the most important resource in the organization:

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[3] Mielul Zlate, *op.cit*. 2004.

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- the manager wants the task to be fulfilled but not under any circumstances;
- the manager pays attention to the needs of the subordinates and helps them solve their own interests;
- encourages dialogue, initiative and involvement in the process of work

The style oriented towards tasks is characterized by:
- excessive attention to the fulfilment of tasks and the relations of authority, the task prevails in relation to the needs of people.
- formal work relationships are established, which do not take into account the dynamics of the human factor;
- the manager focuses on assigning the tasks and makes sure they are fulfilled on time and at the required quality;
- subordinates must listen to the manager, ask questions if they don't understand what they are asked to do and fulfil their tasks exactly;
- subordinates must focus on professional tasks, as long as they are at work. For their needs, they have specially allocated breaks.

Research methodology

During the research, I wanted to identify the predisposition of the public and private managers with regard to the leadership style in terms of orientation towards tasks or towards people. I was interested in analysing the perception of these managers, in relation to the leadership style oriented towards people or tasks. I used, in a qualitative research, Fiedler's test on the least preferred co-worker scale, which I adapted, keeping the total number of pair attitudes in the test - 16, but changing some of them or changing the significance of others. This test presented below was given to 200 managers, one hundred in each area (private and public), so as not to reveal to them the true intent of the research, but only to ask their opinion on that co-worker they consider most ineffective in relation to the organization's standards. In order to avoid suspicion, I also introduced some structural items for a future interpretation. The introduction and questionnaire look like this:

"In the teams you manage, among your co-workers, there may be people with whom you have a very difficult professional relationship. Think of the least preferred co-worker, a person who, from your point of view, cannot rise to the organization's standards. In this questionnaire, please characterize this co-worker through 16 pairs of adjectives, on a scale from 1 to 8, where 1 means totally unpleasant (or very unpleasant) and 8 means totally pleasant (or very pleasant).

Circle the number corresponding to your option!

Unpleasant	1	2	3	4	5	6	7	8	Pleasant
Unfriendly	1	2	3	4	5	6	7	8	Friendly
Repulsive	1	2	3	4	5	6	7	8	Attractive
Indifferent	1	2	3	4	5	6	7	8	Helpful
Apathetic	1	2	3	4	5	6	7	8	Enthusiast
Tense	1	2	3	4	5	6	7	8	Relaxed
Distant	1	2	3	4	5	6	7	8	Close
Cold	1	2	3	4	5	6	7	8	Affectionate
Recalcitrant	1	2	3	4	5	6	7	8	Cooperative
Hostile	1	2	3	4	5	6	7	8	Supportive
Boring	1	2	3	4	5	6	7	8	Interesting
Quarreller	1	2	3	4	5	6	7	8	Pacifist
Unsecure	1	2	3	4	5	6	7	8	Confident
Pessimist	1	2	3	4	5	6	7	8	Optimist
Sad	1	2	3	4	5	6	7	8	Joyful
Grumpy	1	2	3	4	5	6	7	8	Sociable

Structural indicators

Age: _____ Place of work: _____
Gender: _____ Headquarters: _____
Subsidiary: _____ "

Results of the qualitative research

In managing the questionnaire, I did not take into account Fiedler's situational elements, the clarity of tasks, the relationship with the subordinate, etc., considering these aspects as the constant variable. In my opinion, the style, whether oriented towards tasks or people, once structured and becoming constant (entering the area of personal habit) no longer depends on these aspects, but the manager tries to reconfigure them according to the style already built. For instance, the relationships with the subordinates will be carried out essentially according to the built style and my opinion is that these relationships are not perceived being as able to change the style already acquired and they will evolve according to it.

Instead, I kept the logic formulated by Fiedler, namely: managers referring to the least preferred co-worker in negative terms in relation to the pairs of adjectives in the test, have a style oriented towards tasks. The fact that the subordinates, in relation to tasks, are not able to convince the manager, determines the latter to consider that they have negative attitudes (answers towards 1 in the questionnaire). On the contrary, if the manager characterizes the least preferred co-worker by positive attitudes (answers towards 8), he/she is oriented towards people, considering that, if the subordinate is ineffective in relation to the tasks, this does not mean that the co-worker cannot be friendly or cooperative.

A task-oriented manager reduces the personality and system of values of the subordinate to it, from this point of view; it is difficult for him/her to understand that a subordinate who is ineffective in relation to the task can have positive attitudes. On the contrary, a people-oriented manager has the psychological capacity to understand that a subordinate who is ineffective in relation to the tasks can have positive attitudes.

In the dynamics of the interpersonal relationship, for the task-oriented manager, the perception of the least preferred co-worker will increase, negatively, and for the people-

oriented manager, the perception will be constructive, and the possibility exists, by recalibrating the tasks, that the person considered the least preferred co-worker to become efficient over time.

As a general remark, private managers tend to develop a task-oriented management style, with a score of 2.94, while public managers tend to develop a people-oriented style, with a score of 6.68. Also as a general remark, I must say that the style of private managers is not so strictly based on tasks, although the orientation is clearly configured. Similarly, it should be noted that public managers are also not strictly oriented towards people, but their orientation is clearly configured as well.

Another aspect that is worth noting is that scores 4 and 5 in the questionnaire were insignificant (they would have shown indecision, something like "in the middle", "so and so") which indicates, in my opinion, a clear orientation towards a style or the other.

The adjectives that received minimum or maximum scores are also interesting. Minimum scores, namely 1, for those who have a task-oriented style, were received by the attitudes: indifferent, apathetic, boring, insecure and distant. Probably, if I asked the interviewed persons to characterize in 5 attitudes the least preferred co-worker, these would have been the most frequent ones.
Maximum scores, namely 8, for those who have a people-oriented style, were received by the attitudes: friendly, relaxed, cooperative, pacifist and optimist. In a presentation of the main attitudes characteristic of the least preferred co-worker, they would probably have been included.

Depending on age, those aged less than 35 years old had a better score, by 0.49 and 3.43, respectively, those oriented towards a management style based on tasks and by 0.34 and 7.02, respectively, those with a people-oriented style. This is explainable in a way, as younger managers are more permissive towards the least preferred co-worker.

Some conclusions
Public managers tend to have a people-oriented style while private managers tend to have a task-oriented management style.

Orientation towards a style or the other is not rigid, but, on the contrary, we can speak only of a dominant tendency.

Orientation towards a style or the other is well-structured, the middle scores (4 and 5) being insignificant in the research, as a whole.

We note a greater flexibility for managers aged less than 35 years old.

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THE NEED FOR AN EFFICIENT EVALUATION
OF THE INTERNAL MANAGEMENT CONTROL SYSTEM

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Abstract: The implementation of new concepts, methods or processes has always meant a progressive effort, perseverance, much optimism and labor power. An operational internal management control system requires continuous maintenance and development. In order to achieve these, managers can, through internal and external evaluations, identify opportunities of improving system as well as its risks. But how do we perform an objective and effective assessment? In order to achieve this, we need to involve experienced evaluators and improve our internal management system policies through new methods and techniques. It is absolutely necessary for any entity, whether public or private, to be able to benefit from effective evaluations of internal management control system because the succes of any institution is facilitated by a proper functioning of the system. An improper internal management control system can lead even to insolvency in private sector and to inefficient spending of money in the public sector.

Keywords: internal management control system, standards, management, theory, practice, success.

Internal management control system - maintenance and development

The implementation of the internal management control system at the level of public entities in Romania should be a matter of the past. We would now need to discuss about its maintenance and development. Standards of internal management control system have a minimum of requirements to be implemented in the national legislation in the field. But what would be the minimum requirements for maintenance and development? As it is currently organized, the internal management control system needs to be maintained through the correct application of the requirements of each standard. It is also necessary to jump to a higher quality level through its development, as it has been until now nineteen years since these regulations.

The organization of internal control in public entities was and is regulated from Government Ordinance no. 119/1999 on internal / management control and preventive financial control, republished, as subsequently amended and supplemented.[1]

According to this, internal / management control is defined as "all the forms of control exercised at the level of the public entity, including internal audit, established by management in accordance with its objectives and legal regulations, in order to ensure the management of public funds economically, efficiently and effective; it also includes organizational structures, methods and procedures. "[2]

Since 2005, the Internal Control Code has been developed, including internal management control standards for public entities and the development of management control

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[1] Government Ordinance no. 119/1999 on internal control and preventive financial control, republished (Official Jurnal of Romania, Part I, No. 799 / 12.XI.2003).
[2] *Idem.*

systems.[3] It underwent various transformations over time, with most substance being made in 2015 with the transition from the 25 standarts to 16 applicable standards, but it covers all 25.

At present, on the website of the General Secretariat of the Government is posted, for public consultation, a draft of a Order amending and supplementing the Order of the Secretary General of the Government no. 400/2015 for the approval of the Managing Internal Control Code of Public Entities, carried out under the project "Strengthening the implementation of the internal management control standards at local and central level" - SIPOCA code 34.[4] This, in our opinion, does not bring about substantive changes, but explains more clearly certain requirements of the standards.

In any case, the implementation of an internal management control system is a must for any organization and should not be seen as an obligation but as an aid in achieving a performance management and achieving the objectives set by it.

The mission of maintaining and developing the internal management control system is shared by each entity as well as by the lines of action of the leading industry structures. Also, the structures that assess the system of internal management control and internal and external audit (Court of Accounts) have a particularly important role to play.

The institution that has coordinated over time the implementation of the internal management control system was the Ministry of Public Finance through the Central Harmonization Unit of Financial Management and Control Systems. Coordination is currently being carried out by the General Secretariat of the Government.

A significant contribution to maintaining standards at an acceptable level is the responsibility of the structures responsible for evaluating it by continually improving assessment methods, as follows:
- Modifying the Court of Auditors' Audit Questionnaires with new questions addressed in more detail on management internal control standards;
- The Internal Audit Department within the Ministry of National Defense changed the format of the reports by structuring them on the basis of the management internal control standards.

However, we find from the Court of Auditors' public reports[5] that the implementation of the internal management control system is caused by various factors, such as: limited budget, poor staff training, decrease of the number of employees in relation to the work done, reaching to many tasks by cumulating with entities in small and medium cities, etc.

There is no single model that could serve as a reference for all, since the diversity of organization is as large as the variety of public entities can be: size, nature of activity, objectives, applicable legal framework, financing, environment, etc., there are so many variables that will generate different organizations. The essential principle is that the organization needs to be "adapted" each time to these specific elements.

There is a need to improve the methodology for assessing the implementation of internal / management control, to develop a platform to facilitate the exchange of good practice on implementation at the level of the institutions, the training of responsible staff and managers.

It seems that maintaining and developing the internal management control system is the greatest challenge of every public entity.

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[3] Order of the Minister of Public Finance no. 946/2005 for the approval of the Internal Control Code, including the standards of internal management / control in public entities and for the development of managerial control systems (Official Jurnal of Romania, Part I, No. 675 / 28.VII.2005).
[4] http://sgg.gov.ro/new/control-intern-managerial/, accessed on 06.03.2018.
[5] http://www.curteadeconturi.ro/Publicatii.aspx?niv1=1, accessed on 04.02.2018.

Evaluation of internal management control system - a necessity

The evaluation of the internal management control system is currently carried out in several ways:

- Annually, through the Self-Assessment Questionnaire[6], completed by the public entity;
- Through the internal auditors' control questionnaires;
- The Court's Audit Questionnaires;
- Internal controls.

All of these means provide, or should provide, concrete data leading to an improvement in the internal management control system.

The role of permanent evaluation of the system is to create added value and lead the internal management control system to other coordinates. If the entity can be subjective in carrying out self-assessment of its own system, internal and external audits as well as internal controls come to balance the balance and provide an objective perspective on an entity's internal control system. Any evaluation is absolutely necessary and beneficial for the entity to maintain and develop the internal management control system and to reduce the possibility of failing to meet its objectives in terms of efficiency and effectiveness.

That is why in any evaluation, especially the audience, it is recommended to identify risk areas and build their questionnaire around them.[7] Internal audit should not interfere with the institution's management to be equidistant and should not be subordinated to its management. The questionnaire will be all the more complete and effective as it tracks each management process within an entity and will have questions tailored to the specifics of each organization.

The same role is played by the assessment of the internal management control system in other countries. As an example, in the United States, the 17th Internal Control Standard, according to the Green Book[8], is the Assessment of Problems and the remedy of deficiencies that are detected according to the same document inside or outside the organization and management is responsible for establishing appropriate corrective actions to address internal control deficiencies in a timely manner. Management delegates the authority to remedy internal control but assumes full responsibility for the choices made. Deficiency assessments also vary depending on each entity and are reported as objectives.[9]

The internal management control system, like any other systems, can not evolve unless the emphasis is on their systematic assessment in order to detect and subsequently improve processes inside any public entity. By looking historically the evolution of the managerial control system in Romania, we can see an improvement due largely to these internal and external evaluations. Thus, for example, it has moved from "the procedures and risks to the kilogram" to an approach correlated with the objectives of the entity.

Conclusions

Public policy officers and managers of public entities must continually seek ways to become accountable for responsibility in achieving the entity's mission. A key factor is the implementation of an efficient internal management control system. An effective internal management control system helps an entity adapt to environmental change, evolving requirements, changing risks and new priorities. As programs change and entities must strive to improve operational processes and implement new technologies. Management must

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[6] http://sgg.gov.ro/new/control-intern-managerial/, accessed on 06.03.2018.
[7] http://discutii.mfinante.ro/static/10/Mfp/audit/Indrumar_EvaluareCI.pdf, accessed on 05.02.2018.
[8] https://www.gao.gov/assets/670/665712.pdf, accessed on 08.02.2018.
[9] *Idem.*

constantly evaluate its internal management control system so that it is effective and continually updated.

An entity is functional when the internal management control system is continually adapted to the requirements of the present and evolves. Without an internal management control system, any entity is subject to decay or even bankruptcy in the private environment.

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5. http://discutii.mfinante.ro/static/10/Mfp/audit/Indrumar_EvaluareCI.pdf, accessed on 05.02.2018.
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DEFENCE RESEARCH AND DEVELOPMENT.
DESCRIPTION AND SPECIFIC ECONOMIC ASPECTS

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Abstract: *Military research and development (DR&D) is raising extended discussions, because it is supposing a systematic approach of different economic, social and politic aspects. The article discusses some of these thoughts, which concludes that DR&D could be viewed as an investing process, supposing costs on the short term and advantages on a long term, being considered a searching activity, a discovery process. Thus, DR&D offers a valuable dividend to civilian economy and represents an important factor of the country competitiveness. Not lately, the capabilities developed by DR&D can, directly or indirectly, influence the peace preconditions, the nature of conflicts and the way the insecurity is perceived and managed.*
Keywords: *military research and development, treaties, armaments, military expenses*

Introduction

The end of the Cold War remains an historic landmark with existential valences regarding the conceptual and operational transformation of the international relations pointing the political and military engagement, but especially the economic one.

The disparity of the binomial world power USA-Russia gave a relaxing tone to an increased number of countries or formations structured on different criteria (ethnics, religions, historical, and so on) regarding **the access to the technologies and armaments** updated in a diverse range. Subsequently, the "liberalization" of the weapons world market directed to escalation of the weapons illegal trade.

Nowadays, the reality supports and amplifies the upper remarks through the effect of the conflicts mark characterized and influenced by the technological globalization and the concerns aiming the identification of the reaction capacity against hybrid actions. In this context, DR&D is an important element of the national security and a factor determining the armaments race. It uses considerable scientific and technical personnel and facilitates the development of the new military equipment, but in the meantime more costly.

Additionally, DR&D reopen the arms limitation agreements. On the other words, the military expenses and arms limitation agreements are based on existing arms and technics, not future actions, in the meantime unknown and uncertain. DR&D was often excluded from the arms limitation agreements, considering the difficulties of a reliable verification system development.

Known data

The countries that signed the arms limitation agreements normally did not include the new technics and arms systems whose potential was not fully exploited. However, there are some exceptions. Thus, the treaty between the US and USSR regarding the limitation of ballistic antimissiles systems (ABM Treaty), concluded in 1972, was limiting an important

part of DR&D, namely the ABM systems updates. In June 2002, US withdraw from the ABM Treaty, because it would prevent from developing effective defenses against future terrorist or rogue state missile attacks.[1] Answering to the US withdrawal from the ABM Treaty, Russia announced, in March 2018, the development of five new nuclear capable arms systems.[2]

On the other hand, the arms limitation agreements could encourage countries in developing arms which are not under any agreement. Effectively, DR&D includes military applications, and its importance is growing when dual use technics are combined which complicate more the negotiations on arms limitation and disarmament.

For some types of products, DR&D represents one third of the total cost of acquisition. Permanently maintaining by the armed forces of a technological superiority is increasing constantly the cost of the military equipment. For example, the cost of the F-35 program developed by the US, is estimated to increase to $406.5 billion, according to the latest data, in annualized US$ prices, which covers research, development, acquisition and military manufacture.[3]

It is considered that the value of the expenses generated by the development and the production of the military equipment is increasing by 10% yearly, in real terms, which means that is fully doubling every 7.25 years.[4] The Syrian conflict, that demonstrated the superiority of the high technological material, was increasing the demand for DR&D. In the same time with the increase of the military budgets, this tendency favours the creation of a smaller army, but more costly and is generating connected changes in the defence industrial base dimension and structure. New changes are possible in this area as much as DR&D will be adapted to the new international environment characterized by increased insecurity and sharpening contradictions between great powers worldwide.

Taking into consideration the secret that surrounds DR&D, it is not possible an exact estimation of the world expenses and capital related contributions (laboratories and material) and workforce, especially researchers and engineers.

The data show the DR&D budget of the European Defence Agency (EDA) members, increased from €7.6 billion, in 2013 to €8.8 billion, in 2014. The defence research and technology (R&T) budget, part of the DR&D budget, declined to €2 billion in 2014. Defence R&T represents 1.02 % of total defence expenditure and European collaborative defence R&T accounts for 8.6 % of the defence R&T budget. This is far from the collective benchmark objectives (2 % and 20 % respectively) adopted in November 2007 by the EDA's Ministerial Steering Board.[5] Contrasting with these voluntary assumed collective objectives is the binding nature of the commitments undertaken by participating Member States in the Permanent Structured Cooperation (PeSCo).

Only few countries spend the highest part of the DR&D budget. The US federal defence R&D budget reached US$77.9 billion in 2016. Experts estimate China's defence R&D budget at around €20 billion. Meanwhile, 92 % of European defence research is concentrated in three EU Member States: France, the UK and Germany.[6] În state precum the

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[1] *"U.S. Withdrawal From the ABM Treaty: President Bush's Remarks and U.S. Diplomatic Notes"*, Arms Control Association. *Released 10 February 2014.*

[2] *"Presidential Address to the Federal Assembly"*, 1 Martie 2018, accessed on 04.03.2018 at www.kremlin.ru.

[3] Anthony Capaccio, *"F-35 Program Costs Jump to $406.5 Billion in Latest Estimate"*, July 10, 2017, accesat la 04.03.2018 la https://www. bloomberg.com/news/articles/2017-07-10/f-35-program-costs-jump-to-406-billion-in-new-pentagon-estimate

[4] Pugh,P., *The Cost of Sea Power*, Londra, Conway, 1986.

[5] Reillon, V., *Preparatory action on defence research*, October 2016 accessed on 07.03.2018 at http://www europarl.europa.eu/RegData/etudes/ATAG/2016/ 593494/EPRS_ATA(2016)593494_EN.pdf

[6] *Ibidem.*

UK, China and Franța, DR&D would represent at the end of 2016, about 10-12% of the total defence budget.[7]

In the mid-2000s, from 5 to 7 million persons employed in research worldwide, about 1.5 million were working for the Army.[8] Of the 5 states declared nuclear weapons owners, the US and the UK were strongly focused on conventional arms research, China and Russia retain the nuclear component, without fully missing the conventional systems and France is in the middle.

Economic effects

The science and the technology are important factors of international competiveness of a country. The developed countries consider more and more top techniques as a means to maintain their superiority in this area vis-à-vis emerging ones.

Experts consider the DR&D as a means of promoting high technology which provides a precious dividend to civilian economics and is an important factor in a country's technical competitiveness (for example by stimulating cutting-edge techniques in industries such as aerospace and electronics).[9]

Its detractors claim DR&D deprives the civilian sector of rare scientific resources that could be used in other sectors, that industries and societies that depend on the military sectors have insignificant results on world markets and that DR&D has only few beneficial consequences for the rest of the economy.

Yet, hybrid actions in which both the military and the non-military technological component is considered, create a strong auspices for achieving a balance in terms of economic competitiveness.

At the same time, we must emphasize the increasing trend of conjugating the effort in the production of military capabilities aimed at co-opting human, technological, financial resources under the umbrella of an established brand or project managers belonging to EDA.

Military and security technologies in development

Technology is a fundamental agent of social change, offering new possibilities for production, storage and dissemination of knowledge. This is particularly true in the military field. Major changes in military history have often been followed by fundamental developments in the history of science and technology. If initially they were not the result of military research and development, new technologies often found military applicability, in some cases having disruptive effects in conducting combat operations. These may have positive or negative effects: progress in military technology has increased the readiness to mobilize and apply force, but has also secured more powerful destruction capabilities.

Current innovations in artificial intelligence, robotics, autonomous systems, 3D printing, nanotechnology, biotechnology, materials science are expected to cause social transformation on a high scale.

In the view of the World Economic Forum, they form the basis of the Fourth Industrial Revolution.[10] How these technologies will be used and will turn the military and security domains is not entirely understood and requires further analysis. The capabilities they provide

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[7] Institutul internațional de cercetări pentru pace (SIPRI), Yearbook, *World Armaments and Disarmament*, Stockholm, accesat la 4 martie 2018 la https://www.sipri.org/databases/milex

[8] US Arms Control and Disarmament Agency (ACDA), *World Military Expenditures and Arms Transfers*, Washington (D.C.), accesat la 04 martie 2018 la https://www.state.gov/t/avc/rls/rpt/wmeat

[9] Vayrynen, R., *Military industrialization and economic development: Theory and hystorical Case Studies*, Publicație UNIDIR, Aldershot, 1992.

[10] Schwab, K., *The Fourth Industrial Revolution: what it means, how to respond,* 14 Jan 2016, accessed on 04 martie 2018 at https://www.weforum.org/agenda/2016/ 01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond

can directly or indirectly affect preconditions for peace, the nature of conflicts, and how insecurity is perceived and managed. Thus, monitoring their development is instrumental in understanding the future of global war and security.

The need for research and development has emerged as a result of the development problems of new weapons systems. It is believed that development decisions depend not only on what you want, but also on what you may have. This is the purpose of the DR&D: telling the military planners what they can get. For example, what weapons and capabilities they can buy with limited funds. DR&D is neither a substitute for production nor an acquisition method; it is rather a search / research, a discovery process. Money spent on DR&D buys knowledge, and this aspect is true *from the abstract theoretical work to the final equipment test in an operational command before a new weapon is phased into the force*.[11]

R&D is an insecure business

DR&D is characterized by uncertainty and unpredictability at each level. Due to today's rapid technological developments, there are many changes to the initial ideas on the best configuration and use of each system. There will be changes because it is impossible to predict at the beginning of the program what major issues will occur during development. In almost any system, the initial estimates of the performance, cost, and development period prove to be optimistic by varying these factors, sometimes 3 to 5 times.

DR&D contracts also enable military equipment companies to hope that new orders will be handed over, thus encouraging them to stay on the market. Clearly, the knowledge gained in developing the system is very different from that obtained in basic research or technological development. It provides information on how subsystems need to be assembled to form a functional, reliable and silent whole; the cost of the system; how it works in the operational environment, as well as the best ways of preparing its production.[12] We can therefore think DR&D is a way to progressively reduce uncertainty, its purpose being to gain knowledge.

Conclusions

The galloping evolution of the security situation, of the globalization of hybrid-type actions, outstripped the economic capacity to adapt military technology, or betray abandonment in favor of non-military capabilities. As highlighted by Vincent Reillon, *maintaining technological supremacy, which gives a decisive operational advantage, remains crucial in defence. In this context, research and development (R&D) is essential to achieve strategic autonomy in defence in terms of autonomous assessment, intervention and technological and industrial capabilities.*[13]

Current policies do not sufficiently reflect the importance of the technological advancement in the context of the development of weapons systems. Funds allocated for this purpose are inadequate and administrative procedures have to meet the need to initiate independent programs based on concepts for system development.

The particularization of the issues treated globally to the conditions of our country implies an adaptation of the legislative framework, a focus on the development of the defense industry, greater transparency of characteristic data, a delimitation of secret information from advertising and even a "goodwill" of those involved in the military-industrial complex to be willing to a fair and balanced analysis of these issues.

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[11] Klein, B., Mekling, W., E.G.Mesthene, *Military research and development policies*, The Rand Co., 1958, pp. 1-2.
[12] *Ibidem*, p. 2.
[13] Reillon, V., *Preparatory action on defence research*, October 2016 accessed on 07.03.2018 at http://www europarl.europa.eu/RegData/etudes/ATAG/2016/ 593494/EPRS_ATA(2016)593494_EN.pdf

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ASPECTS REGARDING PRIVATIZATION IN THE NATIONAL DEFENSE INDUSTRY

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Abstract: The biggest obstacle faced by the factories in Romania's national defense industry is the low technological level. Old, low-capacity machinery and poor technical condition make the production activity more difficult.
In the absence of feasible plans to restructure factories and plants, supplemented by the lack of funds needed to modernize them, the present paper wants an analysis of the privatization possibilities of the national defense industry and how this can be done.
Keynote: national defense industry, technological gap, modernization, restructuring, privatization.

Introduction

The national defense industry is a strategic field of the economy consisting of factories and factories capable of manufacturing and delivering strategic, sensitive and, last but not least, military products.

According to Law no. 232/2016[1], one of the main objectives of the national defense industry is to equip institutions in the national defense system that make up the FNDS (Force of the National Defense System) both in peacetime and in any of the situations of siege, emergency, mobilization or war.

The early 1990s saw the military-producing industry in a new situation; with the change of regime, the market economy brought the national defense industry down a downward slope. From almost 100 factories and factories that were part of the Romanian defense industry at the end of 1989, after successive reorganizations influenced by a series of more or less beneficial political decisions and decisions in 2017, the national defense industry consists of only 15 state-owned factories, which are part of the National Company Romarm S.A., coordinated by the Ministry of Economy.

Privatization issues in the national defense industry

Analyzing the overall image of the national defense industry in Romania, it can be easily noticed that both the technological level of the plants and the technical condition of the equipment used by them are far exceeded, so we can conclude that all factories still in the possession of the Romanian state requires major investments in technologizing and modernization. Obviously, these short, medium and long-term refurbishment projects can only be carried out after analyzes have been carried out in advance so as to create the favorable framework for plants to be able to meet their primary objective of being the main source of endowment for the Romanian armed forces.

Old, low-capacity machinery and in a precarious technical condition, which constantly fails to cause delays and the existence of many activities that are still manually handled by the worker, only make the production activity more difficult.

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[1] Law no. 232/2016 of November 22, 2016, regarding the national defense industry, as well as for amending and completing some normative acts.

While Romanian factories are confronted with such situations, the competition uses both the profit and the European funds and the credit lines to invest massively in the development of production capacities and their modernization, develops new and performing products. The legislative framework in which the defense industry carries on its activity is neither a very good one and encouraging development, sometimes in the right way.

Analyzing the elements of the above-mentioned SWOT analysis, we conclude by supporting the following:

1. The national defense industry revolves around a vicious circle caused by the lack of financial resources.

2. The absence of a well-established reform plan for this branch of industry will cause the perpetuation of the long-term situation.

3. Only consistent financial support from the state, accompanied by a reform plan created by specialists in the field, can restart this industry with a huge potential.

Considerations regarding the situation of Romania's national defense industry and the analysis of the opportunity to privatize them are based on the following premises:

1. *The existence of a high gap between indigenous specialty factories and those in Western European countries.*

Unfortunately, it is very easy to notice that, from a technological point of view, the Romanian factories are about 25 years behind western competitors, the vast majority of used machines and tools being in the '70s and '80s.

While in the nineties the Western armaments and ammunition factories developed their production capabilities using modern machinery, the native ones attempted to move to the market economy. This gap continues even now, when in Romania, in our opinion and in the field, despite the legislative attempts, there is no sustainable plan to revitalize the entire defense sector.

The lack of modern technology appropriate to the production of military equipment is felt by all factories in this sector, reflecting the lack of international competitiveness due to the high production costs.

2. *The national defense industry's engine is export.*

The main engine of the specialized industry is the export of old military products, made with the help of aging machinery and lines of production.

If we look at the evolution of military goods and equipment exports from 2010 to 2016[2], we can say that these are those that, due to the lack of important orders from the Ministry of National Defense, was the one that supported the national defense industry, in most cases the source of income that kept the Romanian factories "alive".

We can say that at the moment, the 15 factories and factories that are in the state's portfolio and form the national defense industry must be assessed objectively so that a realistic, performance-oriented restructuring plan can be developed.

Among these, we find factories that barely manage to survive and accumulate debt from one month to the next because of lack of orders amid the lack of international competitiveness. They are the ones who need managerial changes and an immediate restructuring. At the opposite end, there are factories with exceptional results materialized in external contracts signed for the next two to three years and advances received from the beneficiaries. It is worth mentioning that this situation is due to both the efficient management and the favorable conjuncture on the international market.

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[2] According to the Ministry of Foreign Affairs - Department for Export Control - ANCEX.

3. The Ministry of National Defense must be equipped with high-quality military techniques.

Over the last 30 years, the investments made by the Romanian state in the modernization of the factories were almost insignificant, referring to the real needs. The sub-financing of the military research and development sector is still a proof of the lack of interest in this field in post-December Romania, as confirmed by the lack of large-scale projects using modern technology and aiming at the development of modern military technique to equip the armed forces.

Analyzing the aspects regarding the situation of the national defense industry and the premises of the privatization opportunity of the specialized factories, taking into account the fact that we are dealing with an area of particular importance, we consider that a privatization in the classical sense of the crossing of the Romanian state property in the private one is not appropriate.

Thus, we believe that the entire reorganization and restructuring plan should be started with a SWOT-type evaluation process of each individual plant, carried out by a Joint Commission whose members have experience in both the defense and the economy and trade. At the end of this assessment, the Romanian state must assume the results and implement the results obtained.

We anticipate the existence of three categories of factories:

1. Factories with favorable outcomes whose existence proves to be important and justified, both strategically and economically.

They will benefit from state support to modernize and increase production capacities both in terms of endowing the institutions of the national defense system that make up FSNA and for export.

2. Factories with poor results, but whose strategic importance implies keeping them in the state's portfolio and which, beyond investments in retrofitting, will require more extensive managerial supervision.

3. Factories with poor results and whose strategic importance is no longer topical, these being the ones that can go into private administration, with the clear mention of no longer manufacturing special products.

The Romanian state cannot and must not support unprofitable institutions, be they defense factories. The funds obtained from the privatization of these can be redirected to the other factories left in the state administration.

It is not necessary to exclude the merger of two or more factories which, could collaborate to satisfy the requirement of "hot" products. In their case, we believe that the application of collaborative platforms can be a viable solution in their revival and retention within the national defense industry.

What are collaborative platforms? According to Heidi Hayes Jacobs[3], collaborative work is represented by different people who accomplish common goals by doing different activities. He also states that good collaboration requires common goals, common language, common experiences, the common environment, and media.

It is imperative that, after the end of the evaluations, decision-making on the fate of each plant and the implementation of the privatization and restructuring plans, the Romanian state will continue its efforts towards efficiency.

Considering that, as a result of the modernization, it will become the main beneficiary of the products, cumulated with the large number of specialists that the Ministry of National Defense has, and we think that it is opportune to pass all the remaining factories under its

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[3] H.H. Jacobs, *Integrated curriculum design,* 2002.

control. Thus, the revenues obtained from the internal and external sales of the Ministry of National Defense surplus will be directly redirected to the placement of new orders according to the needs of the ministry.

As for the comic part, we consider that the existence of two state entities, which most often compete in foreign markets, is not profitable. Thus, we consider it appropriate to merge the two companies, C.N. Romtehnica S.A. (coordinated by the Ministry of National Defense) and C.N. Romarm S.A. (coordinated by the Ministry of Economy, Commerce and Business Environment Relations), the result being also, together with the factories, in coordination with the Ministry of National Defense.

Conclusions

Following the dissemination of the above, we can conclude as follows:

• The national defense industry is in a critically technological state, due to the lack of financial resources.

• The lack of initiative of the political decision-maker and the lack of a comprehensive restructuring plan for this branch of industry will cause the perpetuation of the long-term situation.

• Reforming the entire segment is impetuously needed after the establishment and implementation of a comprehensive evaluation plan.

• Investing, merging and privatizing Romania's defense industry are actions that need to be undertaken and started in the shortest possible time by the political decision-maker.

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THE ROLE OF COLLABORATIVE PLATFORMS
IN THE DEVELOPMENT OF THE NATIONAL DEFENSE
INDUSTRY

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Abstract: *By studying the production capacities available at this time and the degree of loading of the production lines, taking into account the demands on the international market that cannot be honored due to the lack of production capacity, we identify as a solution the collaboration between the national defense industry factories for contracting and executing as many external commands as possible.*
In this respect, this paper aims at presenting and analyzing the different types of collaborative platforms, together with their benefits, which through their implementation can bring benefits to the defense industry.
Keywords: *national defense industry, modernization, collaborative platforms, collaborative models, collaborative working systems.*

Collaboration and need to collaborate

By observing human behavior and interactions, Roschelle and Teasley formulate the following definition: *"Collaboration is a coordinated and synchronous activity resulting from an ongoing attempt to achieve and maintain a common conception of the problem.[1]"*

At the same time, Schrage defined the concept of collaboration as more than an individual with different skills *"interacting to create a common understanding"[2]*. The goal is to include all people involved in a particular goal, even those who have the same set of knowledge. This definition can be applied to multidisciplinary projects where people from several fields are needed.

According to Jacobs, collaboration is represented by different people who meet common goals, doing different activities. He also says that good collaboration requires: common goals, common language, common experiences, the common environment, and media.

Collaborative Work Systems (CWS) *"are those in which conscious efforts are made to create strategies, policies and structures, as well as to institutionalize values, behaviors and practices that promote cooperation between different parties in the organization to deliver the results desired business"[3]*.

In general, we can say that a person grows professionally by acquiring knowledge. These can be acquired through learning or experience. Consider the following example:

At one of the armament factories, a design engineer has to make a component piece for a certain type of weapon but has little or no experience of that type of piece. Design time is increased and because this cannot be done in the factory due to the lack of special machines, it must be ordered from another supplier; after its manufacture, it has to be tested

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[1] Jeremy Roschelle, Stephanie D. Teasley, *The Construction of Shared Knowledge in Collaborative Problem Solving*, O'Malley C. Computer Supported Collaborative Learning. NATO ASI Series, vol 128, 2002, Springer, Berlin, Heidelberg.
[2] Michael Schrage, *Shared Minds: The New Technologies of Collaboration*, Random House, 1990, p. 88.
[3] Michael M. Beyerlein, Susan Freedman, Craig McGee, Linda Moran, *Beyond Teams: Building the Collaborative Organization*, Wiley, 2002, p. 164.

and if the result is not satisfactory, the whole process should be resumed. Until a satisfactory result is obtained, several attempts will be required, which not only results in design delays but also increases the cost of the final product.

Thus, the most logical solution to increase efficiency is the collaboration between employees. If the design engineer worked with an experienced colleague, we can say that the design of the piece would benefit from their cumulative knowledge and may reduce time with just one cycle (design - delivery - testing); and if a design engineer had included a test engineer, any problems could be noticed at the design stage.

Although sometimes the collaboration of several individuals responsible for different segments of the process, optimizing this collaboration would lead to a decrease in the duration and implicitly lower final production costs. It is important to understand that effective collaboration does not only apply to people in a certain field but especially to people in different, related fields, most problems can be avoided during the design phase.

Often in organizations, designers work on the same project from different locations.

They must be able to discuss, analyze and modify documents at the same time, be they 3D models, 2D drawings, charts, tables, text files and more, but collaborative collaboration makes employees proactive in solving problems, saving time and money. Working together for an activity, everyone involved combines their knowledge to find effective solutions, and the resulting experience will be shared by everyone. Collaboration improves the efficiency and effectiveness of a group and also increases the trust and cohesion of the project team.

According to Beyerlein, Freedman, McGee and Moran, when a collaborative workflow is implemented, a company benefits from the following:
- Smarter workflow through sharing information;
- Transforming competitiveness into co-operation;
- Strengthening trust and collective unity.

There are voices in which the concept of collaboration as a new science, arguing that this field of research passes the test of time (already over 15 years of research), is complex and fairly substantial to be divided into different directions of research and that there are also several approaches to guiding research in the field.

Researchers provide examples of the formation of a significant community of professionals in the field:
- There are universities offering students courses on virtual organizations;
- Scientific associations have been formed, such as SOCOLNET (Society of Collaborative Networks) and ESoCEnet (European Society of Entrepreneurial Networks);
- There are dedicated conferences such as CTS (Collaborative Systems and Technologies), BASYS (Balanced Automated Systems) and the ICE Conference that is most focused on collaborative / simultaneous engineering.

Obstacles in collaboration

The need to adopt this way of thinking for organizations is indisputable, and yet many do not benefit from the tools required to put collaborative engineering into practice due to existing obstacles, such as:

1. Duration

When working in a team, more time is needed to get the job done. This additional time may be less than a possible loss of time caused by a mistake of a man working alone; just as well it may not be. An organization needs to take good care of and evaluate the lost times of employees before making a decision on creating collaborative groups. Some projects are too simple to require more people to work together.

2. Trust distress collaborators

Teamwork or pairs involves some compatibility of members.

They must acknowledge each other's value and potential contributions in order to have constructive discussions instead of destructive contradictions for personal reasons. Their relationship must be professional and can be professional only by properly managing the personal problems between members. Every person is unique. Every individual has his own way of thinking and doing things. So, trusting another person's reasoning requires not only that they should not have conflicting personalities, but that they be respectful of one another.

3. Individualism

Every man has a desire to be great. This desire is not always shared. Give a man the choice to be great next to another, or just good by yourself, and you will be surprised by the answer.

4. Resistance to the new

Every person has their own rhythm in which they can learn or understand new things. Teamwork sets a common rhythm for these things. For this reason, some may lose interest in accomplishing tasks and achieving the goal. For some, the rhythm may be too fast, making them stop trying and no longer contributing, moreover, the outcome will suffer, arbitrarily relying on the views of other members. For others, the rhythm might be too slow, causing frustration and loss of attention and concentration. That also brings tension in the group.

5. Fear of being perceived in a negative way by others

When you work with others, the fear of losing the respect of your colleagues by saying something wrong can make a person not contribute to all his ideas, but only to those who consider them to be good. This is to be avoided, as fear affects their assessment power. So, some ideas that could be good or at least could induce another idea in the group, might not be said. This affects the collaboration process.

6. Communication skills

For effective collaboration, good communication is needed. Each person has his own set of values, experiences, culture and personality. For effective communication, account must be taken of all the elements highlighted above plus the mode of transmission of the message. This can sometimes be difficult because the tone and volume of the voice, even the formulation, are influenced by the person's mood at that time.

7. Financial investment

Collaboration with colleagues from different geographical locations implies the existence of collaborative platforms. For this, special hardware and software systems are required. This involves a cost for the company; employees requiring training.

Models and theories of collaboration

It is also necessary for the collaboration in groups to be coordinated by an expert. For a group to achieve a common goal, members need to reach a consensus on their outcomes, and members must remain focused not to move away from the goal. Coordinators ensure the effectiveness of collaboration using different techniques and sometimes use GSS (Group Support Systems) tools.

There are many collaborative models and theories that explain how collaboration should be done, but there are also several techniques that can be used to do this. For example: ThinkLets (70 techniques), methodological databases and problem-solving techniques (250 techniques).

In a research[4], it was discovered that experts / facilitators do not know or do not use all the techniques. Thus, after questioning 200 facilitators, they learned their limitations on the knowledge of the techniques. The results show that a novice facilitator knows and uses, on average, 6,6 techniques, the experienced 12,7, and the experts 23,8. Facilitators have also

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[4] G.L. Kolfschoten, M. Den Hengst-Bruggeling şi G.J.De Vreede, *Issues in the design of facilitated collaboration processes,* Springer, 2007.

been questioned about how they choose the techniques they are going to use, and the results varied a lot: limited analysis (based on less than 3 aspects), in-depth analysis (depending on more than 3 aspects), documentation and research, experience, process decomposition and even testing.

Following these and others' responses, they concluded that *"to support the transfer of facilitation techniques, it is critical to have a standard for documentation"*[5].

Conclusions

The theories and models of collaboration presented represent the logic or essence of collaborative activities. It is important to know everything that represents collaboration, to understand the mechanisms by which it becomes effective and effective.

There is no clear recipe for optimal collaboration. There is no theory that can be applied in any situation. Collaborating, in fact, productivity resulting from collaboration is circumstantial. It is dependent on the group participating in the project, the nature of the activities of each member, each member itself, and so on. But there are certainly notions common to each model or theory. Those elements must be identified, studied and analyzed. The goal is to find a common denominator in collaborative engineering and to extract a generic model, applicable in the product design industry, using design and analysis software.

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[5] *Ibidem*.

THE STORY OF BEHAVIORAL ECONOMICS - IN A NUTSHELL

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Abstract: *Since the mid 70's when Kahneman and Tversky developed prospect theory with the intuition that Psychology could be of use in the realm of Economics, Behavioral Economics has gone a long way. Two Nobel prizes and the success of the Behavioral Insights Team (BIT) working with the British Government are some of its most notable achievements. The paper is in a nutshell story of how the Heuristics and Biases Program generated Behavioral Economics and what the latter came to be. The main figures, events, discoveries, and critiques are featured, so as the reader should form a realistic image of what Behavioral Economics can and cannot do. Instead of conclusions we speculate on some administrative challenges occurring in Carol I National Defense University and how a behavioral approach may be used in tackling them.*
Keywords: *Heuristics and Biases Program, Behavioral Economics, Behavioral Insights Team, Nudge.*

Introduction

Social and humanistic disciplines appear to be of very little relevance to the organizational practitioner. The simplifications of scientific schema turn out to be no match for the complexity and messiness of real-world problems, practitioners complain, and few can argue with that. In this paper we present a research tradition and a novel discipline that can stand up for the case of high quality theory and its practical implications. The paper is in a nutshell story of Heuristics and Biases Program and how it generated Behavioral Economics, with all the success it enjoys nowadays in tackling concrete organizational issues.

Heuristics and Biases Research

In 1969 two young Israeli researchers, Daniel Kahneman and Amos Tversky, realize that they have common academic interests and decide to collaborate. It all started during an applied psychology seminar that Kahneman was teaching and to which Tversky had been invited to share his experience in the field. The latter chose to speak about a research program started at the University of Michigan in which scientists were trying to evaluate if people are intuitively good statisticians. The conclusion of the American researchers was that their subjects were "Bayesian conservatives". This means, "in translation", that people are good (although not very good) at adjusting the initial probabilities following the observation of consequent relevant details[1]. Kahneman, having the experience of his own erroneous statistical intuitions, did not agree and the two decided to study the matter. This way an over a

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[1]For example, when, without knowing someone, we judge the possibility whether that person is a lawyer, we should normally take into account the percentage of lawyers in the whole population, which is actually pretty small. If, on the contrary, we meet that individual in a courtroom, then we are compelled to adjust our initial estimate and grant a larger degree of probability to the possibility that that person really is a lawyer.

decade long collaboration started, which produced more than 185 000 citations[2], two Nobel prizes in Economy[3], and an international best-seller[4].

Kahneman and Tversky published their first article, *Belief in the Law of Small Numbers*[5], in order to debunk the myth of the accuracy of statistical intuitions. The idea was to conceive a questionnaire of real statistical problems that might occur in research and to see whether experienced researchers accurately intuit the possible solutions. The questionnaire was applied during meetings of the Society of Mathematical Psychology and the results were similar: even top psychology professionals, when using their intuition in research, seem to subscribe to the "law of small numbers", a phrase that euphemistically expresses the error of believing in the representativeness of small samples.

As a continuation of their efforts to understand intuition, in 1974 Kahneman and Tversky publish the article *Judgement under Uncertainty: Heuristics and Biases*[6] in which they identify three big thinking strategies (heuristics) which constitute the base for apparently correct reasoning, but which hide systematic errors (biases): representativeness[7], availability[8], and adjusting and anchoring[9].

The killing of Homo Economicus[10]

The psychological perspective through which the two see problems specific to other disciplines is decisive. They cannot accept the dogma of rationality circulated especially by economists, who claim that people are generally rational in the choices they make, and that their occasional errors, otherwise inherent, are random. But Kahneman and Tversky already knew that they can identify systematic errors in people's judgments. And so, an alteration of the premises of economic thinking was needed in order for their point of view to gain momentum. Thus, they change the interpretation of utility from the *fortune gained by the agent* into the *change of fortune*. If you have 100 million dollars and you gain one more million, you will not subjectively feel the same satisfaction as a person who makes her first million. So, the change of fortune confers utility to a decisional variant. Additionally, it appears that people disproportionately evaluate losses in relation to gains, in conditions of risk, loss aversion being a determining factor. Also, the way in which the problem is framed matters very much. After three years of research and tens of abandoned models, *prospect*

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[2]The citations are only the ones counted in Google Scholar on 19.02.2018.

[3]Daniel Kahneman (2002) and Richard Thaler (2017).

[4]https://www.nytimes.com/books/best-sellers/2017/09/17/science/ (retrieved on 19.02.2018).

[5] Tversky, Amos, and Daniel Kahneman. 1971. *„Belief in the law of small numbers"*. Psychological Bulletin. 76 (2): 105-110.

[6] Tversky, Amos, and Daniel Kahneman. 1974. *„Judgment under uncertainty: Heuristics and biases"*. Science Vol 185(4157): 1124-1131.

[7]Representativeness is a heuristic through which the probability of occurrence of a characteristic (e.g. media, proportion) in a sample is judged according to the similitude of the latter to the most significant characteristics of the population from which it was extracted.

[8]The availability heuristic represents the tendency by individuals to believe that a certain thing is more frequent, usual or natural if it can be "found" in their memory.

[9]Adjusting and anchoring refer to the situation where estimates are made starting from an initial value, which is adjusted in order to provide the final answer. The initial value or the starting point can be provided by the way in which the problem is formulated or can be the result of a partial calculus, which is not enough to make a correct estimate. If we have several starting points, offering the possibility of more estimates, individuals have the tendency to orient themselves toward the first one of them, which is called anchoring.

[10] The title of this section is inspired by an article published in *The Atlantic* on the awarding of the Nobel Prize for Economy to R. Thaler (https://www.theatlantic.com/business/archive/2017/10/richard-thaler-nobel-economics/542400/ - retrieved on 19.02.2018)

theory is published in Econometrica[11]. They chose this name without meaning for their theory because they thought to make it distinguishable from any other existing model in case it would become famous. Also, the choice of the magazine indicated the new audience that the two explicitly envisaged, economists.

Thenceforth, Kahneman and Tversky publish in The Journal of Business the article *Rational Choice and the Framing of Decisions*[12] through which they take their endeavor to "undermine" classical economics to the next level. They criticize the latter for the fact that the normative model of the rational decision maker in risk situations is an idealized one, without too many common elements with real people, with their psychic. The attachment to the theory of expected utility (the classical model) probably comes from the attachment to simple, common sense ideas from which it was derived. The deviations in reality from theoretical prescriptions are, in Kahneman's and Tversky's view, too frequent to be ignored, too systematic to be considered random and to fundamental to be accommodated through theory relaxation.

By axiomatically analyzing the theory of expected utility, the two authors identify two fundamental premises upon which they see it worthwhile to orient their criticism:

- *invariance*, different representations of the same option should generate the same preference, which is equivalent to the fact that the preference for one variant should be independent of its description.

- *domination*, if one option is better than another in one state and at least as good in all other states, the dominant option should be chosen;

The framing effect, the way in which the problem is presented, can determine clear falsifications of the invariance. For example, supplying statistical information about the results of the same treatment for lung cancer, in two different perspectives, of survival and mortality, determines significantly unbalanced preferences in favor of the survival framing. It is also interesting that the effect persists when respondents are experienced doctors or professionals who are familiarized with statistics.

With regard to domination, it can be more easily falsified when it is not explicit. A group of subjects was proposed to participate in the following game of chance, which requires participants to randomly pick from an urn a colored bead that brings a certain gain or loss, as follows:

Variant 1	90% white	6% red	1% green	3% yellow
	$0	gain $45	gain $30	loss $15
Variant 2	90% white	7% red	1% green	2% yellow
	$0	gain $45	loss $10	loss $15

The expected utilities for the two versions are: U1 = 90 x 0 + 6 x 45 + 1 x 30 − 3 x 15 = 255, while U2 = 90 x 0 + 7 x 45 - 1 x 10 − 2 x 15 = 185. Although the participants in this experiment were told that 10% of them will have the opportunity to play the version they choose, 58% of them chose the first version as the dominated one.

Although the economic orthodoxy says that the problems signaled by Kahneman and Tversky are either restricted to insignificant matters or eliminated through learning or market correcting mechanisms, these claims have never been demonstrated empirically. The two authors admit that it results from their experiments as well that motivation increases the quality of the decision. Experience sometimes has the same effect. Arbitration and

[11] Kahneman, Daniel, și Amos Tversky. 1979. „Prospect theory: an analysis of decision under risk", Econometrica 47;2: 263-291.
[12] Tversky, Amos, și Daniel Kahneman. 1986. „*Rational Choice and the Framing of Decisions*". The Journal of Business 59 (4): S251-78.

competition can also annul the effects of biases. It would be however better for these things to be more consistently experimentally proved and not just axiomatized.

Richard Thaler, the misbehaved economist,
and the birth of Behavioral Economics

In 1976 another "character" with whom Kahneman and Tversky will bind a strong and fertile friendship enters the stage, Richard Thaler. He is a non-conformist economist who enjoys himself by collecting anomalies in the study of economics. These latter ones are situations that simply defy the mainstream theory and that usually are a thorn on the side of the establishment of a discipline. Thaler was extremely determined and systematic in his task to bring these anomalies to light and, as proof, he published in the Journal of Economic Perspectives, alone or as co-author, 20 articles on this topic[13]. Reading the works of Kahneman and Tversky he realises the fact that some of these anomalies can be explained by the prospect theory. For example, by taking into consideration the modification of states and loss aversion, the situation where somebody owning a bottle of collection wine refuses to sell it for two hundred dollars but, if forced to replace it, would not pay a hundred dollars, becomes explainable. Thaler receives a one year scholarship at the University of Berkeley California and initiates Kahneman in Economics. Together they create Behavioral Economics, a new approach inspired by the robust discoveries in psychology, which kicks off through studies on consumer behavior, fairness on markets and finances.

On the whole, at the basis of the development of the behavioral economics also stand, in addition to the program of heuristics and biases, two other major strands of research[14]:
- *The study of perception*, the way in which people actually see the world. It appears that our receptive apparatus is programmed to preponderantly notice changes, contrasts and matters of personal relevance. These observations can become powerful pieces of information in areas like design or marketing. For example, in establishing the price of a certain good, a big contrast with the maximum of the interval within which other similar products are usually attracts attention and chases the buyer away;
- *Social psychology*, the discipline that baffled the Western world by demonstrating the fact that extreme behavior (like torture) can be adopted by many of us in a "favorable" context (e.g. the Milgram experiment or the Stanford prison experiment). More generally, it appears that understanding the way in which people are influenced by peers can constitute a strong instrument in the hand of a decision maker in the economic area.

The 'Nudge Team' and some of its major accomplishments

The first great success in Behavioral Economics was recorded in the USA where Thaler, helped by a few collaborators, managed to obtain spectacular results with the savings for pension program "Save more tomorrow"[15]. It all started with the investigation of the psychological reasons for which people do not save enough for their pensions. Thus, they identified *inertia* (the drive to conserve the status quo), *loss aversion* (the reluctance to diminish incomes) and *lack of self-control* (the incapacity to postpone gratification). Once these factors had been identified, a pension program to counter them could be conceived. Thus, the problem of inertia was solved by implicit subscription, with the possibility to withdraw at any moment, the loss aversion was counterbalanced by increasing the contribution at the next pay rise, and self-control was easier to obtain, being a "sacrifice" for

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[14] David Halpern, Inside the nudge unit – How small changes can make a big difference, WH Allen, London, 2015.
[15]Cass Sunstein and Richard Thaler, *Nudge: Improving Decisions about Health, Wealth, and Happiness,* Publisher: Yale University Press, London, 2008, p.444.

the future. Success was not achieved instantly, but was massive, the model getting embraced on a large scale at national level. According to a number of estimates, only between 2011 and 2011 the surplus of savings reached $7.6 billion per year[16].

Although the premises for a systematic application in the American administration were created by appointing Cass Sunstein, one of Thaler's collaborators and former university colleague of President Obama, as head of OIRA[17], it was the British government that took the challenge to the next level. Thus, in 2010, with support from prime-minister Cameron, The Behavioral Insights Team (BIT) or, more informally, The Nudge Team, is established. The initiative is small in staffing terms but it has ambitious goals: "to inject a new and more realistic understanding of human behavior across the UK government"[18]. The approach was to be an experimental one which would not leave doubt regarding the efficiency of its interventions and, if within two years the team did not deliver a tenfold return of its expenses, it would self-dissolve.

In the meantime, The Nudge Team has surpassed its initial expectations and below are presented some of its most notable successes:

- in Great Britain only a small number of drivers pay the road tax, even if non-payers are identified by video cameras and by a system that correlates vehicle registration number with the fiscal records. In order to determine persistent non-payers to revise their behavior, the BIT researchers used the following tactics. Firstly, they attached to the standard notification regarding the non-payment the message: "pay the tax or lose the car", which led to increase of 5% of the collection rate in comparison with the classical notification; the second approach required the inclusion in the notification of a photograph of the vehicle taken by the road video cameras, this measure being so effective that it led to an increase of 20%. Thus, an increase in tax payment, even by small percentages, translates into significant amounts of money poured into state budgets.

- a resounding success regarding the interventions by the BIT was finding viable solutions for solving tax payment delays[19]. The first intervention conceived by the specialists was to insert into the letters to bad payers the message "nine out of ten taxpayers pay on time". Thus, the payment rate grew by 4.5% compared to traditional letters, which accounts for millions of pounds to the administration of Great Britain. The second intervention - founded on people's inclination not to find themselves below those around them - meant to include in the payment notification the message "most people in your area pay their taxes on time", which increased the payment rate by 2%. Combining the two messages into a single one of the type "most people in area have already paid and you are one of the few that have not done it yet", the rate of growth grew spectacularly by 16%.

- another notable success by the BIT was to facilitate the change of electricity supplier[20], as a measure taken against companies whose policies made this change difficult. In order to minimize or eradicate the problems, companies were obliged to print the information on bills as QR codes, which formed the base of a common application, with which citizens could consult all the offers presented under a standardized form or even delegate the change option to an application. The success was consistent and it was translated into more money collected to the budget and into an improvement in competition on the market.

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[16] *Ibidem*, p. 451.
[17] Office of Information and Regulatory Affairs
[18] Halpern, *op.cit.*
[19] *Ibidem*, pp. 99-101.
[20] *Ibidem*, p. 138.

-   not lastly, we mention encouraging people to register in the Organ Donors Register[21]. BIT developed in parallel a new web page, where various other messages were also uploaded, that would facilitate registrations. Based on empathy, the most successful message was "*If you needed an organ transplant, would you have one? If yes, please help yourself and help others, too!*". Thanks to this message, the new web page succeeded in outnumbering the public platform by approximately 100,000 registrations per year. Also, registrations in the donor register resulted from messages of the "act" type grew by 2.8%, while for those containing social norms/the NHS logo/encouragement to save lives by 2.9% as compared to the control group that registered only 2.3%.

Risks, limitations, and critiques of Behavioral Economics

Beside the effective nudges, academic literature and BIT reports also mention a series of less successful initiatives. An example in this regard is the project on monitoring energy consumption[22], based on the hypothesis that the effective monitoring of home heating, even with state-of-the-art equipment, is sabotaged by people not knowing how to properly use them. In order to minimize the effects of this situation, the BIT initiated a three stage process in which homeowners in Newcastle benefited from the services of local engineers specialized in dealing with the proper functioning of home heating equipment. In the first case, engineers periodically checked the equipment without providing further guidance. In the second, they would not leave without offering homeowners guidance on the effective use of their energy consumption meters. In the third case, they would leave only after leaving a written note with necessary instructions toward effective consumption. The results of this study were surprising because none of these three intervention manners had any visible effects on energy use.

Additionally, David Halpern, the Nudge Team director, presents in his book - *Inside the nudge unit – How small changes can make a big difference*, the main critical observations to Behavioral Economics[23]:

Lack of transparency - it makes reference to the capacity of Behavioral Economics techniques and procedures to manipulate people so that they follow the instructions supported through the hypotheses of the studies conducted by the promoters of this vision. This way, through good knowledge of human psychology, behaviorists deprive consumers of essential information regarding the problem to be solved, which leads to the adoption of distorted solutions[24]. In this sense, Suzanne Mettler from Cornell University claims that libertarian paternalism treats people rather as consumers than citizens, because it does not tell them why choices are particularly established, while actively seeking to hide the reasons for them. For example, when the Obama administration decided to temporarily reduce taxes in order to stimulate the economy, it did it in half-secrecy in order to encourage people to spend instead of saving. As such, the lack of transparency brings about a reduction in social dialogue a limitation of diversity, with the purpose to make the decisions wanted by the initiators but hidden from consumers.

Lack of effectiveness - it is defended by critics through the fact that the interventions suggested by the results obtained in lab experiments can not necessarily function as effectively in the real world, the effect being so small that governments might spend a lot more money to put these approaches into practice in comparison with traditional policies. For

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[21] The Behavioural Insights Team – Update Report 2013-2015, p.16 (http://www.behaviouralinsights.co.uk/wp-content/uploads/2015/07/BIT_Update-Report-Final-2013-2015.pdf last retrived on 03.03.2018).

[22] The Behavioural Insights Team – Update Report 2013-2015, pp. 41-42 (http://www.behaviouralinsights.co.uk/wp-content/uploads/2015/07/BIT_Update-Report-Final-2013-2015.pdf last retrived on 03.03.2018).

[23] David Halpern, *Op. Cit.*, pp. 250-251.

[24] http://www.economicsonline.co.uk/Behavioural_economics/Criticisms_of_behavioural_economics.html - last retrived on 03.03.2018.

example, the statements by Thaler and Sunstein about the advantages of opt-out schemes are supported by little evidence that they would increase donations. According to Kieran Healy[25], a sociologist at Duke University, the differences in donation rates are better explained by the differences in organizational effectiveness than by opt-in/opt-out differences.

Lack of responsibility - it is translated through the incapacity of Behavioral Economics principles to answer the real needs of social groups. In this sense, supporters[26] of these opinions show that the final result of nudge use is a much higher number of regulations than necessary, complicating the procedures of solving essential social problems. Additionally, the fixed costs for the functioning of a certain service are increased, because the money is predominantly offered to the new entries, discouraging innovation, treating information as merchandise and, consequently, preventing the communication of tacit information and the evolution of institutions which could help in the solving of problems that regulating authorities try to solve.

By analyzing the critical reviews that we could identify in the literature we cannot help noticing and emphasizing the fact that none of these has any experimental grounds, although some of them might be subjected to such an approach (e.g. nudges are effective only on the short term). One thing is certain: the team grew from 5 to 100 people[27], it has offices in 6 cities worldwide[28] and produced a respectable number of policy publications and academic articles[29] in which are presented the results of a number of experimental interventions with measurable and extremely difficult to rebut results.

Instead of conclusions: Practicing Behavioral Economics in Carol I National Defense University

Halpern (2015) warns that for nudge type interventions to work a good knowledge of the domain is needed, an awareness of the formal levers required to enforce certain decisions and of at least the following aspects, united under the EAST acronym:

- Easy – the intervention must be conceived so that it be easy for subjects to do what needs to be done. Complicated and time-consuming formalities constitute an example of "friction" that can make the intervention useless;
- Attract – on the one hand, the proposed solution must attract attention and, furthermore, must be attractive, it must generate a positive evaluation from an affective or functional point of view;
- Social – the intervention must use as much as possible the force that fellow behavior has upon the individual;
- Timely – the intervention must occur at the opportune moment, before pay day or before an important event in the life of the individual etc.

Having in mind the markers above, we endeavored to identify some problems in "Carol I" National Defense University (CINDU) and draft a behaviorist solution to improve them. Thus:

Problem 1: When choosing optional subjects students hear a non-standardized presentation of each of them. It is practically considered that the art of each lecturer is to market her discipline. The problem is that students often compare "apples" to "pears", in the sense that one lecturer may speak of formal matters such as the number of papers, exam

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[25]http://www.ingentaconnect.com/content/tpp/pap/2014/00000042/00000001/art00001-   last   retrived   on 03.03.2018.

[26] https://iea.org.uk/behavioural-economics-a-critique-of-its-policy-conclusions/- last retrived on 03.03.2018.

[27]http://www.behaviouralinsights.co.uk/about-us/.

[28]London, Manchester, New York, Singapore, Sydney, Wellington.

[29]http://www.behaviouralinsights.co.uk/academic-publications/.

subjects, number of lectures, while another may predominantly bring into discussion content issues. Sometimes the oratorical talent may prevail or some lecturers may underrate the difficulty of the course in order to obtain the minimum number of students so that the class may take place. All these while the subject description is not public. The solution will be to simplify the actual form of subject evaluation so that it evaluates some of the important teaching aspects (e.g. scientific support, openness to student feedback, exam objectivity etc.) on a numbered scale and on the basis of an aggregated, possibly balanced, score. The form and the results will be available online and, before choosing, students will be given time to consult on their smartphones the results of each subject in previous years. The effectiveness of the intervention will be evaluated through a short satisfaction questionnaire regarding the way in which the activity of choosing the optional subjects went, comparing the results of an experimental group against a control group that will use the old procedure.

Problem 2: any university that charges tuition fees is confronted with the issue of payment delays, and CINDU is no exception. With the use of a sim card with unlimited text messages we could send reminders in the form of text messages that payment is due one day before the day on which wages are paid and/or one week before payment deadline. We could also try text messages informing the student that x% of her mates usually pay their fees in time, or the text message could be personalized with the name of the student or it can be sent on behalf of one of the lecturers. Comparisons will be made against the results of a control group.

Problem 3: bigger CAR[30] payments. In this case we could apply the "Save more tomorrow" scheme, so that each time a member of the association receives a pay rise her contribution will automatically be increased. Comparisons will be made against the results of a control group.

Problem 4: bigger donations for charity initiatives by the students. The rector could send personalized emails to the teachers urging them to donate and offering an easy way to do it, preferably immediately. Comparisons will be made against the results of a control group.

Problem 5: the annual acquisition of equipment by the military personnel. Usually, the allowance is received monthly directly in the personal bank account. The money is spent, and the military personnel postpones the acquisition for the next year, although the uniform in use is in need of change. Our proposal would be that the implicit option be the acquisition of military equipment, the military personnel being able to change this option by visiting the storage where the pieces of equipment in stock can also be presented. Comparisons will be made against the results of a control group.

The solutions put forth by us here are probably in need of adjustments by professionals in the mentioned functional domains, but we are convinced that behavioral economics can provide a solid basis of discussion for the improvement of process functionality in CINDU.

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[30]A non-banking loan association which offers cheap credit provided the person saves 50% of the sum borrowed.

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KNOWLEDGE SHARING – THE FIRST STEP
TOWARDS BUILDING UP A KNOWLEDGE BANK

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Abstract: In today's society, knowledge represents a critical organizational resource which gives a long-lasting competitive advantage in a dynamic and perpetually transforming society. Organizations should more efficiently make use of cognitive resources, focusing on the way in which acquired experience and knowledge are shared from seniors to juniors. As a knowledge-oriented activity, knowledge sharing is an important means through which employees can contribute to the competitive advantage of the organization.
In the given article, we will be presenting issues related to understanding the concept of „knowledge sharing" from several theoretical perspectives, going through the existing literature in the field of knowledge sharing. The starting discussion has been on individual, interpersonal and team characteristics, diversity, organizational culture, motivational factors, rewards and recognition, benefits and expenditure, social networking and individual attitudes towards knowledge sharing.
Knowledge sharing could be the first step towards building up knowledge bank. In this context, we have taken over the World Bank revolutionary concept of knowledge bank and applied to achieving a knowledge bank for defense, public order and national security in the CAROL I National Defense University. Such a project is aimed at collecting, storing, processing and disseminating knowledge in the academic environment by means of descriptive coding which gives meta-structured data in a digital library, so that employing knowledge should be more simply and rapidly done.
Key words: knowledge, information, knowledge sharing, knowledge bank

Introduction

In time, organizations have invested in knowledge, as the latter is essential in the organizational development, while concepts such as *knowledge management* (KM) and *knowledge management systems* (KMS) have been launched. Knowledge management belongs to discrete knowledge managing, which presupposes storing explicit knowledge of individuals or teams within organizations, gathering latent knowledge and sharing knowledge through various means to all members of the organization, with the aim of making use of such knowledge.

The role of the information technology within the organization knowledge management is actually the Knowledge Management System (KMS) which has loads of positive effects on knowledge sharing among employees. This process entails six phases: *knowledge creating, collecting, perfecting, storing, updating and sharing*[1].

The most frequently used support technologies and tools for knowledge management are groupware, email tools, forums, blogs, artificial intelligence means and knowledge and information portals.

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[1] Efraim Turban, Jay E. Aronson, *Decision Support Systems and Intelligent Systems*, Prentice Hall, New Jersey, 2001, p. 33.

The knowledge bank is actually a complex knowledge management system that employs IT technologies for document and work influx management, and which manages Data Warehouse and Data Mining, with the aim of collecting, organizing, filtering, storing and sharing of any type at the level of the organization.

Nonaka considers that information is merely message influxes, while knowledge is based on information and are justified by others' beliefs.[2] The knowledge present in an organization is of two types - explicit and tacit knowledge. Nonaka and Takeuci (1995) define the classical model of converting tacit knowledge into explicit knowledge in four main phases, namely socializing, externalizing, combining and internalizing[3].

Other researchers in the field consider that all information is knowledge, while knowledge is made up of information and know-how. Moreover, in some approaches knowledge is regarded as information processed by individuals with the aim of getting individual performance.

Summing up, Wang and Noe (2010) identify about 76 qualitative and quantitative case studies published between 1999 and 2008 and three studies published before 1999 in the field of knowledge sharing[4].

Asrar-ul-Haq and Anwar (2016) identified about 64 qualitative and quantitative case studies published between 2010 and 2015 on knowledge management and sharing[5].

Research in the field of knowledge sharing has been conducted on the basis of several theories, out of which the most frequently used are:

- The motivated action theory, which builds up on the attitude towards the communication behavior of the received knowledge;
- The social capital theory analyzed in the context of practice communities;
- The social exchange theory that is employed with the aim of investigating expenditures involved in the process of knowledge sharing;
- The social network theory by whose means connections among individuals belonging to virtual communities are analyzed; such connections can facilitate knowledge sharing and can increase the quality of the knowledge shared.

Next, we will be briefly presenting the research advancement, in line with what is presented in the above mentioned papers.

Knowledge sharing

Knowledge sharing refers to information and know-how sharing related to tasks delivered in collaboration with other members of the organization, with the aim of solving identified problems[6].

Knowledge sharing differs from knowledge transfer and knowledge exchange. Knowledge transfer describes moving knowledge from the knowledge source to the beneficiary with the aim of its learning and acquiring, the main purpose being describing transferring knowledge towards organizations. The knowledge exchange involves both the process of knowledge sharing, generated by individuals who disseminate knowledge to a

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[2] Ikujiro Nonaka, *A dynamic theory of organizational knowledge creation*, Organization Science, 5(1), 1994, pp.14−37.

[3] Ikujiro Nonaka, Hirotaka Takeuchi, *The Knowledge – Creating Company: How Japanese Companies Create the Dynamics of Innovation,* New York, Oxford University Press, 1995, p. 71.

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[5] Muhammad Asrar-ul-Haq, H., Sadia Anwar, *A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges,* Cogent Business & Management Vol.3, Issue 1, 2016, pp. 10-14.

[6] Jonathon N. Cummings, *Work groups, structural diversity, and knowledge sharing in a global organization*, Management Science, 50(3), 2004, 352-364.

second party, and the process of knowledge searching, generated by individuals who look for knowledge in a second party.

In the motivated action theory, knowledge sharing among employees influence the complexity of the knowledge at the level of the team and, consequently, at the level of the organization. Highly qualified and more experienced employees have a positive attitude towards knowledge sharing. An important factor in knowledge sharing belongs to the human resource policy of the organization through personnel training systems, upon which the former employs transferring knowledge and expertise from senior to junior employees.

The team component research has proven the fact that employing team members belonging to organizations in the knowledge sharing process positively influences team and implicitly organization performances. The more the team has been informed and the more professional they are, the more they will share acquired knowledge.

Researchers have shown that knowledge sharing can be facilitated through building up a less centralized structure, where an appropriate working environment among employees can be generated, such as open space offices, job rotation, better and more intense communication among departments and participating in informal meetings.

At the organizational level, knowledge sharing is closely connected with business development. Improving the process of knowledge sharing entails reduction of the production costs and implicitly increasing the income from new products and services. Following studies carried out in companies, it has been proven that because of the lack of knowledge sharing huge losses have been witnessed (over 31,5 billion dollars per year for the Fortune 500 companies)[7].

Swang et all have also concluded that female personnel belonging to mixed teams of large organizations are more willing to share knowledge than male personnel[8].

Chow & all have studied the process of knowledge sharing in multinational organizations, in international branches, where multicultural background individuals work[9]. The result was that Chinese employees have had the tendency of sharing knowledge at the level of the organization, even though such a process is detrimental to the individual. On the other hand, American employees are more willing to share knowledge with individuals who do not belong to the team.

Based on a qualitative study carried out in 50 companies, De Long & Fahey have examined the effect of organizational culture on knowledge sharing, drawing the conclusion that, out of all cultural dimensions identified, trust mostly influences the knowledge sharing phenomenon[10].

According to the social capital theory, employees can either or not share knowledge because of various reasons. Employees can share knowledge due to reciprocity or whether they need somebody else's help. Employees can choose to share knowledge as a means of building up personal relations with colleagues. New employees can be more willing than senior employees to share knowledge with the purpose of creating good impression, which can lead to create opportunities of stepping up the career ladder. Employees who are high in the organizational hierarchy can refrain from sharing knowledge because of the risk of losing position.

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[7] Pamela Babcock, *Shedding light on knowledge management,* HR Magazine, 49(5), 2004, pp. 46-50.
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At the level of practice communities which are made up of people with mutual interests or problems and who learn from each other through various interactions, the relation between reciprocity principle and the knowledge sharing process has been analyzed. Chiu noticed that reciprocity is positively associated with knowledge sharing within practice communities[11].

The social exchange theory implies the fact that individuals do not value benefits and costs. In accordance with this theory, research shows that benefits have a positive influence on the knowledge sharing process, while costs have a negative influence.

Lack of rewards has been identified as a major barrier in the knowledge sharing process. Organizational rewards, such as promotion in the position, various bonuses and excellence remuneration have been pointed as helpful in knowledge sharing.

Research has shown that managers' attitude towards stimulating knowledge sharing has been positively linked with employees' behaviors related to knowledge sharing. Professional satisfaction and organizational attitude promote knowledge sharing.

Kim & Lee have noticed that the emphasis given by the organization's senior managers to excellence remuneration has successfully contributed to the good process of knowledge sharing[12].

The social network theory has emphasized the role of the advancement of the information society, of the tools and of the platforms the latter generates. Within virtual communities, on the Internet, knowledge is disseminated with the help of the most popular Web 2.0 tools: wikis, blogs and microblogs, social networks, Photo Sharing, Audio/Video Sharing. The connection among active individuals on social networks has proven to positively influence the amount of knowledge sharing. Those who want to consolidate their position in an online professional community practice knowledge sharing.

Irrespective of the more or less sophisticated information technologies they use, organizations have always been conditioned by knowing and implicitly by knowledge, at least at the level of the individual conduct of its members.

Knowledge bank

The concept of knowledge bank appeared in the mid 90s. Starting with the idea that the World Bank has always sold ideas, not just loans, in 1996, the World Bank president, James Wolfensohn, introduced the concept of "knowledge bank" in the business field. In Wolfensohn's view, knowledge acquired by the World Bank needed to be collected, disseminated and shared through the knowledge bank. The World Bank states that "Our mission is to fight poverty with passion and professionalism for lasting results and to help people help themselves and their environment by providing resources, sharing knowledge, building capacity and forging partnerships in the public and private sectors"[13].

The view of the World Bank has been to wrap and share existing knowledge, not to invent new one, and next such knowledge could be used by those interested in creating development policies[14]. Starting with 1998, in order to begin the knowledge transfer to the

[11] Chao-Min Chiu, Meng-Hsiang Hsu, Eric T.G. Wang, *Understanding knowledge sharing in virtual communities: An integration of social capital and social cognitive theories,* Decision Support Systems, 42(3), 2006, pp. 1872−1888.

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knowledge bank, the World Bank offices all over the world were interconnected in a global knowledge sharing system.

Wolfensohn stated the fact that knowledge stored through the World Bank is vital for development projects all over the world, as it is more valuable than its financial resources (intellectual capital is more important than the financial one). If the idea of a knowledge bank was revolutionary, its creation proved to have been more than an evolution[15]. The concept appeared to be a major discontinuity as opposed to what had been achieved previously.

Given the above mentioned context, we try to apply the concept of the knowledge bank advanced by the World Bank into "A knowledge bank in the field of defense, public order and national security", within CAROL I National Defense University in Bucharest.

The knowledge bank in the field of defense, public order and national security is meant to collect knowledge in the academic (scientific) field and in the non-academic field, to promote, disseminate and its storing through a "Metadata Encoding and Transmission Standard" (METS). The METS standard offers metadata in a digital library so that the access were very quick.

Structural metadata describe logical or physical relations among the parts of a compound object (a book, for example, is made up of bunches which contain several pages). The process of digitization generates a large amount of separate digital resources which, by means of a relation, need be interpreted as a compound object. The METS standard offers a coding format for descriptive, administrative and structural metadata, and it is designed to support managing digital objects, delivering and exchanging digital objects among systems.

Types of documents to be included in the Knowledge bank will be the following: graduate license papers, MA final papers, doctoral theses, scientific papers published in national and international conference proceedings, research reports, course books, both scanned hard-copy documents, and soft-copy documents, existing library resources and multimedia resources.

Aiming towards an increased reliability of the knowledge bank, a safety backup for all digital and metadata resources on two types of storing media will be intended. At least one copy of the backup will be kept in a different place than the main site in order to ensure the former is safe from calamities and disasters. Storing media need be refreshed (which actually means recopied) at regular intervals of time during the entire life span of the storing medium.

Digitized knowledge will be clearly and uniquely identified and directly accessed on the browser of any web user. It is important for the end user, for instance, the fact that the former has the ability to directly quote an individual resource rather than making reference to the web site of a whole project, using Open URL, digital objects identifiers or any other digital object identifiers based on an identification system.

Services which need be provided by the CAROL I National Defense University Knowledge bank are sharing, crediting, exchanging, storing and transferring knowledge. For starters, the Knowledge bank will be working locally, being connected to the National Defense University intranet, and, consequently, it will be connected via the intranet with other educational establishments belonging to the National Defense, Public Order and National Security System (The Military Technical Academy, "Nicolae Bălcescu" Land Forces Academy, "Henri Coandă" Air Forces Academy, "Mircea Cel Bătrân" Navy Forces Academy, "Alexandru Ioan Cuza" Police Academy, "Mihai Viteazul" National Intelligence Academy) and via a VPN tunnel to the internet with other higher education institutions in Romania and abroad with which the university runs partnerships.

The Knowledge bank users (clients) can be both the teaching staff, students, MA students and PhD students enrolled in universities belonging to the national defense, public

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[15] Don Cohen, Bruno Laporte, *The Evolution of the Knowledge Bank*, KM Magazine, March 2004, pp. 1-2.

order and national security system, and the individuals pertaining to this system and owning personal accounts.

Depositors of the Knowledge bank will be teaching staff, students, MA students and PhD students enrolled in universities belonging to the national defense, public order and national security system, and the individuals pertaining to this system and owning personal accounts as well.

The basic policy of such a bank will be user oriented, identifying their needs and requirements, meeting the latter and providing the expected amounts and quality of the services as efficiently and operationally as possible. The user identifies potential knowledge sources to be accessed, sorted by title, key words, language, country, publishing year, localizes and accesses selected knowledge resources; the user probably analyzes whether the knowledge is of interest and extracts it; they analyze each piece of knowledge and the context as a whole; they become aware of the importance of employing and communicating knowledge as a social product; they decide the usage of the knowledge in function of the purpose entailed; they integrate the knowledge in their own knowledge system; they obey the ethical rules and the legal framework of utilizing and communicating knowledge.

Conclusions and future research directions

The Knowledge bank is an entity organized on sets of valid, relevant and sufficient knowledge, in function of their applicability domain. The advantages of storing in a knowledge bank are offering to all users direct and rapid access to scientific communication, increasing visibility, accessing the outcome and efficiency of research activity, the long term storing of initial knowledge without having the responsibility of administering, keeping the copy right, gathering and making use of knowledge at the level of the university, facilitating exchanges with national and international partners of knowledge banks.

Sharing knowledge among employees of the organization leads to the development of the organization and to the creation of innovative knowledge. Trust, reciprocity, organizational rewards, the professional level of the team members most influence the knowledge sharing phenomenon.

Within organizations, encouraging the knowledge sharing process by managers entails improving the employees' perception of knowledge sharing.

An extremely important measure in the knowledge sharing process is transforming tacit knowledge into explicit one as much as possible with the aim of sharing it.

In the case when the proportion between benefits and costs is subunitary, the efficiency of knowledge sharing in the organization is not met. In order to facilitate the knowledge sharing process, organizations should implement a personnel reward system which might motivate the individual and collective surge towards sharing.

A fundamental role in encouraging participation in the knowledge sharing process plays the development of informal relations, which are helpful in both disseminating and assimilating knowledge by employees.

Moreover, at least as important is successfully using web 2.0 IT tools in the knowledge sharing process.

In our opinion, future research should be guided towards the following aspects:
- Knowledge sharing as social exchange;
- Understanding the way in which positive attitude towards knowledge sharing should be accomplished;
- Employees' conduct related to the knowledge sharing process through participating in professional training sessions;
- Mechanisms by whose means social networking influences knowledge sharing;
- Should certain cultural idiosyncrasies facilitate/refrain taking part in the knowledge sharing process;

- Identifying management behavior in terms of knowledge sharing;
- Future research should investigate differences between benefits and costs necessary in the knowledge sharing process in the case when individuals share knowledge by means of an electronic knowledge management system (KMS).

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DOCUMENT FLOW IN PUBLIC INSTITUTIONS
IN THE SECURITY FIELD

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Abstract: *Regarding the organization as a cybernetic system, the management can be defined as the process of ordering such a system through ensuring the relation purpose-action; during such a process, information plays a connection role between the human and the material elements of the system, without any ordered, purpose oriented action would be possible. Going in line with the phases of a management cycle, which comprises operations from the moment an event emerges, up to its launching ,the following sequence of events can be witnesses: status information collection – analysis – command information collecting – the action. This fact emphasizes that the essence of management can be expressed as a transformation of the status information into command information and their sending between the managed and the managing body. .*
Keywords: *document flow; information system; information; armed conflict; professional career development;*

Informational means everything related to information, and especially its sending to users; none of the management prerogatives can be achieved without information or can the same outcome be present without proper information.

Thus, an information system is a complex assembly made up of people, devices, programs, procedures and practical activities, present under the form of information compartments, which are the organizational framework by whose means information is tailored and employed.

It is vital for a manager to make use of rapid, valid and permanent information instead of routine work, which means it is an activity based on prediction within the management framework and on directly and rapidly sending data to the management, either on demand or on reservation, so that the manager be permanently prepared. In its turn, the information system should be in line with certain requirements, be complete, precise, correct, light and unloaded with unuseful information, in its essence rapidly revising the requirements of decision prevision or taking.

The unitary character of the information system presupposes avoiding the parallel existence of contradictory practices in various subsystems or sectors belonging to the unit.

Managers should master balance finding between the lack and the excess of information with the aim of being successful during management processes.

All type of information that circulates within a unit among individuals and among compartments, as well as among socio-economic units, make up information circuits.

Information circuit[1] represents the way the information follows from the sender to the receiver. A section through this information circuit is actually the information flow.

The information flow[2] represents the amount of information that circulates between the sender and the user. The information is the amount of information that circulates between the sender and the user. The information flow is characterized by content, direction, frequency, length, speed, viability, cost.

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[1] Dumitru V. – Sisteme informaţionale militare, Editura Ceres 2000, Bucureşti., p. 29.
[2] *Ibidem.*

Maximum outcome in the organization activity can be obtained when the information system overlaps on the organization structure with joint points from where or to where information focuses in accordance with requirements expressed by organizational decision-making bodies.

The public institution management system should guarantee the fact that the information circuit which goes into or comes out of the organization departments follows a periodic cycle of activities, established by the legal framework of setting up and organizing the institution.

The place where the information is generated is called the information source, while the destination is called the information receiver. The information circulates between the sender and the receiver by means of a communication channel.

The information flow between the sender and the receiver is necessary to carry out activities or operations.

The characteristics of an information flow derive from all information flows that circulate within an organization.

Any procedure is cyclic. At first, own legal mission objectives setting of the institution is ensured, as well as the accordance with the performance standards; assessment and adaptation planning and error correction are carried out towards the end of the cycle.

The following diagram shows how the working procedures within a public institution are not independent tools. They derive from the need of implementing principles established through the national policy, which comprise the strategic objectives of the Romanian public administration, the legal framework that generates decision making within the public institution and individual procedures that offer the practical mechanism of implementing daily tasks of the public organization.
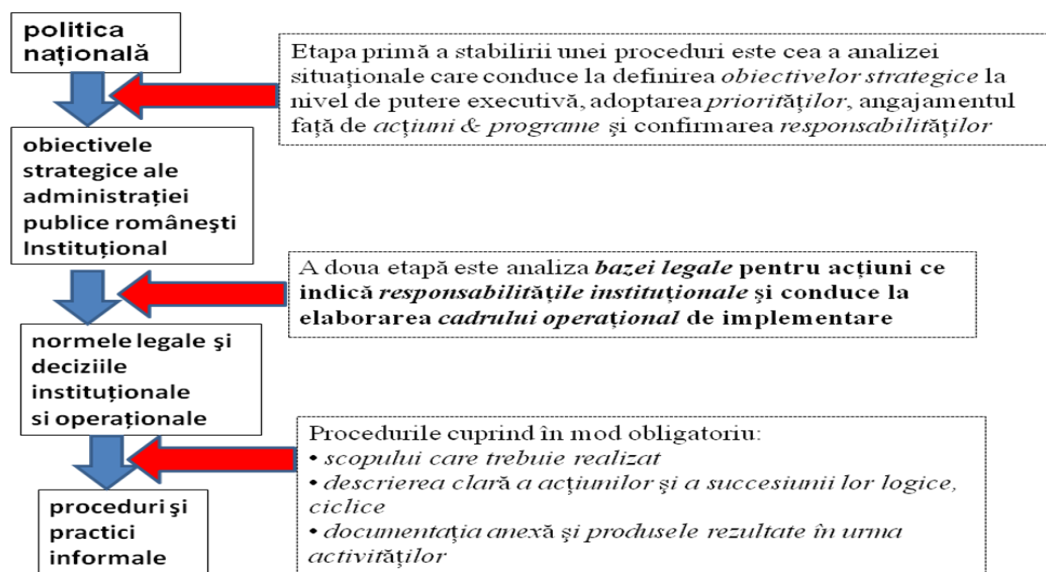
Figure no. 1. The algorithm of processing information within public institutions. Source: the authors

We could conclude that the steady and efficient implementing of information processing procedures should be based on the following:
• institutional engagement with the aim of proposed objectives achievement;
• coordinating information processing procedures among departments;
• understanding information processing sequencing;
• technical competences for algorithmizing procedures for carrying out the required activities;

• access to information resources, documentation and the technical systems necessary to implement information processing procedures.

As far as initiating the process of implementing information processing procedures within the National Defense System, identification of main document flows within public institutions in the field of security is necessary.

Thus, the following horizontal flows can be identified at the level of the Supreme Council of National Defense (SCND), as Figure 2 shows.
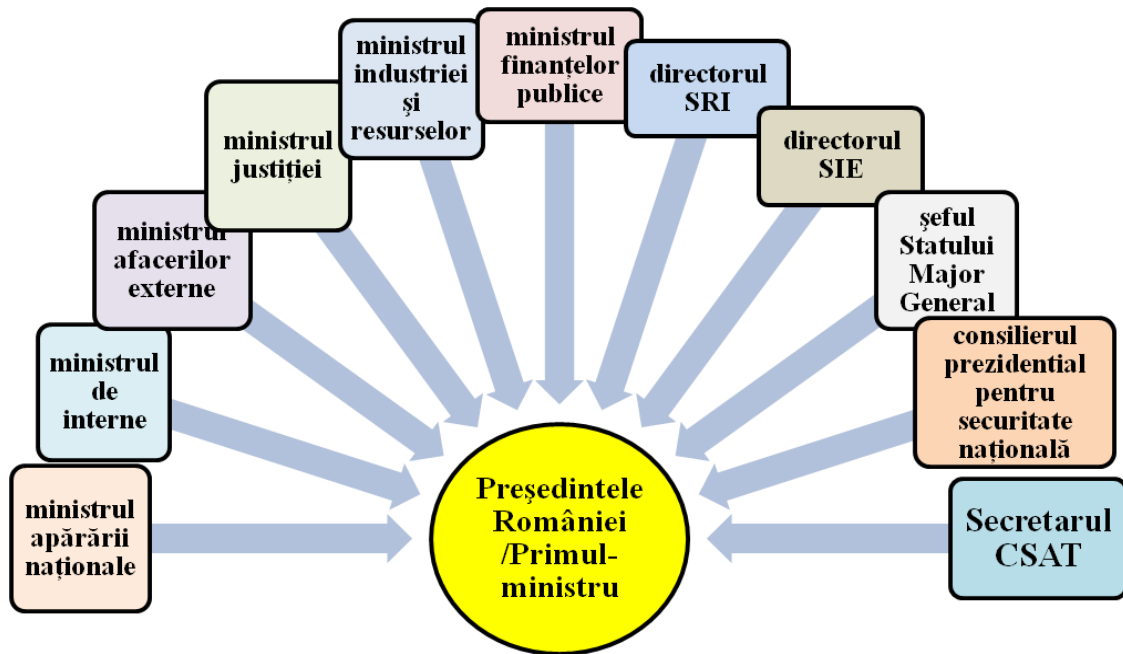

Figure 2. The SCND information flows. Source: the authors

Within the SCND there are horizontal information flows as decision making within the above-mentioned institution is consensual[3], the SCND meetings are run by its president or by the vice-president, should the former be absent[4], who only coordinates the meetings. The SCND members attend meetings and present reports and proposals, while the effects of debates turn into decisions which are sent to public administration authorities and to public establishments they refer to, as a whole or partly, with the exception of those for whom decision are made otherwise.

The main body of the Ministry of Internal Affairs makes use of the following horizontal flows as presented in Figure 3.

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[3] Regulamentul de funcţionare al CSAT Aprobat în şedinţa Consiliului Suprem de Apărare a Ţării din 10.02.2003 prin Hotărârea nr. 3, art.2

[4] LEGEA nr. 415 din 27 iunie 2002 privind organizarea şi funcţionarea Consiliului Suprem de Apărare a Ţării, art.7
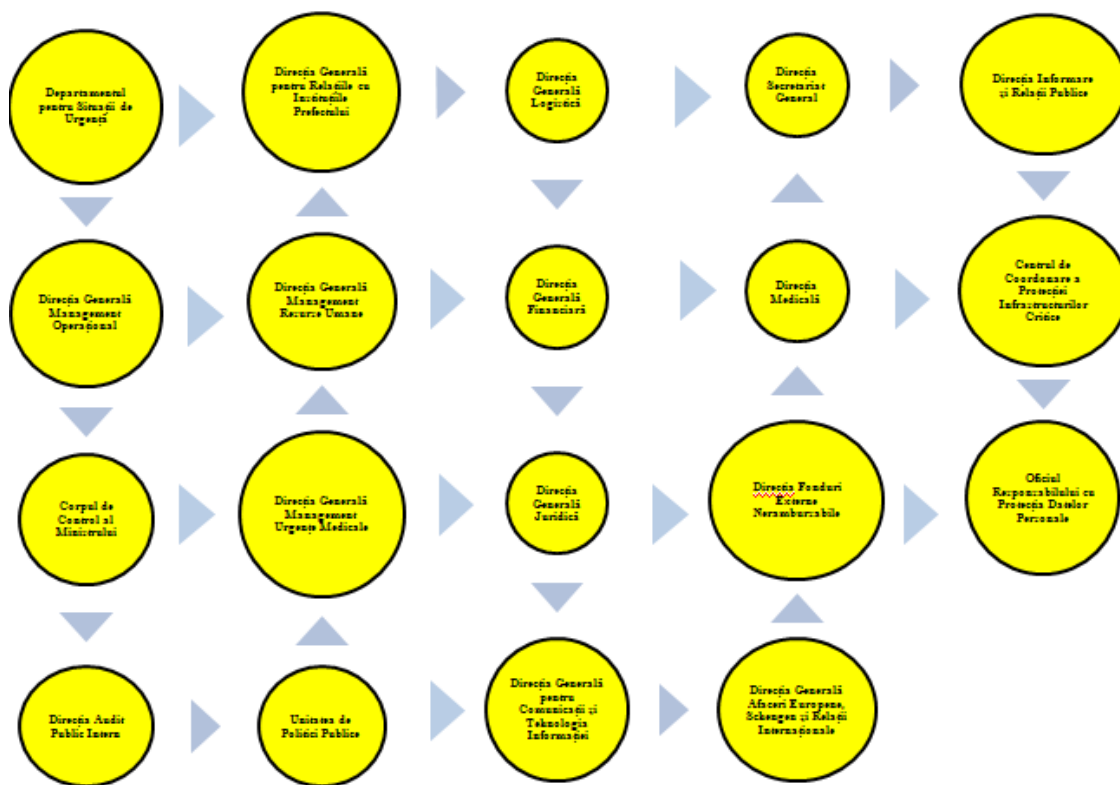
Figure no. 3. Horizontal information flows within the central body of the Ministry of Internal Affairs.
Source: the authors

Such horizontal flows entail cooperation between composing structures of the central body, with the aim of solving complex issues that require the presence of several structures for making most efficient decision.

Similar horizontal flows are replicated in any public administration structure, both at central and inferior levels.

Moreover, we could pinpoint a series of vertical information descending flows, meant to solve specific issues, such as:

- Public order issues - the Romanian Gendarmerie and subordinate structures down to battalion level;
- Crime fighting issues – the Romanian Police Forces and subordinate structures down to the post level;
- Emergency situations issues – the General Inspectorate for Emergency Situations and subordinate structures up to the level of local dispatch;
- Border control issues- the Romanian Border Police and subordinate structures down to the traffic control point level;
- Legal and illegal immigration issues – the General Immigration Inspectorate and the subordinate structures down to the level of local structure;
- Air mission issues – the Aviation General Inspectorate of the Ministry of Internal Affairs and the subordinate structures down to the level of traffic control point;
- Institution protection and corruption fighting issues within the ministry – the General Anticorruption Directorate and the subordinate structures down to the local structure level;

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- Providing the population with basic needs in case of civilian emergency issues – the National Administration of the State Reserves and Special Issues and subordinate structures down to the level of the local structure.
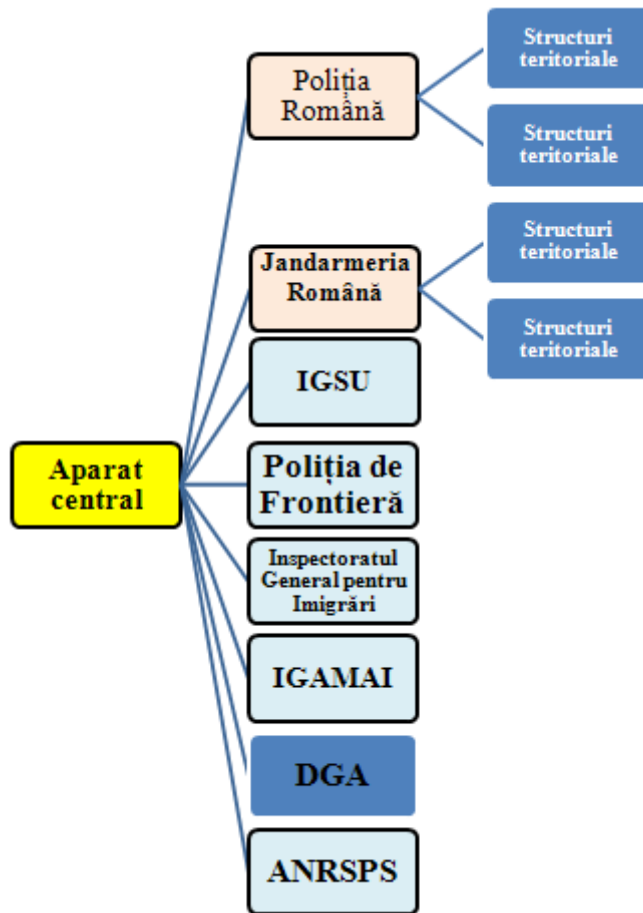

Figure no. 4. Vertical information flows within the Ministry of Internal Affairs. Source: the authors

Those descending information flows are doubled on the same way but in reverse direction by ascending information flows that leave inferior hierarchical structures up to the level of central administration and contain reporting.

Any information flow, going in any direction, can actually go both ways. The way a piece of information goes makes up the information circuit of solving any institutional issue. Should the way be ascending or oblique, from a superior to an inferior level, the information is called an order. The information going the other way is called reporting. When the direction of the information flow is horizontal, the information way is called request, while the other way around is called reporting.

Based on the information flows, as well as on information procedures on each working post, requirements on increasing efficiency of the information system within a public institution can be determined. One should bare in mind the fact that the IT system is only part of the information system infrastructure and, namely, that part that circulates and processes data and information electronically.

We have functionally analyzed the organizational structure of the main establishments in the national security field, namely SCND, the Ministry of Internal Affairs and the Ministry of the National Defense.

We have also analyzed the main components of the operational organizational structures of the above-mentioned institutions. Following the analysis, we have managed to

pinpoint the fact that the organizational structure influences the information system and the decision making system respectively.

A properly projected information flow leads to increased value within the organization. In public institutions in the security field, the speed at which client requirements are processed highly depends on the efficiency of the information flow.

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THE MAIN CHARACTERISTICS OF THE ARMED CONFLICT ENVIRONMENT WHICH INFLUENCES MILITARY INDIVIDUAL CAREER MANAGEMENT

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Abstract: The modern age armed conflict environment has clear-cut characteristics that implicitly influence individual career management. We therefore believe that at the Romanian Armed Forces level, it is necessary to bring the national legal framework regarding individual career management into line with that of the other NATO armed forces, the requirements of the 21st century battle field, and fighting actions deployment in force according to the Alliance's priorities Romania is part of, and to the national interest of our home country.
Keywords: military career; management; HR; armed conflict; professional career development;

The idea on which we stand out in this article is that individual career management as a process cannot be identical in peacetime to what we consider to be specific to the state of armed conflict.

In any conflict, in our opinion, there are always two distinct aspects: confrontation of political will and proof of military force. For defeating the hostile will, it is possible to act through the direct strategy (attacking and destroying the enemy's forces, occupying its territory and influencing thereby its political decisions) or by acting on the adverse decision centers using the indirect strategy (psychological, media, etc.) . In this case, *"the center of gravity of the strategic action is neither military nor territorial, but is found in the political and social metasystem whose expression is the military forces"*[1].

However, the participants in the armed conflict, the main actors, i.e. the human resource as a whole, believe that it needs new rules of military career planning for a better "stratification" of the military body in order to fulfill its fundamental mission, namely, ensuring success in combat.

The last Persian Gulf wars signaled that the "classic" wars ended in a new place where electronics, robotics, information technology, including outer space, were widely used. A surprise was the structure of Operation "Desert Storm" ("*38-day Air Campaign and 4-Day Land Action*[2]"), new forms and processes of combat actions (information blockade, electronic battle, remote actions, remote attack responses) as well as large-scale psychological actions.

Therefore, from our point of view, the main actors in military conflicts, servicemen themselves can no longer follow a military career according to the routes established through previous rules. Thus, to our mind, it is necessary that professional course planning in case of

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[1] Jean, C., *Politica e informazione (Politică şi informare)*. În: Rivista Militare, Italia, nr. 1, ian.-feb. 1997, p. 34.
[2] Vorobiev, I., *Voennaja futurologija - osobaja forma voenno-nauž-nogo predvidenija in*: Voennaja Mysl', Rusia, nr. 2, mar.-apr. 1996, p. 65.

armed conflict should follow specific rules which are to be discriminated from the ones applicable in peacetime.

Thus, the provision of Law no. 80 of 1995 on the status of military cadres specifying how to obtain marshal, we consider that it is insufficient and that a set of rules regulating the career development of the military in case of armed conflict, as well as the positive influence the career development of the military by the periods when they participated in military actions.

This is imposed by the armed conflict environment, which, by its characteristics, can influence military career development.

In our opinion, the main characteristics of the conflict environment that may have positive effects in the conduct of military service during armed conflict or as a result of participation in international missions in theaters of operations could be:
- the area of hostilities;
- the duration of the military actions;
- the importance of the armed conflict in terms of the armaments and techniques used;
- the level of technological development of troop endowment during the armed conflict;
- the extent of the armed conflict as the number of participating states;
- the number of human lives losses in relation to the duration of the conflict.

The higher the force and the duration of the intervention, the greater the size of the training of the forces and that of the individual career planning.

We sought to highlight just a few characteristics of the conflict environment with a major impact on the professional path when peace is no longer a social state in real terms.

These characteristics, in our opinion, lead to essential changes to the individual peacetime management of the careers and therefore the necessary "corrections" are required.

Thus, the duration of the conflict and the number of loss of life can have a negative impact on:
- the replacement of combatant human resources;
- group co-operation within combat units;
-professional training of military cadres;
-durate training;
-the quality of the educational act;
- the psychological impact on the human factor, etc.

The psychological aspect of operations has always been of great importance, and if the parties wish to limit the war, each cannon shot constitutes an invitation to dialogue and negotiation.

Conflicts are increasingly opposed to ethnic states (seeking secession) or organized criminal gangs, which implies the recent struggle with irregular forces (partisan war) and the danger of their transformation into civil wars.

In this respect, the military career presupposes a more intense "wear" of the military personnel, which can be taken into account for the establishment of new age limits for the personnel participating in external missions in the theaters of operations, but also for specific work groups which make the difference to those who did not participate. The justification for this proposal is that, to date, military participation in missions in theaters of operations is voluntary, so while some have "accumulated" a number of external missions that have accumulated over several years, others have not participated to none.

Achieving success in an armed conflict can be glorified regardless of the nature of the causes (or the obscurity of interests) while the failure is harshly punished no matter how noble the purpose is.

Changing the size of the military institution occurs most often during or after the crises. An important direction in achieving "*sufficient force and timely defense*" is to prioritize and focus on **better use of resources** to achieve strategic goals. If too many goals were pursued without the means to achieve them, at best, there would be major difficulties. However, none of these may be achieved. The US military strategy, for example, aims to "protect the country and its interests while maintaining the core values of American society intact." [3].

Designed to defend national interests and values, the military institution goes through several stages. Essentially, in our opinion, they could be:

- revealing and forecasting threats to state interests as well as destabilizing factors;

- the adoption of long-term operative and preventive measures to prevent and eliminate them;

- Creating and maintaining in preparation the forces and means of ensuring national security.

These steps, in our opinion, can not be adequately addressed without taking into account the level of technological development of the endowment of the troops during the course of the armed conflict, with a direct impact on the duration of the training of the military cadres, two parameters have a direct dependency relationship.

In what follows, we will look at the first of these stages, which we consider more relevant.

The perception of each state about the geostrategic position held and its status is strictly individual, leading to a particular view of national security and, implicitly, of military threats.

In theory, a state can push its own security to the point of eliminating any possible rival. The reality of the international system shows that this is almost impossible. Instead, it is possible to try to achieve more "modest" objectives, pursuing concrete goals (allowing them to defend national values and interests), which are compatible in number and size with the available means. For example, two decades ago, the French people's security was based on a mass army posted at the border, and the English people promoted fortification in the islands. "*Vaccinated by the enterprises of the three Reichs, the German people now distance themselves from any autonomous defense system and trust only in alliances.*" [4]

That is why the current trends in the North Atlantic Treaty Organization from the point of view of professional career planning are the harmonization of regulations in the field, for an effective harmonization of the cooperation between the military units belonging to different army units participating in missions in the theaters of operations.

This diversity, summarized, justifies the multitude of definitions and points of view on the nature of military risks and threats to the security of states. In principle, the risks and threats are related to the existence of "weaknesses" towards the generic pathways pursued to achieve objectives.

However, in the following, we opt for defining military threats to state security as "any possible action to use weapons and fighting techniques that could affect national interests and values." This definition has nothing in common with probability or plausibility, but it allows systematic analysis of potential threats and the constitution of appropriate military means for retaliation. From a political point of view, such a public approach poses a certain danger because under the media microscope an artificial enemy (which is constantly preparing for aggression) may be created and some enormous activities of the internal enemies would be

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[3] Cosentino, M., "La nuova strategia militare degli Stati Uniti (Noua strategie militară a SUA)". in: *Rivista Militare della Svizzera Italiana*, an 68, nr. 5, sep.-oct. 1996, p. 323.

[4] Dufourcq, J., *De l'autonomie stratégique à la sécurité colective (De la autonomia strategică la securitatea colectivă)*. in: Défense Nationale, Franța, an 53, nr. 1, ian.1997, p. 52.

encouraged. Fear and insecurity, inherent in such situations, can, in our opinion, constitute support for:

a) speeding up the arms race;

b) funding programs harmful to the economy of states;

c) serious state policy errors.

"History has shown that the distorted (falsely ignorant of reality) approach to the dangers to national security of the state is often a major cause of war ... as well as other difficult trials," [5] and the mission of policy-makers is to prevent and eliminate conflicts and not the initiation of new ones. However, given the personal nature of this work, Talleyrand's buzzard is used, and *"it is very good if it is not said, but it works better if it is said."* [6]

Military risks and threats must be assessed objectively, taking into account their possible evolution (from crisis management, armed conflict and peace operations), since it will certainly not be appropriate and / or possible to waive commitments when they turn into imminent dangers.

The change of strategic data with the fall of the Berlin Wall has become a common element, the consequences of which have not yet been fully documented. No matter how unnatural the alliance of the Warsaw Treaty member states, the obligation to observe some rules of conduct made it difficult to imagine border changes in Eastern Europe. The diminishing of the stability and security of the states in this region, even in the conditions of cordial relations between countries, makes it premature to consider the military threat as being completely removed.

Studying the changes in the past two decades and a half of career developments in some of the NATO member states' armies, we note that they have always taken into account the national, regional and global threats and threats.

Given that there are no declared enemies and *"relations with neighbors are peaceful,"* [7] it might be thought that the issue of identifying military risks and threats to national security is a martyr. However, in recent years, the danger of local crises and conflicts that have emerged as a result of territorial, national, ethnic, religious contradictions, etc., has increased considerably, the last of these in the proximity of our country being that of eastern Ukraine. From a military point of view, they are less expensive than in the past, but are more likely to be the detonator for the expansion of crises or conflicts.

The threat of a conflict between two military blocks (practically unidirectional) is now replaced by multidirectional and multidimensional risks. Extreme external distractions are accompanied by a multitude of internal risks. The most obvious of these is *"the disappearance of cohesion within nations, under the main but not unique pressure of the development of exogenous communities in the territory of European countries."* [8] Under the current conditions, the possibility of destabilizing the international conjuncture at regional level increased by increasing the ethnic, national and religious contradictions, sometimes with the use of the armed force. Territorial claims have increased and the conflict space of the "traditional" zones of instability (Near East, Persian Gulf, South Asia and North-East) has expanded through outbreaks in Europe (especially in the Balkans and Ukraine, in particular after 2014) and in other regions of the former Soviet Union. Military analysts are also concerned about other phenomena that indirectly affect military potential: changes in

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[5] Sebelev, G., *Problema adekvatnosti vosprijatija ugroz nacionalnoj bezopostnosti i prioritetnye napravlenija ee razrabotki. Pervaja žast. (Problema perceperii corecte a pericolelor pentru securitatea naţională şi căile prioritare de elaborare a acesteia. Partea I.)* În : Voennaja Mysl', Rusia, nr.5, mai 1994, p.7

[6] Colectiv, *România în anii celui de-al doilea război mondial*, vol. III, Editura Militară, Bucureşti, 1989, p. 471.

[7] *** *Strategia militară a României,* Bucureşti, 2016.

[8] Chataignon, *Quel esprit de défense pour l'Europe? (Care spirit de apărare pentru Europa?).* in: Armées d'aujourd'hui, Franţa, nr. 235, nov. 1998, p. VII.

population structure, inflation, falling production, lack of resources, and so on. The solutions to these problems are not military.

An important aspect, with an impact on national security, is defense resources that, as has been shown - undersized - can encourage hostile actions in the state. It may be thought that over-dimensioning is a natural reaction to strengthening national security. It is true that there are threats and dangers, but they are more of a hostile will than the use of hostile means (who are impotent without the will to use them for a certain purpose). In the absence of a correct analysis of military situations, the reality of a reflexive world could prove that the one who strengthens his defense could be the real stimulus that causes a reaction, which is later defined as a danger. It therefore follows that the minimization of military risks and threats requires an answer to the question: how strong should the armed forces be, how many personnel, equipment and training, and how should they be structured under the new conditions? A complete answer to this point, we can only have it if, in our opinion, there is a set of rules that make clear the rules of career evolution in case of armed conflict, compared to the time of peace.

For the Eastern European countries the difficulty of the above problem is amplified because there are certain:

- economic backwardness (poverty can lead to conflict);
- fragility of state institutions (which is a favorable ground for organized international crime);
- difficulties of transition to the market economy related to unsuccessful or insufficient attempts to achieve reforms;
- unresolved territorial problems for centuries;
- the psychological legacies of dictatorial regimes (real or imaginary, but questioning respect for human rights);
- Claims of national and religious minorities (which, by exaggeration, are potential sources of conflict);
- perceptions of political and social instability (which makes them unsafe for Western Europe in terms of security).

It is clear from the above-mentioned research that the difficulties in determining the peculiarities of professional paths and military careers in case of armed conflict exist in the armies of these states, the common element being that the professional experience accumulated through participation in military actions or on the battlefield is imperative to be exploited either managerially, by performing functions that are attributable to the accumulated experience, either in an educational sense, by using the accumulated experience, in the training / refinement of the non-experienced military.

Analyzing the military risks and threats of the moment, it can be seen that the dominant ones are those coming from within, a situation found not only in the Eastern European states, but also in Spain, France, Belgium, Italy, Scotland,[9] etc. It can also be easily observed that the destabilizing factors and most of the recent bloody conflicts are based on ethnic issues related to the relations between the minority and the majority. For argumentation, we can list the conflicts: Serbo-Croat, Croat-Muslim, Serbo-Muslim from former Yugoslavia, Armenian-Azerbaijan from Karabakh, Chechen-Russian, Abkhazian-Georgian Caucasus, be complete. As a result, the knowledge and understanding of the issues of national minorities has become of extreme importance to the events taking place in the European space.

Most European countries have stipulated in the statutes of military cadres the wartime provision of martial law by specific legislation, but we observe that such war conditions close

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[9] processing the author after Manousakis, G., *Ethnische Konflikte. Die Geissel des neuen Jahrhunderts (Conflicte etnice. Un flagel al secolului viitor).* În: Europäische Sicherheit, RFG, vol. 45, nr. 9, sep. 1996, p. 26.

to the end of the second decade of the 21st century are far less possible, considering the reconsideration of the concept of armed conflict and the practices used to achieve the political-military objectives, a conclusive example being the Russian-Ukrainian conflict that led to the annexation of Crimea in 2014.

Nationalism (defined in context as the exaltation of ethnicity or religion) goes hand in hand with the principle of the peoples' right to self-determination.It can brutally, almost without notice, destroy companies that have been functioning for many years on a multicultural basis. Nationalism can generate irreconcilable antagonisms because "*the enemy is no longer an enemy for what he does or for what he believes, but simply for what he is.*" [10] In the debates, the three geopolitical elements: the nation, the territory and the state, are brought together. As a result of political conflicts, following the Stalinist principle, "who wants the goal, wants the means," geographic changes are required with everything that means: conquest, destruction, and "ethnic cleansing". History shows that "*minorities, who lack political power inside, receive this power, usually from the outside, either from the country of origin or from other states interested in using them for their own political purposes.*" [11]. External pressures amplify the issue of ethnic conflicts, and if they are transformed into "means of payment" or "exchange objects", they impose solutions dependent on the existence of relationships wholly foreign to the nature of conflicts.

We find that the process of training and refining military personnel during conflicts of all kinds is undergoing profound changes, and in this sense, we consider that the duration of their training must be reduced to half, with the training of military specialists as a military special the detriment of scientific training.

By its constitution, "*the [Romanian] State recognizes and guarantees to persons belonging to national minorities the right to preserve, develop and express their ethnic, cultural, linguistic and religious identities.* " [12]. Under these conditions it is assumed that there is a means to quench any tensions with such origins and to maintain the stability of the area. However, according to the American political scientist Samuel P. Huntington, "*the Balkans will remain the starting point for the wars of the lines of demarcation, that is, the wars that break out at the points of separation of civilizations*" [13] (referring to Orthodoxy, Catholicism, and Islam). There is also a risk that the desire of minorities to obtain some exaggerated collective rights will in itself bear the germs of separatism.

We therefore believe that Romania as a millennial state in this space must be prepared in this respect, not only by its mere membership in the NATO military block, which offers sufficient military security guarantees, but also by regulating through a specific normative framework the transformation of the military body in case of armed conflict, either on the national territory or outside it, from the point of view of military career management.

Thus, professional development courses could be reduced, or simply replaced by, "training" restricted to carrying out battlefield or armed conflict activities. In the same line of thought, a subsequent measure should be worked out, referring to the procedure of commissioning military ranks and promotions. More precisely, during combat operations, servicemen could benefit from promotions before term, brought about by acts of heroism, courage or patriotism. Furthermore, promotion traineeships should shorter in length than those that are valid in peacetime.

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[10] *** *Controlul dezordinii. Noile opţiuni strategice,* Armeés d'aujourd'hui, nr. 189/aprilie 1994, p. 9.

[11] Manousakis, G., *Ethnische Konflikte. Die Geissel des neuen Jahrhunderts (Conflicte etnice. Un flagel al secolului viitor).* În: Europäische Sicherheit, RFG, vol. 45, nr. 9, sep. 1996, p. 26.

[12] *** *Constituţia României*, Art. 6, al. (1)

[13] Plienegger, A., *Konturen einer Europäischen Armee (Conturarea unei armate de tip european).* În: ÖMZ, Austria, an 36, nr. 1, ian.-feb. 1998, p. 26.

In this way, we consider that this type of advancement is justified because in the peace time there can be no "salient" conditions specific to the conflict periods.

Also in practice, it is very likely that not all military units actually participate in fighting in the event of armed conflict. In this situation, the rules of career-specific evolution, we propose to apply only to those who are in an effective combat mission. In the data sheet of each military, the periods during which he participated in combat missions, and all their specific details, will be recorded.

Still, as a result of participating in missions in theaters of operations over the past two decades, the Romanian Army has so far revealed dozens of wounded and / or war invalids. We believe that these by the blood sacrifice paid on the battlefield must be the beneficiaries of particular career development rules inaccessible to those who have worked in peace, without participation in military action.

Romania's NATO and EU membership minimizes to a great extent the emergence of any military conflict on its national territory. Still, Eastern Europe is one of the most heterogeneous in terms of its inhabitants' nationalities and religions, which can lead to military crisis situations at any time.

In conclusion, in our opinion, the characteristics of the conflict environment identified by the current research could have an effect on the military's career in armed conflict or could simply result from the military deployment in theaters of operations. As a matter of fact, these characteristics are a case in point and should lead to the required amendment of the legal framework that regulates military's individual career management in order to differentiate it from that specific to the peace period, and improve it while the military is assigned to any mission to be carried out in theaters of operations. There is no doubt an important role in this respect is the selection of human resources we will subsequently refer to in a future article.

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INTERNATIONAL STANDARDS ON COMBATING MONEY LAUNDERING AND FINANCING OF THE TERRORISM ACTS

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Abstract: *For several years, the international bodies have been paying particular attention to combating the financing of the terrorism acts and the money laundering. Our country has successfully implemented the international standards in this area, showing great interest in the financial transactions considered to be suspicious. The procedure to identify the operations considered to be suspicious is accomplished through activities such as data collection and analysis, by using up-to-date techniques of data extracting and comparing. For this effect, some countries have expanded their financial analysis in the internal and international space, mainly, due to the fact that the phenomenon of the money laundering and the financing of the terrorism acts has increased significantly lately, and the acting scenarios have varied at a very great extent. Activities like fraud or tax evasion represent some of the specific scenarios belonging to the terrorist groups that have determined the units of financial data to get to an international cooperation. As a result of the analysis and the international collaborations, the conclusion was that the legislative, organizational or individual vulnerabilities allowed most types of the financial fraud.*
Keywords: *terrorism financing, financial instruments, money laundering.*

Role of international bodies

The Financial Action Task Force (FATF) was set up in 1989, functioning as an intergovernmental body that identifies vulnerabilities at national and international level, sets international standards for AML / CFT, elaborates procedures and guides. It also has a significant role in assessing recommendations in mutual evaluation procedures (FATF, IMF, World Bank, Moneyval Committee)[1].

As regards the international cooperation on AML / CFT, the following institutions play an important role:

- The Egmont Group is an international professional organization set up in 1995 with the main objective of providing the framework for cooperation in the exchange of information;

- The Selected Committee of Experts for the Assessment of Anti-Money Laundering Measures (Moneyval Committee) is responsible for monitoring the Council of Europe's activities in assessing how to implement SB / FT standards in Member States;

- The Egmont Group's secure network (ESW) is a system that allows the transfer of financial information by email on SB / FT cases, new typologies and identified operating schemes;[2]

- The computerized network FIU.net is a system designed to facilitate the exchange of financial information between the countries of the European Union. The network is now technically managed by EUROPOL.

The Financial Intelligence Units (FIUs) are national bodies connected to international bodies. These intelligence units have developed a partnership relationship by exchanging information when the situation requires such collaboration.

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[1] www.fatf-gafi.org
[2] www.egmontgroup.org

The Egmont Financial Intelligence Group comprises all national financial intelligence units (FIUs). In the illustration below, the Egmont Group member financial units can be identified.

Representation of the Egmont Group of Financial Intelligence Units on the world map

source: http://www.egmontgroup.org

Among the concerns of the Egmont Group we can list:

- interests in national security in view of the international nature of money laundering and terrorist financing;

- international standards identify FIUs as key components of any comprehensive anti-money laundering and anti-terrorism financing system (AML / CFT);

- products, including financial intelligence services, developed by a FIU have an important role in adding value to successfully combating money laundering and terrorist financing;

- international standards for AML / CFT have evolved and thus the role of FIUs at national and international level is constantly changing;

- the fact that FIUs have common features and functions, especially in receiving information, providing feedback, accessing additional information, conducting analyzes, exchanging information with foreign counterparties FIUs, to combat money laundering and terrorist financing;

- cooperation between cross-border FIUs increases the effectiveness of individual FIUs, contributing to the success of the global fight against money laundering and terrorist financing.[3]

FATF International Standards

International standards on combating money laundering and financing of terrorism and proliferation acts were developed in February 2012 and have been implemented since February 2013. These are a set of forty recommendations made in the development of mini guides or good practices. In the following lines, we will present the FATF recommendations in a succinct way, as follows:

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[3] Egmont Group of Financial Intelligence Units Charter, July 2013.

- policies and coordination on combating money laundering and countering CSF / CFT include: risk assessment and risk-based approach, cooperation and national coordination;

- money laundering and confiscation include: money laundering infractions, provisional confiscation measures;

- terrorist financing and proliferation financing include: terrorist financing infraction, financial sanctions related to terrorism and terrorist financing, proliferation-related financial penalties, non-profit organizations;

- preventive measures include: legislation on the secrecy of financial institutions; customer confidentiality and data keeping: customer precautions, data confidentiality; additional customer and specific activities: politically exposed persons, the banking sector, money or value transfer services, new technologies, bank transfers; trust and controls of financial groups: trust between third parties, internal controls at branches and foreign affiliates, high-risk countries; reporting suspicious transactions: reporting suspicious transactions, trust and confidentiality; business and non-financial professions (DNFBP): customer precautions, other measures;

- transparency and protection of beneficiaries and legal commitments: transparency and protection of beneficiary legal entities, transparency and protection of legal commitments;

- competences and responsibilities of competent authorities and other institutional measures: regulation and supervision: regulation and supervision of financial institutions; the powers of the supervisors; DNFBP regulation and supervision; application of the legislation: financial intelligence units, responsibilities of law enforcement and investigating authorities, exchange offices; general requirements: guidance and feedback; statistics;

- international cooperation: international instruments, mutual legal assistance: confiscation, extradition, other forms of international cooperation.[4]

In addition to the recommendations adopted by the FATF, the Vienna Conventions (1988), Palermo (2000) and also the International Convention on the Suppression of Financing of Terrorism (1999) apply to the specificities of the case, for example in the case of money laundering and confiscation.

The connection between money laundering and financing the terrorist and financial proliferation

In recent years, money laundering schemes to financing the terrorist acts and proliferation have changed considerably. The new operating scenarios have given more attention on monitoring the business networks through extensive surveillance and control actions.

Thus, special attention is paid to so-called intelligent business (IB) such as: casinos, estate agencies for the sale or purchase of real estates, businesses on precious metals and jewels processing, nonprofit organizations, professionals working in the area of liberal professions like lawyers, notaries, economists, etc. who may be aware of transactions considered to be suspicious, insurance-reinsurance companies, currency exchange offices, pawn shops, mutual aid houses, leasing companies, etc. For this reason, lawyers, notaries, economists are required to report suspicious transactions to the national FIU.

We can discuss about suspicious transactions:
- when the sale or purchase of movable or immovable property is done in cash;
- when the sale or purchase of movable or immovable property is done in cash and exceeds EUR 15,000 / USD;
- when the company's accounting, the NGO, transfers money to third parties that are subsequently dissolved / bankrupt;

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[4] Internaţional standards on combating money laudering and the financing of terrorism & proliferation – The FATF Recommmendations, pp. 4-5.

- when the real beneficiary of the amounts received is unknown;
- when goods have been imported and they are not in fact recorded or capitalized and collected;
- where the declared object of activity is a firewall for criminal activities,
- when the company's headquarters is expired but it continues to carry out economic activities;
- the impossibility of identifying customers, etc.

Particular attention is paid to the possible financing of crimes such as: participation in an organized criminal group, terrorism, including terrorist financing, trafficking in human beings and migrant smuggling, sexual exploitation, including sexual exploitation of children, illicit trafficking in narcotic drugs and psychotropic substances, illicit arms trafficking, illicit trafficking in stolen goods, corruption and bribery, fraud, counterfeiting currency, counterfeiting and piracy of products, environmental crime, murder and serious bodily injury, kidnapping, illegal restraint and hostage taking, robbery or theft, smuggling (with reference to excise duties and customs duties), tax crime (related to direct taxes and indirect taxes), forgery, insider trading and market manipulation[5].

Conclusions

The fight against money laundering as well as measures to prevent and combat terrorism (AML / CFT) is a desideratum of all countries. Respecting international standards becomes a necessary imperative in a globalized society. Under these circumstances, the role of Romania's financial intelligence unit, which is the national system on combating money laundering and terrorist financing, is very important.

We can appreciate that combating on money laundering and terrorist financing is a major challenge for all international bodies. In support of this combat, the FATF continues to make available to FIUs new guides and best practices, aiming permanently to prevent the use of money generated by unprivileged business, introduced into the legal financial circuit.

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INSOLVENCY PRACTITIONERS AS CRISIS MANAGERS - THEIR PSYCHOLOGICAL BEHAVIOURAL PROFILE

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Abstract: *In this article, I tried to point out the main managerial skills of insolvency practitioners, as well as the traits that can be included in their psychological and behavioural characterization. The assumption from which I started is that, for insolvency practitioners, the managerial activity is very important in the professional activity, therefore their managerial responsibilities should be developed beyond the provisions of the current law.*
Starting from Henry Mintzberg's model of managerial skills, through a qualitative research based on a self-administered questionnaire, a total number of 100 insolvency practitioners were interviewed on the managerial skills needed to make their work more efficient. Following analysis of the information obtained, I proposed a managerial profile of insolvency practitioners.
The research will lead the way for future studies on the insolvency practitioner's role as a manager, as well as the establishment of effective managerial training programs.

The professional activity of insolvency practitioners, beyond the procedural aspects, which are essentially legal, also contains an important managerial component, which in my opinion is very important for making the daily activity more effective.

Following the qualitative research I conducted for writing and publicly supporting my PhD thesis[1], I have reached the conclusion that, in reality, the activity of insolvency practitioners is of managerial type and the abilities and skills needed to carry out the activity are mostly managerial.

One hypothesis that I verified on the occasion of the thesis was that the practitioner's managerial effectiveness is directly proportional to their professional effectiveness, in other words, for insolvency practitioners, professional success is determined by the implementation of efficient management, customized to the specific activity. As a result of my research, I have reached the conclusion that the most appropriate management for this profession is the management of crisis and risk situations.

In the case of this type of management, the role played by the manager is much more important because the entire managerial activity in crisis and risk situations focuses on the manager's ability to manage responsibly, efficiently, creatively and directly the problems.

Before pointing out the essential aspects of structuring a psychological-behavioural profile of insolvency practitioners, focusing on the dynamics of skills, I will review the main ideas of crisis and risk situation management, customized to the insolvency proceedings.

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[1] Nicoleta Munteanu, *"Managementul insolventei strategice si securitatea nationala" (Management of Strategic Insolvency and National Security)*, a thesis publicly presented on 27.09.2017, in the field of Military Sciences, Intelligence and Public Order.

Particularities of the crisis and risk management
in insolvency proceedings

A first aspect that I analysed in order to substantiate the particularities of crisis and risk management in insolvency proceedings was to identify the standard activities that occur in the daily work and around which the entire managerial issue in this field turns. Once I have identified the 12 standard activities that require no other remarks, I tried to capture the procedural nature of management in insolvency proceedings by reference to the risk concept, which is considered a fundamental element in crisis management.

The assumption from which I started in the article refers to the fact that the structuring of a list of the necessary skills included in the psychological behavioural profile was made by reference to two key aspects of the crisis and risk management: the management process and the general plan of documenting risks.

Thus, related to the first key aspect included in the assumption, following my research, I consider that the main stages of the management process are:

a) risk identification and planning;

b) risk analysis;

c) development and implementation of the risk response plan;

d) monitoring and controlling risks.

I would like to point out the correspondence between the classic management process and the insolvency management process, as follows: risk identification and planning have a correspondent in the planning function, risk analysis has a correspondent in the organization function, development and implementation of the risk response plan has a correspondent in the management/implementation function, and risk monitoring and control has a correspondent in the control function.

In this respect, the insolvency management process is a sum of activities by which the insolvency practitioner (as a risk manager) identifies and plans risks, analyses risks, develops and implements risk response plans, monitors and controls risks through his/her subordinates to achieve the objectives of insolvency proceedings (payment of debts and judicial reorganization of the debtor) under conditions of efficiency and effectiveness.

All activities carried out by the insolvency practitioner, which I identified as standard activities, subsume to this process and these objectives.

As regards the second aspect of the assumption, I noticed during my research the need to develop a general risk documentation plan to be used as basis for the daily activity. The skills needed to develop and implement this plan should be found in the manager's psychological and behavioural profile. A risk management documentation plan in insolvency proceedings includes, among others:

a) *the risk management framework methodology;*

b) *risk identification and interpretation;*

c) *identified risk levels;*

d) *the responsible staff for which tasks related to risk management activities are assigned;*

e) *the responsibilities and tasks assigned to the responsible staff;*

f) the timing of the response activities;

g) the reporting made by the persons in charge of activities in certain stages of implementing the response measures;

h) records to identify future requirements.

In the economic field, risk management is oriented both towards limiting the action of negative effects and towards maximizing the positive effects generated by risks, taking into account that, in business, the risk of losing is always balanced against the opportunity to win and the chance of winning involves taking risks. In this respect, risk management must be implemented starting from planning, which involves risk ranking, starting with the risk that has the greatest impact and the highest probability to occur, considered to be the most dangerous one. In order to identify risks, the matrix I propose in this thesis can be used.

In practice, this ranking process is difficult, requiring special skills from the manager, and it is the most difficult to position, on the one hand, those risks with a high probability of occurrence but with minor impact and, on the other hand, the risks with low probability but major impact. Why do I say this? First of all, risks with minor impact, but which are frequent, can create certain patterns, certain habits, by the multiplication effect, the impact may increase significantly and, secondly, however low the probability for a risk with major impact to occur, when it occurs, the consequences are serious, even if on the hierarchy scale the risk is low.

One way to counterbalance this difficulty is to operate with a check list, which involves an a priori listing of all risks, followed by their ranking according to the management objectives, the competitive environment, the interest of the stakeholders, etc. In order to reduce negative impacts, it would be ideal for risk management to operate with minimal resource consumption, which is possible by structuring an integrated management process, with decisions assumed by the entire company management that can be advised by experts in the field.

**The psychological and behavioural profile
of insolvency practitioners in crisis management**

An important aspect in making insolvency management more efficient, as I try to show in this article, is the insolvency practitioner. The insolvency practitioner's skills and abilities must be recognized a priori to the extent that we accept the idea that the managerial dimension in insolvency proceedings must be reconsidered in the sense that the managerial knowledge necessary for the practitioner must be developed. This becomes even more obvious if we consider the procedure of strategic insolvency. For this type of procedure, I will continue the research relying on the practitioner's psychological and behavioural profile that I am trying to identify in the "classic" insolvency procedure.

As I have tried to argue throughout this article, the most important skills are not related exclusively to the way in which the insolvency practitioner applies the procedure, but his/her managerial ability to analyse the risks and, in particular, to formulate the most effective response to risk. I say that the psychological and behavioural profile of insolvency practitioners is closely related to the way in which they have the skills and the ability to work in an environment subject to risks.

The insolvency practitioner is the risk manager who has the ability to manage all existing organizational resources, to design plans in response to risk, to schedule tasks and activities, and to stimulate human effort through motivation and co-interest.

Taking into account the objective of the article, namely to propose certain traits for the construction of a psychological-behavioural profile, I will only point out some of the insolvency practitioner's skills that must be found in their job description (hierarchical relationships, functional relationships, responsibilities, the main activities and job authority), skills that I will identify after using the Delphi questionnaire, in two stages.

As regards the hierarchical relationships, the insolvency practitioner is subordinated, on the one hand, to the bailiff (subordination of legality), to the Meeting and to the Board of Creditors (subordination of opportunity) and, on the other hand, has in his/her subordination the special administrator and line managers at the level of the company subject to insolvency proceedings. Horizontally, the insolvency practitioner has co-working relationships with the specialists appointed in the proceedings (lawyers, accountants, auditors, assessors and other specialists). As regards the functional relationships, the insolvency practitioner implements the mechanisms provided by the relevant legislation to the organizational particularities of the insolvent debtor.

Considering the practitioner's importance in the dynamics of the proceedings (an important element is the authority given to him/her in the proceedings, exercised primarily through the rights they have by virtue of their status, both as practitioner and risk manager), the authority of the position gives them the following powers:

a) *from the perspective of operational management*: establishes the priority of execution of tasks in relation to the insolvency proceedings; signs the payrolls and financial reports of the debtor; requests activity reports from the top management and takes the necessary measures to maximize the coverage of claims; signs the decisions regarding the work relationships with the employees; takes measures for asset preservation or urgent sale of perishable goods etc.;

b) *from the perspective of strategic management*: proposes either to continue the debtor's current activity or to terminate it by bankruptcy; decides on budgets and makes the necessary corrections; approves the debtor's procedures of general interest; signs decisions to terminate employment relationships; approves the debtor's organization chart and the nomenclature of positions; decides how to sell assets, etc.

The proposals that I have made regarding the insolvency practitioner's authority and skills can certainly be supplemented. Through the objective of the research, I wanted to point out a few aspects that can structure a psychological-behavioural profile that is needed to ensure successful management.

I asked myself what psychological-behavioural profile should have such a practitioner to be able to deal with the requirements and responsibilities required in insolvency proceedings. Without making an exhaustive research, relying on my professional and managerial experience, I requested a point of view from 100 practitioners, through a Delphi questionnaire in two methodological steps.

Logically, the psychological-behavioural profile should include abilities and attitudes that allow the insolvency practitioner to efficiently solve the tasks arising from their professional duties.

Some aspects regarding the research methodology

In order to identify the main skills, abilities or capacities that could shape the psychological-behavioural profile of insolvency practitioners, I used as a qualitative research technique the Delphi self-administered questionnaire in two steps.

In a first step, through open questions, I tried to identify, starting from Henry Mintzberg's[2] taxonomy of skills, the main personal, interpersonal, informational and action skills that the interviewed insolvency practitioners have identified. Without claiming that the selected sample is representative - 100 insolvency practitioners recorded in the UNPIR register, of minimal representativeness in terms of gender, age and geographical area.

1. What are the personal skills/abilities/capabilities (with respect to oneself) that influence most the efficiency of the insolvency practitioner's daily work as a crisis manager?
2. What are the interpersonal skills/abilities/capabilities that influence most the efficiency of the insolvency practitioner's daily work as a crisis manager?
3. What are the informational skills/abilities/capabilities that influence most the efficiency of the insolvency practitioner's daily work as a crisis manager?
4. What are the action skills/abilities/capabilities that influence most the efficiency of the insolvency practitioner's daily work as a crisis manager?

Data analysis and processing has allowed me to identify 12 skills/abilities for each category, skills that I made subject to evaluation by the same sample, retaining the first 7 skills of each category, as shown in the table below:

PERSONAL (score)	INTERPERSONAL (score)	INFORMATIONAL (score)	ACTION (score)
Ability to have the overall picture	Ability to use the informal authority	Ability to find solutions	Ability to establish rules and procedures
94 p.	**92 p.**	**93 p**	**94 p.**
Ability to find manage professional emergencies	Ability to build teams	Ability to work with alternatives	Ability to make decisions
87 p.	**85 p.**	**85 p**	**89 p**
Speed of response to problems	Ability to solve conflicts	Ability to synthesize information	Ability to involve employees
82 p.	**79 p.**	**83 p.**	**81 p.**
Ability to overcome ambiguities	Delegates powers	Ability to disseminate information	Ability to focus on the result
76 p.	**70 p.**	**80 p.**	**78 p.**
Ability to learn from mistakes	Ability to make themselves understood	Ability to collect useful information	Ability to correct deficiencies
74 p.	**64 p.**	**72 p.**	**71 p.**

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[2] Henry Mintzberg, *"Manager, nu MBA"*, Meteor Press Publishing House, Bucharest, 2004, p. 243

PERSONAL (score)	INTERPERSONAL (score)	INFORMATIONAL (score)	ACTION (score)
Ability to turn failures to advantage	Ability to allow dialogue	Ability to control the information flow	Ability to evaluate results
67 p.	**61 p.**	**68 p.**	**67 p.**
Ability to be approachable	Ability to be listened	Ability to turn opinions to advantage	Ability to assign tasks
63 p.	**58 p.**	**61 p**	**62 p.**

As general remarks:

a) the most important skill in the personal skills (with respect to oneself) is "**the ability to have the overall picture**". This can be explained by the fact that, in the insolvency proceedings, there are numerous rules and procedures, both at organizational level, in the form of exercising the profession, and at relational level, where the insolvency practitioner runs all or part of the debtor's activity. This requires as a basic skill in this category the need to have an overall picture in this dynamic and complex situation.

b) the least "important" skill recorded in the table is "**the ability to be approachable**", the necessary skill that can cover the multitude of horizontal and vertical organizational relationships that the insolvency practitioner is required to manage.

c) the most important skill in the category of interpersonal skills was selected, surprisingly in my opinion, "**the ability to use the informal authority**". Surprisingly, because this skill is found in more flexible, creative, highly specialized organizational environments. It is possible that this skill appears precisely from the need to manage less bureaucratically and formally the multitude of interpersonal relationships existing in insolvency proceedings.

d) the least "important" skill in the category of interpersonal skills is **"the ability to be listened**". Although, in interpersonal relationships, the ability to be listened is imperative, in order to make the relationship more effective, respondents probably thought this skill was self-evident, given the important role the practitioner has in the proceedings.

e) the most important skill in the category of informational skills is, surprisingly, "**the ability to find solutions**" to the detriment, for example, of "the ability to collect useful information", which is very important in this category. The explanation may consist in the fact that this skill is related to the management of decisions, a very important managerial act in insolvency proceedings, both in terms of quantity (numerous decisions are being made in the proceedings) and quality (the great importance of some decisions on which further actions depend);

f) the least "important" skill in the category of informational skills is "**the ability to turn opinions to advantage**", a very important skill in team work and in the *task forces* that may be formed during the proceedings, given the highly specialized work. The positioning of this skill at number 7 may also be related to the fact that, at this moment, such teams/task forces are a reality in the work of practitioners;

g) the most important skill in the category of action skills, which is justified in my opinion, is "**the ability to establish rules and procedures**". This skill derives from the complexity, interpretability and ambiguity of insolvency proceedings, which makes clarifications and certainties in the form of rules and procedures mandatory;

h) the least "important" skill in the category of action skills is **"the ability to assign tasks**". In my opinion, this skill shows the respondents' need, perhaps indirectly, to approach the managerial dimension of their profession, because, in reality, tasks can only be assigned by a manager. This is a way to recognize the need for and importance of management.

Conclusions

The psychological-behavioural profile of insolvency practitioners, as I have shaped it in this article, is definitely a start. Without claiming that the research is representative, I have relied both on my professional and managerial experience, and on the experience of those approximately 100 practitioners who represented the research sample.

All the 28 skills can meet the need to make a crisis and risk management more efficient and, in my opinion, they are sufficient to achieve a balance in each category of skills: personal, interpersonal, informational and action.

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THE IMPORTANCE OF THE MANAGERIAL DIMENSION OF THE SUCCESS OF A REORGANIZATION PLAN

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Abstract: *We have tried to address this issue in a non-legal dimension, namely from the perspective of the managerial dimension of the insolvency procedure, which covers all the activities, actions, measures and decisions taken by the insolvency practitioner as a body implementing the procedure and which are very important for implementing a viable reorganization plan. We have to point out that the managerial dimension of insolvency is a less studied issue and the concerns in this regard are at the beginning. However, the success of the steps in the procedure relies on both the compliance with the legal framework in which it operates, and in particular on the managerial skills and competences the insolvency practitioner must have.*

An important aspect of insolvency management, closely related to the role of activity planning, is the design and management of the reorganization plan. As a planning tool and as a distinct type of plan, through its effects, the reorganization plan can be regarded as one of the critical points in the dynamics of insolvency proceedings.

Keywords: *activity planning, implementing the procedure.*

Reorganization plan - a tool in managerial planning

The most important component of the managerial dimension of insolvency proceedings is undoubtedly planning. This makes insolvency practitioners "think in the future, helps them build scenarios, form a point of view on how things should be or should be done"[1], in other words, helps them form what the English call a "helicopter view". In the insolvency procedure, the reorganization plan is a particular form of the concept of plan, as a tool for activating planning.

What is planning? Planning is the process of determining how the management system will meet its objectives, determining how the organization reaches the target it wishes to reach[2]. In other words, planning is that management function that helps the insolvency practitioner to have an overview of the current situation (through the report on the causes and circumstances that generated the state of insolvency), to set the objectives (reorganization or bankruptcy) and to determine the modalities for implementation in order to achieve the goals (reorganization plan or liquidation activities schedule).

The reorganization plan, as a type of plan, can be regarded as a specific action needed to achieve the main objective: compliance with the payment schedule. The elaboration of the reorganization plan is in line with the framework methodology for drawing up the plans, which covers all the activities necessary for their realization and implementation: plan features, factors that affect the success of a plan, and plan elements[3].

Among the features of the plan, we would like to emphasize: it is made in writing; activities to be performed and their sequence (succession) are set; all persons that are to implement the plan are informed, a leader is appointed and a time frame is set for the implementation.

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[1] Ştefan, PRUNĂ, *Managementul organizaţiei poliţiei: teorie/aplicaţii practice/teste: curs universitar,* Universul Juridic Publishing House, 2012, p. 44.
[2] Samuel, CERTO, *Managementul modern,* Teora Publishing House, Bucharest, 2002, p. 173.
[3] Ştefan, PRUNĂ *op.cit.,* p. 57.

Regarding the factors that affect the efficiency of the plan, we would like to emphasize: complexity; planning horizon; the number of departments and individuals involved; vulnerability to risk factors; the existence of supporting sub-plans; the performance standard.

The main elements of a plan are: the objective of the plan, the component activities (for each of them, the responsibility, the sequence, the time and resources needed are taken into account), the time scale, the proposed performance standard, and the plan protection[4].

Taking into account these theoretical arguments, the reorganization plan, in its design, should comply with these factors that are relevant for management so that, as a whole, the reorganization process materializes into a genuine action tool available to the insolvency practitioner.

Among others, the benefits of an action plan include:[5]

- it makes the insolvency practitioner plan ahead, anticipate strategic approaches and activities that will help to achieve the objectives;
- it helps the practitioner to take into account the resources and costs, ensuring that targets are set in a realistic manner;
- it provides a written guide to all involved in the implementation of the plan;
- it maintains written records at all levels of management involved as to the interim steps, changes to the plan (by using support plans), or subsequent additions.

Particularities of the reorganization plan in the insolvency procedure

The logic of the reorganization plan is structured according to the characteristics and features of the judicial reorganization process, as the reorganization plan contains particularities that must be directly related to the role, importance and purpose of the reorganization process. In this respect, the reorganization process goes through the following successive stages: plan proposal, plan approval, plan confirmation, implementation and compliance with the plan.

The reorganization plan is a complex legal-managerial act, which is the expression of the will of the approvers, i.e. the creditors, and focuses on the key elements of a plan - activities, responsibilities, sequencing and implementation deadlines.

The lawmaker, when integrating the reorganization plan into the insolvency proceedings, sought to ensure, through this instrument, compliance with the rights of the creditors, the possibility of recovery of the honest debtor, as well as the rehabilitation of the economic circuit against those who are knowingly performing defective management and endangering the entire economic circuit, with unpredictable consequences, including on national security, through the dimension of economic security.

A structural and functional analysis of the features of the reorganization plan highlights the following:

- Firstly, the reorganization plan is not proposed by the management, as is usually the case, but is submitted by the debtor, with the approval of the general meeting of shareholders (Article 132, letter a), through the judicial administrator (Article 132, letter b), or by one or several creditors, together holding 20% of the value of the receivables (Article 132, letter c);
- Secondly, the deadline for submission of the plan is 30 days after the final table of claims is published, with the possibility that the syndic judge, at the request of the persons entitled to submit the plan, extends the submission deadline for another 30 days, only with a sound justification (Article 132, paragraph 2);

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[4] *Ibidem,* p. 60.
[5] *Ibidem*, p. 63.

- Thirdly, the reorganization plan foresees the possible effects of its implementation, either the restructuring and continuation of the debtor's activity, or the liquidation of some of its assets, or a combination of the two effects (Article 132, paragraph 3);
- Fourthly, the reorganization plan will indicate the recovery prospects in relation to the possibilities and specificities of the debtor's activity, the available financial means and the market demand for the debtor's offer (Article 133);
- Fifthly, the reorganization plan will necessarily include the debt settlement program, which is one of the most important elements to be found in the plan. As far as the structure of claims is concerned, they are subject to preferential cases in the final table of claims and may bear interest and other charges (Article 133, paragraph 2);
- Sixthly, the execution and implementation of the reorganization plan may not exceed 3 years from the date of confirmation of the plan. The payment terms established by contracts may continue after the fulfilment of all obligations in the plan;
- Seventhly, the plan specifies the appropriate measures for its implementation, such as, *inter alia* (Article 133, paragraph 5):
  - ✓ the maintenance of the current business activity by the debtor, either in full or in part, including the right of disposal over the debtor's assets under the supervision of the judicial administrator;
  - ✓ obtaining the necessary financing for the plan, specifying the sources of origin;
  - ✓ merger or division of the debtor under the law;
  - ✓ the capitalization of any assets that are free from encumbrances, either in block or piece by piece, or *datio in solutum* on account of receivables;
  - ✓ for the execution of the plan, the assets may be liquidated either in full or in part;
  - ✓ amendment of the debtor's articles of incorporation.

These features confer a special "personality" to the reorganization plan without departing from the classic pattern of the plan used in managerial activities. Therefore, the reorganization plan will include both key elements of the managerial action plans and specific elements determined by the legal nature of the reorganization plan.

Content of a reorganization plan

The lawmaker, in addition to the express regulation of the features of the reorganization plan, has also stipulated the main elements of its content without limiting the possibility of completing the plan with the elements specific to the managerial implementation. As in management we cannot speak of a typical plan, its structure being variable depending on the context, the level of management involved and the nature of the work, nor is there a standard reorganization plan in the reorganization procedure, the law allowing for a certain degree of flexibility in its elaboration.

The basic content of the reorganization plan is given by article 133, para. 4) of the Insolvency Code, which states that the reorganization plan shall state the following: categories of claims that are not disadvantaged; the treatment of the categories of disadvantaged claims and the manner of settlement/liability of the debtor, the members of the economic interest group, of the partners in general partnerships; the indemnities to be offered to the claim holders compared to what they might receive in the event of bankruptcy; the way of payment of current receivables.

Considering, on the one hand, the particularities of the reorganization plan and the basic content of the plan as set out in the Insolvency Code and, on the other hand, the documentation we have carried out, by the case law in the field and the further analysis of

many reorganization plans currently in place, we consider that the most important elements of an effective reorganization plan are, among others:

- a *preamble* in which all the definitions, concepts and terms of operation of the reorganization plan are presented. Taking into account its complexity, and its legal, economic and managerial dimension, this presentation has the role of clarifying and helping all the people involved in implementing the plan to understand the theoretical elements of the plan in a consistent manner. In some plans, the preamble is, in addition to a presentation of these concepts, a summary description of how the plan was drawn up;
- *the general presentation of the debtor company,* is an effective due diligence review that includes, in addition to general data, structure and subsidiaries, the main object of general as it is mentioned in the articles of incorporation of the company, the structure of shareholders and the share capital;
- *a summary description of the economic circuit to which the debtor belongs* or the economic market on which the company operates. This is especially important for large companies with an impact in a particular industry in order to highlight the negative effects of such a company becoming bankrupt as well as the potential industry benefits, if it were redressed. The more important the company is in its industry, the more the plan must emphasize the need for its recovery and for maintaining it in operational condition;
- *the hierarchy of the causes and circumstances that generated the insolvency of the debtor*, by establishing the necessary activities to be made to limit their effects or their actual removal, by identifying the resources, the time needed for their implementation, the order in which they must be implemented and the persons responsible for the implementation;
- *the legal aspects underlying the drawing up of the reorganization plan* are linked, first of all, to the legal dimension of the plan. Among these, the plan should provide: the preliminary conditions for the submission of the reorganization plan, the plan's author, the duration of the implementation of the plan, which may not exceed 3 years, with the possibility of extension, at any time during the procedure, for another year, the person/persons appointed to manage and conduct the current activity of the debtor during the reorganization plan;
- *the final table of claims* in which all creditors of the debtor are mentioned, includes all claims recorded at the date of opening of the proceedings, accepted in the preliminary table and against which no appeals have been lodged, as well as those receivables arising from the settlement of appeals or provisionally admitted by the syndic judge;
- *the presentation of the meetings of the Assembly/Committee of Creditors as well as of the shareholders meetings* approving the necessary measures for the recovery and continuation of the current activity during the observation period until the reorganization plan is confirmed, as well as the necessary measures taken during the implementation of the plan;
- *the reorganization strategy of the debtor company* includes in detail all the measures taken and the related activities in order to ensure the return of the company to the economic circuit. In addition to the measures ordered by the judicial administrator during the observation period, which continue during the period of implementation of the plan, (additional) protection measures are included, depending on the changes envisaged by the judicial administrator. Any other managerial measures taken during the implementation of the reorganization plan and which could not have been foreseen before the plan was developed will also be introduced by amendments to the plan;

- *the financial resources necessary for the reorganization plan and their source* are stipulated for each activity, being an important element in the logical construction of the plan. Without listing these resources, the plan cannot be realistic and achievable;
- *the manner and order of payment of claims* relates to the presentation of claims in the order of preference provided by law, starting with secured claims, those representing salary rights, budgetary receivables and unsecured receivables;
- *the distribution of receivables*. In view of the importance of scheduling payments throughout the reorganization plan, this refers to the concrete way in which claims are distributed according to their order of preference;
- *monitoring and controlling the implementation of the reorganization plan* refers to all the measures the judicial administrator takes throughout the implementation period of the plan in order to ensure that it is complied with, activity by activity, both in terms of the quality of its implementation and in as regards the time necessary. For example, by analysing the time necessary, the judicial administrator may in due time be aware of the need to extend the plan and may take all necessary measures for its approval by the creditors;
- *the release from obligations and liability of the debtor, the judicial administrator,* as well as all persons involved in the management of the reorganization plan shall be made by the syndic judge.

The content of the reorganization plan as outlined above does not exhaust any new proposals for further development of the content of the plan. We have presented the most important aspects of the content of a reorganization plan, possible completions based on the economic context in which the debtor company operates or certain particularities of the work processes carried out within the debtor company.

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THE LOGIC PYRAMID OF BALANCED SCORECARD
STRATEGIC PLANNING

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Abstract: The Balanced Scorecard (BSC) concept is defined and used in managerial practice as a measurement system, as well as a strategic planning and management system, being implemented in business or industrial organizations, in the government system, or in nonprofit organization.
From the perspective of measurement system Balanced Scorecard concept using Key Performance Indicators (Key Performance Indicators) to measure performance within an organization that aligns subsequently daily activities and actions undertaken to fulfill the strategic objectives of the organization.
In terms of planning and strategic management within the Balanced Scorecard (BSC) was developed a hierarchical system and a strategy map, where the mission, values and vision of the organization are the starting points for achieving in an optimal way, the strategic objectives. This article presents the role of the Balanced Scorecard concept on organizational efficiency.
Due to the concepts and functions developed within the Balanced Scorecard (BSC), rigorous determination of performance and counter performance within an organization, Balanced Scorecard (BSC) is also recommended for use in institutions within the defense, public order and national security system.
Keywords: Balanced Scorecard, organization, national defense.

Introduction

The balanced scorecard concept as it is today defined and used is based on the work of several researchers. We can appreciate at a theoretical level, that the *balanced scorecard* system originates methodologically and conceptually in the concepts initiated by Peter Druker - considered founder of modern management who introduce notions such as objective management, decentralization of management and control, multidisciplinary training of workers, satisfaction priority client in relation to profit, to name a few. Following the same basic elements of the balanced scorecard system, we can highlight concepts taken from the work of Abraham Maslow - known for creating the pyramid of needs. Looking for sources the modern concept includes the French school that gave the first form of boarding as a support system for the decision, as well as many other studies of other foreign researchers.

Analysis of basic concepts of Balanced Scorecard

As a management system, a *balanced scorecard* was introduced in 1992 following Robert S. Kaplan and David P. Norton's publication in the Harvard Business Review of The Balanced Scorecard - Measures That Drive Performance, a performance measurement study in May to many companies that are largely dependent on the existence of intangible elements. We appreciate that in the process of assessing the performance of a company, such as: employees' skills / abilities, employee motivation, innovation etc, were introduced, although until then there were data used in this process such as: customer satisfaction, market share,

etc. but based on financially terms[1]. At the same time, a classification of the recorded and evaluated values is introduced, in four large perspectives in close correlation with the organization's strategy, thus ensuring consistency in the application of the concept[2]:

- Financial;
- Customer;
- Internal business;
- Inovation and learning.

This provides a set of tools and methods that examine the adopted strategy and then evaluate the proposed objectives to correct the company's progress.

Financial Perspective

This perspective translates in particular through the recording of profit and is expressed in traditional financial terms. Even if other specific and detailed objectives in the other three perspectives, such as customer satisfaction, product quality, delivery time, employee skills development, are positive, if the financial target is not achieved, the strategic goal is not reached. We can see the interdependence of resource allocation to achieving goals such as employee training, investing in new technologies, or creating a strategic communication campaign - cost-generating and profit-making to support all of these issues.

From the point of view of government institutions, this perspective can not be assessed in terms of cost / revenue ratio. The value returned to the social system is based on concepts such as education, health, safety and security of the citizen and can not be quantified generically in financial terms as a profit. It can be evaluated through transparent decision-making policies, successful implementation of reforms, implementation of an efficient management, transparency of internal activities and processes, etc.

Customer Perspective

This perspective can go from some very simple questions[3]:

- What are the target customers to which the company's offer is directed?
- What are the expectations of the customers towards the company's products?
- What is the value of the offer in relation to customers?

All these questions involve many challenges, approaches and answers, taking into account the company's specificity and strategy. Focusing on obtaining a low cost of production or on the uniqueness of products on the market and focusing on maintaining a leader in the field by addressing one of the two stated directions may be the key to this perspective[4].

Also, this perspective, in the case of governmental institutions we are witnessing a conceptual constraint, their offer is addressed to the population, classifications can be introduced depending on the age, region of the country, educational training, social status etc. It can be assessed by the degree of trust that the population gives to state institutions.

Internal business perspective

This perspective sets the objectives for a company to remain on the market by continuously adding value to its customers and shareholders. The challenge that we identify in this process is to identify those internal processes and their periodic evaluation (from the

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[1] Cătălin, BURSUC; Gheorghe, MARCU; Toma PLEŞANU, Analysis of Balanced Scorecard efficiency for implementation in to the field of national defense, Proceedings of the 10 th International Conference on Knowledge Management: Projects, Systems and Technologies. 'Knowledge Management: Projects, Systems and Technologies'. Bucharest, November 23-24, 2017. Bucharest, Editura 'Carol I' National Defence University, 2015. pp. 163-169, ISSN 2069-1920.
[2] Robert S. Kaplan & David P. Norton, The Balanced Scorecard – measures that drive performance, Harvard Business Review, 1992.
[3] Paul R. Niven, Balanced scorecard evolution, Editura The Wiley Corporate F&A, 2014, p. 4.
[4] Porter, Michael E., Competitive Advantage, The Free Press, Chapter 1, pag. 11-15, New York, 1985.

multitude that can be set to achieve the objectives), processes that bring the company unique to the market and establish a close relationship with customers. They can be invoked as strengths: research, innovation, developed chain of business, customer knowledge and loyalty, etc.

Returning to the government institutions and analyzing them through this perspective, we can emphasize the need to reduce and make more efficient the costs generated by the state sector, to maintain an efficient management and transparency in the spending of public money.

Perspective Inovation and learning

This perspective can be considered the basis and the engine of all other perspectives. In order to achieve all the objectives proposed, a staffing policy is needed to maintain and develop employees' skills at the level of existing technological requirements at a given time, and more importantly, to constantly prepare employees to understand and use the latest news in the specific field.

It includes three directions of action: human capital, organizational structure and information technology. All the activities carried out to achieve the objectives are based on the human resource, its level of training, the ability of the company to shape its organizational structure according to internal and external needs, and last but not least on the use of state-of-the-art information technology streamlining production and technical support in making, disseminating, evaluating and implementing decisions.

The same rules are retained in governmant institutions, to maintain a level of response to the level at which the society operates. Continuous staffing, the use of dynamic organizational structures and a minimum of staff and the implementation of state-of-the-art technology in the current workforce to meet the demands of society are needed.

Description of the tools and how they are generated

Having defined the strategic objective of the company, all other aspects specific to the four perspectives derive from it and we can proceed to identifying objectives for each dimension, setting the performance indicators to be assessed, establishing a reporting chain and deadlines. The role of the *balanced scorecard* concept in this situation is a tool for monitoring and evaluating strategic performance.

In order to create a unified implementation concept around the strategy, it is necessary to define and implement the following elements[5]:

– Objectives and strategic map;
– Performance indicators;
– Targets;
– Strategic initiatives.

The definition of the objective reflects the need for action, and it is expressed in a statement of what needs to be done to align it with the strategy. In order to meet the requirement of efficiency, it is necessary for the objective to be formulated in an instrumental way, and in its definition it is important to start with the verb[6]. The role of the target can be defined as a bridge between strategy and performance indicators.

As an example of the wrong understanding of the *balanced scorecard* concept, in the early years, companies have translated their own strategy by populating the four perspectives with performance indicators resulting in a large amount of data and after all they can not discern which of the indicators ensure the success of the strategy. Subsequently, there was a

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[5] Paul R. Niven, Balanced scorecard evolution, Editura The Wiley Corporate F&A, 2014, p. 8.
[6] Această topică specifică în limba engleză dă forţă exprimării.

need to create goals that are specific to every perspective that aligns the company's effort with the strategy. The question to look for answers is: What should be done better[7]?

By graphically representing the objectives identified in the four perspectives, highlighting their interrelation in order to align the entire business of a company to the strategy has revealed the strategic map. It is a powerful means of internal communication, oriented towards the employee but also externally to all those interested, through which the strategy is transposed into concrete actions.

Performance indicators and targets

Performance indicators are those indicators that reach a goal and which are evaluated, the unit of measurement being usually expressed in numerical form and which, by interpreting them at fixed intervals, provides the image of the evolution of the objective. Performance indicators are closely related to employee activity.

Establishing thresholds - targets - is the possible to keep the evolution of a target, which can be on an ascending, descending or non-regressive slope.

By evaluating and analyzing these indicators, corrections can be made to current and prospective work to achieve the proposed objectives and the strategy line.

Strategic initiatives

Achieving set targets requires the development and implementation of strategic initiatives. The difference between these and the objectives lies in the fact that the strategic initiative has a fixed duration for implementation and the achievement of a target, while the objectives are timeless. Strategic initiatives can be: career development program, implementation of new technologies or software, employee motivation program, customer loyalty program, strategic communication, etc.

By using all of these elements, the *balanced scorecard* concept also becomes an internal or external communication tool that provides a stronger link between all stakeholders: shareholders, customers, employees and the command team.

Specific conditions of application

The implementation of the balanced scorecard system is only possible through the definition of mission, vision and strategy. From this position, the balanced scorecard concept becomes a strategy management tool.

Mission

Defining the mission is the core of the reason for the existence of an organization. It is also the reason why employees join the organization's efforts in its current activities and transcend the need for well-being of only the shareholders or the executive board. It defines how the organization is positioned in society to serve the interests of its clients.

As a definition, we can appreciate that the mission of an organization is an example of embodying man's aspirations in a field, of collective effort to achieve a goal, of contributing to the needs of society, of adding value to the work undertaken[8].

The attributes of the mission definition are:
− Simplicity and clarity;
− Inspirational;
− Long-term implementation;
− Easy to understand and communicate.

An effective way of defining a mission is to respond repetitively (five times) to the question: Why is this important? This iterative process clarifies the existential purpose of an organization, ultimately providing an abstract response to the mission of the organization.

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[7] Paul R. Niven, Balanced scorecard evolution, Editura The Wiley Corporate F&A, 2014, p. 9.
[8] Paul R. Niven, Balanced scorecard evolution, Editura The Wiley Corporate F&A, 2014, p. 96.

Also, in order to support the definition of the mission, other questions can be used, such as: Who are we ?, What are the primary needs for which we operate ?, How do we recognize, answer or anticipate these needs or problems ?, What is philosophy or our organizational culture that guides us ?, What makes us unique?[9]

Mission is the thought expressed from the highest level of leadership, while offering multiple possibilities for action without limiting the organization's action.

Below is a simplified model for defining the mission[10]:

We exist to (primary purpose, need served or problem solved)   _____   _____   **For** (primary clients or customer)   _____   _____   **In order to** (core services offered)   _____   _____   **So that** (long-term outcomes detrmining succes)   _____   _____

Table no. 1 Statement template for mission development

Once the mission is defined, this will act as a beacon for the whole spectrum of the organization's activities, guiding actions for its entire staff.

Vision

The history of mankind has been marked by events that have changed our way of thinking, acting or living. This is mainly due to the research and the way in which some people have the courage to look to the future and through passion and hard work have imagined and fulfilled their dreams.

Defining vision provides the point we want to reach, in short, medium or long intervals. Its definition is not an abstract one, it presents the final state that is to be achieved and forms the basis of the subsequent formulation of strategy and objectives.

The attributes of defining the vision are[11]:
– Quantifiable and time bound;
– Concise;
– Applicable at all levels
– Consistent with mission;
– Measured / verifiable;
– Feasible;
– Inspirational.

The definition of the vision must also take into account the current possibilities of the organization, the level of ambition to which it is intended to be achieved and, depending on the existing predictions on the evolution of technology, the skills of the staff and the need for establishment, the funds needed for its implementation and last but not least customer satisfaction.

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[9] Paul R. Niven, Balanced scorecard evolution, Editura The Wiley Corporate F&A, 2014, p. 99.
[10] Formularul este adaptat şi simplificat după Paul R. Niven, Balanced scorecard evolution, Editura The Wiley Corporate F&A, 2014.
[11] Paul R. Niven, Balanced scorecard evolution, Editura The Wiley Corporate F&A, 2014, p. 107.

The destination specified in the vision, including quantitative details and agreed timings, clarifies and aligns the efforts of the management team to achieve strategic success.

Strategy

Choosing a strategy provides the course of action to be followed by the organization to achieve the defined state of vision without departing from the mission of the organization. The objective of defining the strategy and conceiving a plan for its implementation is to integrate the organization's activities, prioritize them and allocate existing resources to meet the objectives they have assumed.

In designing the strategy, account must also be taken of the uncertainty pattern that defines the current environment, the actual or probable evolution of the other participants in the specific field of the organization, the possibilities of the organization to achieve the established objectives.

Currently, there is a wealth of tools and methods that help define and analyze organizational strategies. I believe that defining the key elements for formulating a competitive strategy, given by Henry Porter[12], is comprehensive and captures the essence of developing a strategy:

- Strengths and weaknesses of the organization;
- The value of the management team;
- Opportunities and risks;
- Customer expectations.

Defining and introducing the strategy provides organizational actors the framework for making their own decisions in close correlation with the specified / allocated resources and aligns their own effort to the joint effort of the organization to accomplish the mission.

From the point of view of the balanced scorecard, the importance of defining the mission, vision and strategy lies in the fact that once defined and disseminated, they will be translated at all levels of the organization and will be decoded into performance targets and indicators that by their ongoing assessment and corrections through the set targets will ensure the success of their achievement.

By following the steps outlined in the Balanced Scorecard concept, we can represent in a graphical form the pyramid of implementing a strategy, as thought by the founders of the concept[13]:

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[12] Michael Porter, What is Strategy?, Revista Harvard Business Review, 1996.

[13] Daniela Ştefănescu, Maria Silvestru, Balanced Scorecard – instrument de planificare strategică, Revista Romanian Statistical Review nr. 2, 2012.

Mission
Why do exist?

Core values
What we belive in?

Vision
What we want to be?

Strategy
How we want to get there?

Balanced Scorecard
Our measurement dashboard.

Strategic initiatives
What we need to do?

Personal objectives
What I need to do?

Strategic results		
Satisfied customers	Effective internal business	Well-motivated and training workforce

Figure no. 1 the logic pyramid of balanced scorecard strategic planning

Conclusions

This system proved to be effective in the case of restructuring of the macro-components of the government, which belong to both the administration and the national defense and security area. We appreciate the effectiveness of the *balanced scorecard* system and the fact that although it appeared and developed in the Western area, experience has shown that it can also be implemented in the Asia region, unlike similar systems that fail to generate efficiency outside the cultural and geographic framework which have been created.

The *balanced scorecard* concept presents itself as a concept with multiple valences:

‒ Strategic management and control system;
‒ Performance management system;
‒ Strategic communication system.

The above mentioned valences are all the advantages that the system recommends for use in the restructuring and reorganization of macro-components at national or supra-state level (alliances). Along with these arguments, we emphasize the above-mentioned advantage of the universality of application in contemporary society.

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Education Sciences

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DIDACTICAL STRATEGIES
FOR STIMULATING MULTIPLE INTELLIGENCES

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Abstract: *The article aims are to show how the theory of multiple intelligences can be applied in didactic activity. The answers provided include references to a variety of ways / methods / techniques designed to stimulate as many individual potentials / aptitudes of students as possible. It should be noted that no teaching program can stimulate equally all nine intelligences, nor do they need to be included in one lesson. Teaching in the spirit of stimulating multiple intelligences does not radically change the way teachers teach naturally. In teaching, learning and evaluation, we should find the ways to relate with: words, numbers or logical, images, music, introspection, physical experience, social experience, experience in nature. It may be necessary to emphasize or add complementary teaching-learning-evaluation strategies that require more interactive student interaction. These strategies are designed to stimulate reflection and involvement in the knowledge process.*
Keywords: *multiple intelligences, didactical strategies, creativity, lateral thinking.*

The theory of multiple intelligences was proposed by Haward Gardner, professor of Theory of Knowledge, Education and Psychology at Harvard University and of Neurology at the Faculty of Medicine in Massachusetts, U.S.A. He criticizes the unilateral model in which human intelligence is viewed, recognized and valued and, based on neurological and anthropological studies, proposes an alternative model, called the theory of multiple intelligences. This is based on the premise that all humans have at least nine different intelligences (including not only verbal / linguistic or logical mathematics, but also spatial, musical, body, interpersonal, intrapersonal, naturalistic, existential). Gardner defined them in the first seven in 1983 in FRAMES OF MIND - Mind Stuff - and the latter two in INTELLIGENCE REFRAMED (1999).

The author of multiple intelligence theory states that each individual possesses in a unique combination the nine intelligences, in a more or less obvious way. For this reason, teachers can take these differences into account in their students and opt for their differential treatment in the teaching-learning-assessment process. How these stimulant dormant potentials are stimulated depend on their development and expressive manifestation. Lack of stimulation may reduce the chances of developing a certain type of intelligence, due to the fact that the corresponding brain areas remain unused, disabling, leading to a reduction in specific learning abilities. Garner points out that these intelligences are biological potentials that develop more or less according to the opportunities and individual motivation at any age. Using interactive teaching, learning and assessment strategies educators can propose methodological alternatives to pupils to stimulate different types of dominant intelligentsia, ensuring their differential treatment in the educational process. Starting from the premise that learning performance depends on motivation and on the degree of motivation in activity, we have to offer a wide range of experiences, including those designed to provide with an effective learning system that corresponds to the pupils intelligences.

The nine types of multiple intelligences described by H. Gardner are:

1. Verbal / linguistic intelligence: the ability to use language to express and understand others;

2. Logic-mathematical intelligence: the ability to use numbers and logically organize their activity;

3. Visual / Space Intelligence: the ability to retain and use images;

4. Musical / Rhythmic Intelligence: the ability to think in and through music, to recognize sounds, to keep the rhythm;

5. Body / Kinesthetic Intelligence: the ability to use the body to express and learn;

6. Social Intelligence, Interpersonal: the ability to establish relationships and understand others;

7. Intrapersonal Intelligence: Self-Reflection and Self-Knowledge;

8. Naturalistic Intelligence: sensitivity and concern to nature and the environment;

9. Existential Intelligence: the ability to reflect on human and universal existence.

The existential intelligence is half taken into account by Gardner, due to the fact that it failed to determine the corresponding brain area responsible for its activation.

How can the theory of multiple intelligences in didactic work be applied?

- The question from which we have to start is the following:

How can this information / idea / theme / notion / theory / skill in the curriculum be translated to develop multiple intelligences for students?

- The response:

Through a variety of activities and pathways / methods / techniques designed to stimulate as many individual potentials / aptitudes of students as possible?

It should be noted that no teaching program can stimulate equally all nine new intelligences, nor do they need to be included in one lesson. Teaching in the spirit of stimulating multiple intelligences does not radically change the way teachers teach naturally. In teaching, learning, evaluation, ways to relate to: words, numbers or logic, images, music, introspection, physical experience, social experience, experience in nature. It may be necessary to emphasize or add complementary teaching-learning-evaluation strategies that would require more interactive student interaction.

These strategies are designed to stimulate reflection and involvement in the knowledge process. A generally valid recipe does not exist, however, teachers who want to teach in the spirit of the theory of multiple intelligences can follow these steps:

1. A first step to be taken is to know and identify the students' capabilities / abilities that allow them to be remarked and which are the dominant types of intelligence.

This can be done by:

- creating pupils' observation portfolios during and outside classes;

- stimulating students to express their interests;

- creating reflexive journals in which students write their own reflections, goals, strengths, weaknesses, areas for which they would like to learn more data, information, ways they would like to learn;

- providing opportunities / activities in which to demonstrate their abilities;

- programming self-evaluation tests of knowledge and skills to develop the capacity to reflect on their own progress and to raise awareness of gaps and benefits;

- questioning pupils;

We recall that all humans possess in a unique combination the nine intelligences, in a more or less obvious way. But most people have developed one, two or even three intelligences.

2. The second step: familiarizing students with the theory of multiple intelligences. Students need to explain what this theory is and what is the specificity of each intelligence, how can it be discovered / recognized and developed. Teaching in the spirit of the theory of multiple intelligences is accomplished gradually, each day adding a new element, meant to awaken the interests of the students and to discover their talents. Also, students can be periodically stimulated to expose how their intelligences manifested themselves in formal, informal or informal activities. This helps them to become more aware of the personal psychological profile as well as that of their colleagues. Another

way to familiarize pupils with the theory of multiple intelligences is to invite in the classroom a public figure that has been remarked proving the presence of certain abilities specific to intelligence: writers, artists, architects, musicians, engineers, archeologists etc.

3. The third step: students should reflect on their own potentials / capacities, aware of their combination of multiple intelligences;

4. Step four: Students should be willing / motivated to work to develop their multiple intelligences;

5. The fifth step: the teacher has to provide the framework / opportunities / opportunity in which students can manifest and develop their multiple intelligences. Students should be taught to think as a scientist, as a mathematician, artist, historian etc. In support of organizing activities based on the stimulation of multiple intelligences, teachers can use interactive teaching-learning-evaluation strategies: portfolios, conceptual maps, projects, interviews, reflective journal, case study, etc. Students have the opportunity to express their own interests, opinions, attitudes towards the material to be studied, and the way they want and can study it. Also, the teacher can establish with the student how he / she will prove his / her own knowledge, developed skills and recorded performances, aware of the fact that "it's not how smart you are, but how you prove to be smart." Thus, a constant concern of the educator should be to stimulate students to reflect on their own process of knowledge and evaluation.

In order to design a lesson based on T.I.M., the teacher can first answer to the following questions:

1. What are the operational objectives to reach students? (cognitive, affective, psychomotor)

2. Why is it important for students to study this topic? (usefulness and applicability of content)

3. What do pupils have about the theme they propose? (previous knowledge, skills, skills, abilities)

4. How can I mobilize students to participate actively in this lesson? (maintaining interest and focusing on:

- poetry, riddle, anecdote, incident - to stimulate linguistic intelligence;
- plans, schemes, maps - to stimulate spatial intelligence;
- didactic play, case studies, logical problems - to stimulate logic-mathematical intelligence;
- interactive methods - to stimulate social intelligence;
- individual questionnaire, self-reflection, reflexive journal - to stimulate intrapersonal intelligence;
- music, song, song - to stimulate musical intelligence;
- mim, pantomime - to stimulate kinesthetic intelligence;
- existential problems, critical situations - to stimulate existential intelligence;

5. What links can I make between the theme I teach and TIM? More precisely:
- How can I use the word written or spoken? - to stimulate linguistic intelligence;
- How can I evoke personal feelings and memories? - to stimulate intrapersonal intelligence;
- How can I motivate students to cooperate in learning? - to stimulate social intelligence;
- How can nature bring in the hour? - to stimulate naturalistic intelligence;
- How can I move the body and the hands of the students? - to stimulate kinesthetic intelligence;
- How can I use sound, music and rhythm in my lesson? - to stimulate musical intelligence;
- How can I introduce calculations, logic, numbers, critical thinking? - to stimulate logic-mathematical intelligence;
- How can I use visual materials or color in hours? - to stimulate spatial intelligence;

6. How do I make students aware of progress? (through formative assessment to develop self-evaluation capacity)

7. How will students demonstrate personal progress (in terms of knowledge, skills)? (agreeing with the pupils the evaluation mode by which they can best demonstrate what they have accumulated)

8. How will I continue to stimulate future learning? (improved progress or compensation programs)

In support of organizing activities based on the stimulation of multiple intelligences, teachers can use interactive teaching-learning-evaluation strategies: portfolios, conceptual maps, projects, interviews, reflective journal, case study, etc. Thus the students have the opportunity to express their own interests, opinions, attitudes towards the material to be studied, and the way they want and can study it. Also, the teacher can establish with the student how he / she will prove his / her own knowledge, developed skills and recorded performances, aware of the fact that "it's not how smart you are, but how you prove to be smart."

A constant concern of the educator should be to stimulate pupils to reflect on their own process of knowledge and evaluation.

We can determine which are the most commonly used methods that activate and develop at least one multiple intelligence:

- group discussion, collective conversation, debate, brainstorming, teaching-learning, thinking hats for stimulate verbal / linguistic and interpersonal intelligence;

- problem for logical-mathematical and verbal / linguistic intelligence;

- experiment, demonstration stimulate kinesthetic, mathematical, intrapersonal intelligence if the student works individually and interpersonally if the student works in groups or in pairs;

- the exercise of composing a song of a text stimulates verbal, musical, intrapersonal or interpersonal intelligence;

- conceptual maps use spatial / visual, logical-mathematical, verbal / linguistic, interpersonal and / or intrapersonal intelligence;

- the method of dramatization develops verbal / linguistic, musical, spatial, body / kinesthetic, interpersonal intelligence;

- the drawing / graphic / poster creation exercise is based in particular on spatial / visual and verbal / linguistic intelligence;

- the essay stimulates at least two intelligences: intrapersonal and verbal / linguistic;

- the simulation uses verbal / linguistic, interpersonal, body / kinesthetic intelligence,

- portfolios stimulate the following types of intelligence: verbal / linguistic, spatial / visual (in terms of writing and using visual instruments, like colored pages, markers, drawings, illustrations, photographs, cover) chronology, positioning on the page), musical (if it contains audio recordings), intrapersonal (through self-assessments and reflections on proposed goals and results, in-depth topics, newly discovered interests), interpersonal (for group activities) to the extent that profound questions are proposed);

A creative teacher leads his students` interest of creativity. To be creative, we have to analyze everything that it simple for the others to see, but to consider what no one can observe. It is important to look at the different situations from a new perspective, opting to express ideas in different forms: visual, kinesthetic, auditory, musical etc. The productive thinking means to make new combinations and connections between different things, to pair opposite things, to find similarities between things in different areas, to find what you're not looking for, to collaborate. The group`s creativity is richer than the individual one, if the goals are common.

Whenever we fail in our search, we get a totally different result, so a new one. Random creation requires us answers to the question "What did we actually do?" This is the first step in the creative act. Learning is based on this very principle of searching through trial and error, the latter being useful for the way ahead. The mistake should not be condemned but acknowledged. Leading

scientists have reached remarkable discoveries, first passing through the irrelevant ones. The random associations are a challenge for the mind which is in a permanent search for connections.

In the material below, we propose a new and original technique for stimulation the creativity of the pupils, interactive learning and multiple intelligences in the class: *the HOUSE*

*The **HOUSE** (**H**ave, **O**bserved, **U**se, **S**earch, **E**nforce)*
This is an *original creation* presented for the first time in this paper[1]

The name of this technique comes from the actions *(**H**ave, **O**bserved, **U**se, **S**earch, **E**nforce)* that each participant will have to do and from the diagram in Picture.

This is a way of stimulating creativity and developing productive thinking because envisages engendering multiple perspectives starting from a question, topic or idea similar to brainstorming. Each participant is required to generate solutions / ideas and to participate in the outcome of the group.

Development Stages:

Stage I (**H**AVE): Each student receives a sheet of paper on which it is drawn a symbolic house consisting of 5 lines (like in the picture below):
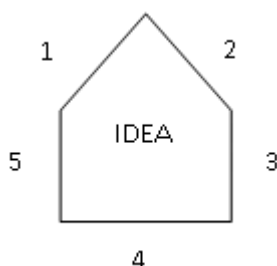
Picture no. 1: The HOUSE diagram

In the center of this diagram the teacher puts an idea, a problem or something else as a point of the start for new debates.

On each of the 5 lines individually, each student will have to write down an idea/a word/a phrase that comes to his mind, starting from the word written inside the house.

An alternative (which can be applied to save time and when students have the experience of this technique) is to write from the beginning the 5 personal ideas on different colored paper sheets. At the end of this stage, students each HAVE 5 different/personal ideas that they created starting from the initial one.

After that, they have to cut out each idea written on the 5 lines, obtaining approximately 5 notes from each student, which they put them in a box (a cardboard construction can be realized even by students as a house).

Stage II (OBSERVE & Search): The students have to make group of 5 pupils. From the box with all the individual ideas, each group will have to remove randomly 15 notes (about 3 per member). The members of the group have to study all the extracted ideas and to select the best 5 notes. If one of the 15 ideas is not liking by the group they can change it with another one from the box or between groups until they reaches the 5 variants that are accepted by the group.

At the end of stage II, each group will be decided by discussions, which are the 5 best ideas kept from the 15 removed from the pack.

Stage III (**U**SE & **S**EARCH): From the 5 selected notes each group builds its own house. By joining and using the 5 formulations the ideas / solutions to the original problem are inferred. Random

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[1] Crenguța L. OPREA, București, Jan. 2018

pairings represent a challenge for the mind which is constantly looking for connections. With these new 5 ideas, each group has to make a new HOUSE, putting the new ideas like in the picture 1.

In the end of the stage III, each group will have a new HOUSE diagram, built from the ideas from different participants.

Stage IV (**E**NFORCE): Finally, the products of each group are presented in front of the class, supporting the ideas with common arguments reached by the group. Collective proposals are made, starting from the initial idea.

Finally we have different building HOUSES of ideas, starting from the initial idea proposed by the teacher in phase I.

Variants of the HOUSE technique:
•   It can be used at different times of the lesson (updating knowledge, directing learning through discovery, gaining knowledge, skills and abilities, obtaining performance) and different types of lessons (mixed: teaching-learning-assessment, review and systematization or evaluation, as a complementary technique);
•   Statements may be replaced with generation/creation of questions (similar with starbursting technique);
•   The teacher may choose to provide new, unknown ideas/keywords, slipped into the box before starting the activity, ideas to attract the interest and the curiosity of students to be explained and used by them along with those known;
•   Finally, each group will present and will argue its choices to the class, the HOUSE diagram. If is necessary adding further additions, the HOUSE diagram can be improved by creating annexes (depending on the creativity and originality of the group).

The advantages of this technique:
● Leads to engendering new ideas and stimulating the individual and group creativity;
● Develops the productive thinking, generating a variety of perspectives;
● Combines the results of the individual work with those derived from the group activity, each participant being asked firstly to create his own versions (his own HOUSE) in stage 1 and then to help building new variants together with the group members;
● Develops tolerance for the opinions of the others and for different viewpoints;
● Motivates to work through networking and mutual support;
● Merges the intergroup cooperation with the intragroup competition in an effort to provide the best answers;
● Generates more ideas than a simple brainstorming method, combining within the group the ideas supplied initially by individual;
● It's fun, combining learning with fun play and socialization;
● Can be adapted to many contents and at different ages;
● Has a powerful formative effect, stimulating intellectual abilities (thinking with its operations: analysis, synthesis, generalization, concretization, abstraction, language, imagination and creativity);
● Develops multiple intelligences: linguistic (by stimulating the language, the production of ideas that have to be translated into words), logical-mathematical (by the logic of ideas to be created, mixed within the collective box and then reorganized into a new whole - house), visual / spatial (by the images suggested: home = a whole, well built), kinesthetic (by manipulating the paper cutting ideas, putting them into the box, mixing, removing and rearranging them), intrapersonal (by personal reflection in the stage I) and interpersonal (by promoting networking and cooperation with the other group members to reach a common result);

Disadvantages:
• The method takes time (it is a time consuming) and need an effective management of it and of the team and the movements in the final stages, when the students pick up from the box and change the ideas;

In conclusion, using classroom interactive teaching strategies to stimulate multiple intelligences, students will understand how smart they are, they will gain confidence in their own strengths, become more aware of their strengths, but also of their weaknesses that they can supplement through personal ways of working with information. By reflecting on their own intelligences, students will know how to coordinate their entire cognitive approach to learning and expressing learning outcomes in a personal, characteristic way. When students understand their own learning style, the way they try to learn, then they can better control the environment they are in and can ask for exactly what they need. Evaluation should be integrated into the learning process. Students must play an active role in their own assessment. That is why the teacher has to tell them what they expect from them (the goals) and jointly determine how they will be evaluated (how they can best prove what they have learned). Active involvement in the assessment increases the degree of reflection and awareness, leading to better self-knowledge and self-esteem. This motivates a new learning.

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TO TEACH OR NOT TO TEACH TERMINOLOGY
TO NON-PHILOLOGISTS

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Abstract: *Teaching ESP (English for Specific Purposes) has always been a challenge and, to some extent, a dread to most English teachers. The content and the methods of teaching specialized terminology are part of the issue under discussion, and, on the other hand, the target audience is another important aspect of the process. Philologist learners might apparently be the most comfortable audience to address when teaching specialized terms, while non-philologist adult learners could be raising several issues to be approached. In the given paper, we will be tackling the ups and downs of teaching terminology to our non-philologist adult learners.*
Keywords: *terminology, non-philologist, teaching specialized terms.*

When it comes to teaching terminology to other profile users, several questions arise in the mind of teachers: what we should teach about terminology itself, how we should teach it, how it is learned, what experiences have been put into practice and whether they have worked, how to connect what it is taught in terms of general English with the practical skills that professionals from different areas will require with respect to their knowledge of terminology.

Success in teaching terminology to adult profile users comes when assuming that the learner is not just a passive receiver of the knowledge taught by the teacher, but, on the contrary, the adult student is an active participant in the teaching-learning process who looks for relevant information, processes it and relates it to previous knowledge. This type of learning is known as constructivist significant learning[1], in which each learner generates their own reorganization of content. Even if the content is identical, each student will remember certain ideas that might be completely different from the others'.

Another important aspect to be taken into account is the fact that such learning theories consider the educational context as being a rather artificial one, in which teachers teach generic knowledge and abilities. Thus, upon planning and selecting the materials for terminology classes, teachers should be aware of potential applications of the latter into professional or living situations. Finally, tasks, simulations and materials should stem from authentic resources.

Recent personal teaching experience involves teaching non-intensive English terminology courses in the fields of *internal control*, *defense acquisition and procurement* and *project and program management*. The target audience is made up of adult military and civilian learners, non-philologists or what is called *other profile learners*, whose level of English varies from level A2 to level C1, according to Central European Framework. We should also mention the fact that even though learners' language level might occasionally be rather poor, they are experts in their field of knowledge.

On the other hand, the teacher is knowledgeable of English and terminology teaching, but cannot be an expert in each domain previously mentioned. Thus, upon bringing terminology into class, the teacher – student partnership becomes a highly important one, in the way that both parties involved in the teaching-learning process should overcome the

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[1] Mayer, R. 1987. Educational Psychology: A cognitive approach. Boston: Little Brown.

problems and hardships of teaching and learning specialized English. The teacher should go through the constant and daunting work of identifying and designing classroom materials for each specialized domain and for each target audience and then teach students not to dread terminology, where and how to look for terminological units, how to double check, and most importantly, teach them how to employ specialized terms into their discourse. And all these and many others are carried out thorough constant translating from L2 into L1 for permanent checking of understanding and of the correct L1 term. The final purpose and most important course project will be the designing of individual or group bilingual term banks.

Practically speaking, terminology for different profile users should be taught in terms of terminography or in terms of practical search of terminology and building up terminological banks. Thus, terminology teaching is an area which has traditionally received little attention, but specialized language teachers constantly look for new teaching methods and strive to connect the subject matter they teach with the professional area and the use of technologies.

Terminology is itself interdisciplinary as it integrates contributions from several language sciences, such as knowledge theory (the relation between concepts and their possible nomenclature), communication theory (the types of communicative situations that can emerge and their characteristic discourse) and language theory (how terminological units are related to natural language).[2]

Terminology is also transdisciplinary[3] in the way that it permeates all disciplines. No structured discipline can work without specific terminology to communicate its specialized domain knowledge.

Thus, a bilingual, interdisciplinary approach to terminology has a crucial place in the teaching of specialized language to professional students in any field. Learning specialized English also involves a lot of teamwork. Working in teams has proven in this respect as well to be very productive and less time consuming.

There are no few situations when teaching English terminology is taken for teaching Business English. The latter refers to the English required when you do business. It is about teaching English to adults or university students, working or preparing to work in a business environment, be it a large multinational, a small private company or a state company. On the other hand, as dictionaries define it[4] (Collins English Dictionary on-line), terminology refers to the body of specialized words relating to a particular subject, the study of terms, that is, the system of terms belonging or peculiar to a science, art, or specialized subject; nomenclature: the terminology of internal control, military terminology or project management terminology. Yet, terminology refers to the specialized vocabulary characterizing a profession, or some other activities to which a group of people dedicate significant parts of their lives, or sometimes even a slice of an industry. Specialists of a certain area need a specialized vocabulary to properly communicate about notions and concepts specific to their field and that is the technical terminology characterizing a profession, or some other activities to which a group of people dedicate significant parts of their lives, or sometimes even a slice of an industry.

Sometimes jargon is an improper label of terminology. In its early history, linguists considered terminology as a marginal discipline, simply neglecting it, but in time, together with the society evolution, with the progress of sciences and techniques, terminology changes

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[2] Cabre, M.T. 2003. "Theories of terminology. Their description, prescription and explanation." In *Terminology* 9(2), 163-200. Amsterdam: John Benjamins.

[3] Wuster,E. and M.T. Cabre 1998:70. *Introduccion a la Teoria General de la Terminologia y a la Lexicografia Terminografica*. Cabre, M.T. (ed.). Barcelona: IULA, Universidad Pompeu Fabra.

[4] World English Dictionary Collins http://www.collinslanguage.com/

from a discipline holding a marginal status into a theory ever more interesting and appealing to linguists.

With the rapid advancement of commerce, accounting, management and many other fields, the more refined organizational systems contribute to the steady emerging of new specialized terms. In other words, terminology was the result of the need of experts to communicate precisely and concisely. This constant and necessary increase of vocabulary for specific purposes has had an undesired effect of excluding those unfamiliar with the specific language of a certain group as these revolutionary changes touch all the people coming from different cultural, educational background, which may lead to difficulties and misunderstandings, for instance in the case of patients that can hardly understand at all the medical vocabulary. Difficulties may also come up when experts belonging to different area of activity that are still connected, use different terms to denote the same phenomena and processes. Moreover, the term jargon may, and most of the times it really happens to, bear pejorative connotations, especially referring to "business culture."

To conclude, it is vocabulary, the living body of a language that registers the most dramatic changes of modern world, making it difficult for people – teachers included - to keep up. The terminology teacher needs to constantly update their specialized vocabulary knowledge. As Pete Sharma[5] poetically puts it, "for one business English teacher, life is a cold trudge through the snow to a remote factory on the outskirts of a mining town. Over the year, she learns as much about mining as the students learn about language. For another, the students answer all the questions on the needs analysis in the same way: 'I don't (phone) – I haven't started working yet'". It is also rightfully noticed that "it is a misconception that in the field of ESP the teacher has to be an expert in the subject matter."[6]

Teaching English terminology to adult other profile users is confronted with many challenges. Teaching terminology in a foreign language might be a daunting task to teachers first as they are not experts in the target fields. On the other hand, the whole process is performed with students who have expertise in the field, but sometimes they master an inappropriate level of English. Thus, we become the designers of a new culture, that of teaching terminology to other profile users. Some teachers – we belong to this category - may find themselves teaching with locally designed materials and course books. These materials are sometimes "in-house productions", adapted to the level of students and providing the daily lessons needed to teach. Nevertheless, there are times when the teacher feels the need to diversify and enliven the teaching atmosphere. To get beyond the limitations imposed by the curricula, teachers often use authentic materials incorporating them into lesson plans.

Resources of teaching English Terminology
a) The teacher/trainer

First of all, the English terminology teacher is a university graduate; moreover, a detail of utmost importance, the English terminology teacher is primarily a language teacher. The English terminology teacher does not need to be an expert in any particular field to succeed in teaching English terminology. The teacher does not have to teach concepts, management theories etc. To our mind, the teacher should be seen as an expert in presenting and explaining the language and in taking care of the learners' language problems.

The English terminology teacher has to prepare students to communicate in a foreign language, i.e. English about the domain learners specialize in. Nevertheless, teaching

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[5] Sharma, Pete. 2009. Controversies in Business English. April.
http://www.teachingenglish.org.uk/articles/controversiesbusiness-english.
[6] Ellis, M., C. Johnson. 1994. Teaching Business English. Oxford: Oxford University Press.

terminology is more than just teaching English, it is more challenging as it involves highly specific goals which ask for carefully selected materials and activities.

On the other hand, today, the paradigm of the traditional teacher directed learning is shifting towards self-directed learning or student-oriented learning that is, most probably easy and practicable with the help of the new technologies.

b) Authentic materials

The structures that ESP students have to learn are basically the same as general English students. The difference is in context and vocabulary. Lexical units can be best learnt in context and that is why authentic materials can be a choice. The definitions of authentic materials are slightly different in literature. What is common in these definitions is that these materials involve language naturally occurring as communication in native-speaker contexts of use[7] or rather those selected contexts where Standard English is the norm: real newspaper reports, for example, real magazine articles, real advertisements, cooking recipes, horoscopes, etc. Rogers and Medley[8] (1988: 467) consider them as "appropriate" and "quality" in terms of goals, objectives, learner needs and interest and "natural" referring to real life and meaningful communication. Jordan[9] (1986:113) refers to authentic texts as texts that are not written for language teaching purposes.

Nevertheless, most of the teachers throughout the world agree that authentic texts or materials are beneficial to the language learning process since they increase students' motivation for learning and make the learner be exposed to the real language. What needs to be addressed with highest concern is the controversial issue of when authentic materials should be introduced and how they should be used in a language classroom.

To teach or not to teach terminology to non-philologists or conclusions

One of the most challenging tasks of terminology teachers is to stimulate the interest and curiosity of their students and with adult specialized in the field students, the task can become even more challenging. The main strive of teachers is in developing classroom materials, in seeking the most appropriate sources of tailoring student accessible activities. In this respect, authentic materials provide exposure to real language and terminology. Authentic materials drawn from professional sites are always up-to-date and constantly being updated. Authentic materials relate more closely to learners ' needs and provide them with a source of up-to-date relevant materials for learning English terminology. Authentic materials have a positive effect on learner motivation. Authentic materials offer a more creative approach to teaching.

Alongside with the unquestionable advantages of using authentic materials which bring the real world into the classroom, these texts often contain difficult language, unneeded vocabulary items and complex language structures, which causes a burden for the teacher in lower-level classes[10] Other voices argue that authentic materials may be too culturally biased and too many structures are mixed, causing lower levels have a hard time decoding the texts. The solution might be for teachers to be thoughtful enough to decide when and how to introduce authentic materials taking into account especially the students' level of English.

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[7] Morrow, K. 1977. Authentic texts and ESP. In S. Holden. (Ed.), English for Specific Purposes London: Modern English Publications, p. 33.
[8] Rogers and Medley (1988: 467) Rogers, C. V. and Medley, F. W. Language With A Purpose: Using Authentic Materials in the Foreign Language Classroom. Foreign Language Annals, (1988).
[9] Jordan, R.R. 1997. English for Academic Purposes. A Guide and Resource Book for Teachers Cambridge University Cambridge University Press.
[10]Martinez, A.G. 2002. Authentic Materials: An Overview on Karen's Linguistic Issues, p. 253.

In conclusion, we need mention the fact that the type of the authentic material brought into the classroom by the teacher should sometimes be even a joint decision between the former and the learners, especially with short non-intensive terminology courses/modules delivered to professional users. Basically, the Internet can be used as a major source of authentic materials, where the teacher can search for sites that focus on a specific topic. Even though many of these materials are intended for native speakers, it is the job of the terminology teacher to adapt the material and the tasks to follow to suit all levels of students.

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INTERNATIONALIZATION OF UNIVERSITIES

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Abstract: *The study intends to support the participating universities in establishing high quality standards in the internationalization and globalization process. Increasing the number and quality of mobilities for pupils, students, teachers and academic staff determine changes in the society. All universities participating in the international projects mentioned in their reports the effects of the internationalization. Globalization and internationalization has both prestigious advantages and severe disadvantages The study intends to establish a link between them and also to underline the effects of both phenomena.*
Keywords: *internationalization, higher education, globalization.*

Internationalization and globalization processes

Internationalization and globalization are two extremely important concepts today. Although both are phenomena related to the continuous development of society, they are strictly different. A lot of people make confusion between these two terms.

Internationalization is related to the continuous growth of the interest of societies, either in the form of political states or economic organizations in connection with the international situation for a lot of fields of studies. Whether for trade, politics, culture, education or more, the universities, also affiliated companies are becoming more and more interested in being global and cooperating or competing with others.

Thus, an international educational and economic market is created, and whoever wants to buy products or services from a distinct geography, or society, is able to do so. The result is the creation of a strong competition, which in the long run increases the competences level, product quality and customer satisfaction. So every state or economic unit adheres to this process in the desire a competitive market in the field of education or in other fields and also for economic gain .

Internationalization is an objective process. At the basis of internationalization lies the expansion of the market forces, their tendency to invade the non-market environment and to include it in an economic system based on the market mechanism. As a result of its development, the business entity tends to overcome local, national and regional boundaries and expand its activity in the global economic space, whose training is possible even through the company's outward movement.

Two aspects are present:

• Inward orientation - is a conservative direction oriented towards the internal market (local business environment, local educational process), closed.

• Outward orientation - is a liberal direction, oriented to the external market (global business environment, global educational process), The characterization of the internationalization process can be made by highlighting some characteristics of internationalization:

Target Markets - Resulting from operations of international business management regarding the selection of outsourcing and partners. As a rule, in the early stages of internationalization, markets are easier to access in terms of costs, risks, competition, geographical distance, culture, education, innovation etc.

The subject of sales - is represented by the goods and services exported. This object tends to diversify as the company's involvement in the global market increases.

Internationalization also has an important role in popularizing art and cultural elements from all corners of the world, influencing globalization enormously.

Globalization, unlike internationalization, which involves the existence of international competition among states, produces a tendency for the world to integrate all economic, cultural, educational and political systems. It represents an exchange of ideas and economic and cultural assets across the globe without restrictions. Thus, through this phenomenon, all mankind tends to become a totally unified, dynamically-defined entity, transcending boundaries and distinct forms of government.

Globalization has both prestigious advantages and severe disadvantages. From an economic point of view, globalization allows companies to participate in trade anywhere, anytime. They have a lot to gain, because they can offer goods of much higher quality, or even products not found on that local market. There can be a great demand, from which you can gain a lot of capital.

The company can also get employees without having to pay very high wages. This increases the economic gain, while it offers a lot of jobs for the local population, with a very low unemployment rate. This has happened at a very high level in China, Japan and USA which is why most of our products are produced there, regardless of the related company.

A big problem is the destruction of the local economy, very often in full. For example, most successful US and European firms have been in our country. Due to the inefficiency of the Romanian companies compared to the foreign ones, they have failed economically and have been closed down. This has caused a stalemate, as has been the loss of jobs and has led to the disappearance of their products from the market, much preferred by some of us.

From a cultural point of view, it has more destructive than constructive effect. The result of globalization is an all-round culture that presents elements around the globe.

Unfortunately, globalization could destroy local cultures, replacing local traditions with international ones. It can also have positive effects.

These phenomena, however, have existed since antiquity. The Silk Road was an important economic path that allowed the exchange of goods and ideas between two completely separate cultures: the Asian and the European ones. Thus, both were influenced by each other.

Both globalization and internationalization have recently been emphasized, beginning with the end of the Second World War. Thanks to new technologies, accessibility to information and communications has increased radically. Thus, all the processes related to these phenomena could achieve a much stronger impact.

Both have had a very powerful effect on today's world, and they have a great influence on our lives.

Especially since the early 1990s, international relations scholars have seen environmental issues as a new and interesting issue for multilateral actions, institutions and regimes. They have devoted a great deal of attention to the numerous multilateral environmental agreements, most of which focus on one or a limited number of environmental issues. Examples include agreements on protection of the ozone layer, waste export, trans-boundary air pollution, ocean protection, and climate change

East Asia is becoming globally important economically, politically and educationally. One very important aspect that we can consider for the educational development is to take into account how could Japan for example, influence the educational area after it has been in the powerful position as the world's second largest economy power.

In many European countries, but also beyond this continent, we are witnessing strong anti-intellectual and ultra-conservative tendencies. In not a few cases, ultra-conservative

parties are part of government coalitions and have an impact on government policies. Often, this has equally a - usually restrictive - impact on academic freedom. Not rarely, the jobs are at risk. But there appear to be also populist governments that do not interfere too much in higher education, either because the ministry of education has successfully resisted efforts of interference from the governments' top leadership, or because there are strong legal or even constitutional barriers guaranteeing academic and institutional freedom[1].

Some universities reduce funding and programmes for international mobility and projects, and consequently discourage to engage in internationalization. This raises the issue of the continuation and the initiation of medium- and long-term partnerships.

Internationalization of education

The internationalization of education is a complex concept, seen differently by researchers, institutional leaders, actors and organizations at regional, national and global level. Internationalization should not be seen as an end in itself, but rather as a way of improving the quality of higher education, of teaching and learning process. Jane Knight has defined the internationalization of education as "a process of integrating an international, intercultural or global dimension into the purpose, function and delivery of university education" (Knight, J. 2004).

According to Knight, internationalization has two main components, internationalization abroad and internationalization at home. For each of the two components of internationalization, the activities through which they manifest themselves will be analyzed.

We can consider also another component of internationalization, a mix between the two, internationalization with and without home and host influences.

Mobility of credits takes into account short-term mobility programs, on the basis of which mobile students are recognized as having spent their time abroad and are offered ECTS credits related to the subjects studied / programs included in the curriculum of the university to which they are enrolled. Mobility of credits has two dimensions, considering both incoming students' mobility, i.e. foreign students who have a short-term mobility program in the host country, as well as the mobility of outgoing students, i.e. those enrolled in universities following a program mobility in another state.

The mobility of study programs involves the development by a student of a whole cycle of higher education in a state other than that of which he / she is a national. These are, for example, the situation of foreign students enrolling in undergraduate, master or doctoral studies in Romania (in this case incoming students), namely Romanian students who decide to go to university in another country (called outgoing students).

However, there is a high diversity and lack of any predefined pattern among the rest of the population of foreign students.

What would be the students' expectations? The desire to learn not only knowledge within a faculty, an academic environment, but also information about the culture and traditions of the country in which they would leave "

What are the expectations of the current education system?

The curriculum is not well structured and instead of focusing on faculty on something concrete, they study subjects that apparently do not have a stringent need.
It is hoped that the lessons will be more interactive and practical.

Considering the opinions expressed by the student we can conclude that the majority considered that there are many opportunities in the present time for which it is desirable to participate in international projects but at the same time there is a certain sample that

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[1] https://www.uam.es/UAM/Eventos-para-
PDIF/1446736512043.htm?language=es&nodepath=Eventos%20para%20PDIF

mentioned that in their faculties there is no media coverage of these things and that is why the students do not participate in the international activities. Many still want to participate in the future.

Internationalization is changing the world of higher education, and globalization is changing the world of internationalization (Knight).

In the last years the world of internationalization is changing very fast.

In conclusion, internationalization is a fundamental feature of this early millennium; they affect all actors of economic life, in varying degrees but in an incontestable manner.

Concepts as migration, globalization and internationalization will be very familiar to the next generations and a lot of changes will redefine labor market at the global level.

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TRANSVERSAL COMPETENCIES – AN ELEMENT OF HIGHER EDUCATION CURRICULUM

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Abstract*: Nowadays, we even more often hear statements of the type „Learners will be preparing for jobs which haven't been yet invented and of which we have absolutely no idea right now".*
The present article is meant to comprise the students' opinions regarding such a higher education curricular offer and to design several action courses necessary to be taken into account when subject matters are established and teaching methods are determined to be employed by teachers during their courses and seminars.
Keywords*: higher education, transversal competencies, students, training needs.*

Introduction

The school as an establishment teaches students/learners nowadays with the support of curricular projects designed in the past and already known and previously taught contents, heading towards a socially determined future, astonishing technological advances or towards new training needs in line with the changing labor market. The current curricular logic is more of the type „select everything valuable out of the whole knowledge inheritance and pass it over".

All professional domains display experts whose „higher education training" proves to be sooner or later insufficient or non life-long. Jobs, experts and the target audience (or the one for whom the course has been designed) evolve, change or even reinvent more and more often. All fields of expertise require new ways of tackling traditional or newly emerged issues, adapting to the public needs, as the former functions more and more in the knowledge society.

Given this flexible and permanently mobile socio-professional context, higher education study programs that universities offer beneficiaries start to have the impending need of transversal competencies. Transversal competencies, alongside with professional competencies, are vital to future graduates in light of the steady adapting, professional evolution and reconfiguration during an approximately 40-year long professional career (from the age of 25 to the age of 65, according to the current provisions in the Romanian Labor Code).

Realities from the labor market

Nowadays, a dentist's place run by an expert team of dental practitioners who graduated medical school 10-20 years ago, seems to look totally different from a similar space, temporally placed in the specific period in which those involved in this type of medical practice used to be students. Currently, the dental experts have been working with new, innovative substances, with totally different devices or at least certain more evolved ones compared with those used during their medical practice as students, with new treatment procedures. This domain seems to involve more and more the new technologies, PC, computer programs involved in diagnosis and building up the treatment plan, based on modelling and simulation, and the doctors must be connected to these practices and instruments.

Nowadays, the patients have become a new type of consumers of medical services: more picky and fussy about the level of comfort and hygiene offered by the dentists', more informed about treatments, benefits and risks, respectively about competent or less competent doctors. This entire picture demonstrates that a dentist trained in '90 in the medical school is able to adapt to the new professional context only if he/she has continued to permanently learn, upgrade and find the informational resources necessary for professional evolution during her/his professional career.

A professor who gained more than 25 years of experience in the teaching realm lectures in an auditorium full of students. He/she supports their lecture by running a power-point presentation in which they inserted bibliographical references to specific data bases, links to graphics and illustrative animations related to the topic of the day. He/she uses new concepts and theories for their domains of teaching, promoted by specialized researchers through internationally recognized scientific publications and relevant data bases.

The teacher in the academic environment, the professor, tries to connect the theoretical aspects to real life, to facilitate the understanding instead of the simple memorizing of these theories, to involve the students in finding out these theories, in their application/implementation for solving some concrete problems or case studies. Moreover, he/she allows their students to ask questions, to request additional clarification when they do not understand, to have personal initiatives leading to a deeper and more profound discovery of the domain. The tasks for seminar are case studies or issues collected from that domain, individual or group projects with global, comprehensive approaches of those that raise problems. Additionally, the professor manifests his/her availability for being consulted about the development of their seminar paperwork and final exam. He/she also has a personal web page that can be accessed by the students as a forum of debate, asking questions and raising any issues of interest. This second picture, that offers a current image of a higher education auditorium, emphasizes some important aspects concerning the educational endeavor of a professor:

- Focusing on students and their needs, approaching each student as a beneficiary with unique experiences and needs that must be taken into consideration and catered for.
- Assimilating and exercising new roles of the teacher: as a profession/career counselor, as a knowledge mediator, as a learning facilitator, as a communicator, as a student activator during the lecture, as a competency maker/builder.
- Displaying openness towards practical realities of the domain and towards the request for new employees on the labor market.[1]
- Using the newest knowledge sources.
- Employing educational strategies that raise students' interest and motivates them to actively take part in their own knowledge development, to be personally involved in studying, to have initiative and to take advantage of the human and informational resources offered by the university.

By these two pictures exemplified above, one related to dentistry and the other one to education, we wanted to highlight the changes faced by the actors involved in these fields for practicing their professions, as a dentist, respective as a professor. Currently, the initial university level education of those two professionals seems no longer enough, after years and years of practice. The profession itself evolves, the professional roles are changing, technologies are more and more present and necessary in facilitating the medical, respectively educational practice. The beneficiaries of those types of services have other

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[1] Singer, M., Sarivan, L. (coord.), Quo vadis, Academia? Repere pentru o reformă de profunzime în învăţământul superior, Bucureşti, 2006, Editura Sigma, pp. 11-12.

demands, other approach based on their on quality standards. Nowadays, more than ever, it has become necessary that the training and preparation of a future professional be made from the perspective of the rapid changes taking place in that domain and of the need of permanently upgrading himself/herself during his/her own career.

The students in faculty auditoriums must receive from their professors not only the specific knowledge, abilities, values and attitudes of their professional field necessary for starting their career (professional competencies), but also those knowledge, abilities, values and attitudes applicable in any professional realm. The latter are directed towards the capacity of any individual who is building up a career to permanently learn, invent and reinvent himself/herself, to work in a team, to lead the team or to be part of those led, to understand diverse organizational contexts, the obvious behavior of his/her colleagues, but also their internal world, to be creative and well-organized in their work, to properly use the means of motivation, persuasion and negotiation, but also of representation outside of organization, anytime that is needed.

Professional competencies – transversal competencies

The concept of competency is situated at the core of both undergraduate (see, for instance, the eight domains of competencies – the key element of Law no. 1/2011) and Bachelor degree curriculum studies. The documents regarding European Union educational policy require the study programs conducted in universities be directed at building in the future graduates the competencies required by the labor market.

In his work, *Pedagogical Lexicon*, Mircea Ştefan defines competency as "*a system of knowledge, abilities, skills, and attitudes, well-structured and well acquired, that gives the student the possibility to identify and solve efficiently the issues in a certain domain of human activity.*"[2]

In CNCSIS documents, "*competency is defined as the proven capacity to select, combine, and use in an adequate manner knowledge, abilities, and other acquisitions (values and attitudes), in order to successfully work out certain job-related or study-related situations, as well as for the professional or personal development in circumstances of efficacy and efficiency.*"[3]

The curricula documents in academic studies mention two types of competencies:

- Professional competencies consisting in the proven capacity of selecting combining and appropriately using knowledge, skills, and other acquisitions (values and attitudes), in order to successfully work out certain job-related or study-related situations, as well as for the professional or personal development in circumstances of efficacy and efficiency.

- Transversal competencies are those capacities that transcend a certain domain, or program of instruction, having a trans-disciplinary character. They consist in abilities related to team-work, oral and written communication skills in one's mother tongue and in a foreign language, the use of information and communication technology, problem solving and decision making skills, cultural awareness and respect for diversity and multicultural approaches, learning autonomy, initiative and entrepreneurial spirit, openness towards life-long learning, respect for and development of values and professional ethics etc.

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[2] Ştefan, Mircea, Lexicon pedagogic, Bucureşti, 2006, Editura Aramis, p. 57.
[3] http://eur-lex.europa.eu/legal-content/RO/TXT/HTML/?uri=CELEX:32008H0506(01)&from=RO
(22.02.2018) „Recomandarea Parlamentului European şi a Consiliului din 23 aprilie 2008 privind stabilirea Cadrului european al calificărilor pentru învăţarea de-a lungul întregii vieţi", în Jurnalul Oficial al Uniunii Europene C 111 din 6.05.2008 (2008/C 111/01), anexa 1 – Definiţii, p. 4.

The two categories of competencies that we find in the curricula documentation of any study program (Bachelor degree, Master degree, PhD studies, post-graduate studies) are used out of the necessity to provide, on the one hand, the professional training of the future graduates and their special development in a specific professional field and, on the other hand, out of the necessity to provide the future graduate with a series of concrete acquisitions necessary at present and in the future by any employer, in any work organization in which people cooperate in order to reach their organizational goals. The decision making factors who make up the academic curricula need to ponder both upon the contents specific to a professional field, but also upon general abilities that students need to address and train during university years, more and more frequently required by the future employers[4]: critical thinking, problem solving, oral communication, written communication, teamwork, co-operative work, diversity, application of information technology, leadership, creativity, innovation, lifelong learning, learning autonomy, professionalism, work ethics, social responsibility.

Survey-based investigation

We wanted to investigate the students' opinions, those future graduates, concerning the university curriculum offer and the competencies desired to be formed by the university. Our attention has focused on transversal competencies, on those necessary acquisitions for any professional field, not only just for one domain or branch. The targeted group consisted of 100 students of the Bucharest Economic Studies Academy.

- At the beginning of our investigation we wanted to know the students' perception on how they are prepared for the labor market, according to the university education/training:

very well prepared	1%
well prepared	16%
somewhat prepared	69%
insufficiently prepared	14%
unprepared	0%
I don't know	0%

The students' answer emphasizes a discouraging reality in terms of their perception about the level of their preparedness, assured by the university studies, for meeting the labor market requirements: thus we find out that 83% of the students denounce a negative level of satisfaction concerning the level of preparedness for the next jobs, while 17% of them indicate a positive level of satisfaction.

- The above question was supplemented in the questionnaire by another question meant to reveal the students' perception regarding the quality of the theoretical and practical education/training offered by the university. The results are as follows:

University educates/trains	Very well	Well	Somewhat	Insufficient	Not at all	I cannot assess
theoretically	28%	55%	15%	2%		
practically		8%	32%	44%	14%	2%

From the students' answers it is clear that 83% of them appreciate that university accomplishes "well" and "very well" their theoretical education while only 8% appreciate

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[4] http://www.p21.org/storage/documents/FINAL_REPORT_PDF09-29-06.pdf (22.02.2018)
Are they really ready to work? Report by the Conference Board, P21 at al.

as "well" how the university provides them with practical training. When it comes to their practical training, the students have a negative assessment of this kind of activity, 90% of the answers pertaining to the "somewhat", "insufficient" or "not at all" kinds.

By comparing those two aspects of the education of a future graduate, the theoretical one and the practical, domain-driven one, we find out that the students assess that there is a huge gap between those two. Form the student's perceptions we can conclude that the university is highly focused on the academic-theoretical education, but it shows an extreme shortage of practical training, necessary to any future employee.

- Starting from the idea that there are relevant domains which had not been covered and studied by the students during their terms/semesters, although they were desired by them to be included in the curriculum, we questioned them about this aspect. Their answers referred to:

• Financial education necessary to a family (budget management) • Multi-cultural education • Learning how to learn (to search information, to organize yourself your work, to assess yourself, to assess the difficulty of a task) • Interpersonal and public communication • Research methodology • Critical and creative thinking • Argumentation techniques	• Personal development • Emotional intelligence • Organizational psychology • Team work • Time management • Foreign languages • Searching/seeking for a job (information about labor market, elaborating a CV, a letter of intention, how to approach an interview, how to negotiate with the employer, role plays)

From student's answers a series of knowledge domains could be shaped, which can lead to the acquisition of those eight key competencies, according to the art. 68 provisions of the Education Law: a) communication competencies in the Romanian language and the mother tongue; b) communication competencies in foreign languages; c) basic competencies in mathematics, sciences and technology; d) digital competencies in using information technology as a learning and knowledge instrument; e) social and civic competencies; f) entrepreneurial competencies; g) competencies in cultural awareness and expression; h) competence in learning how to learn.

Also, from those answers we can observe the wish of the students, future employees, to be assisted in forming essential competences for their personal development, but which are necessary for their successful career in any domain, any kind of organization, no matter what their professional field is supposed to be. The above answers show us, once again, the need of forming transversal competencies of the questioned students.

- The next question from the questionnaire addressed to those 100 students refers to the importance of some transversal competencies in achieving success at any working place. The results are the following ones:
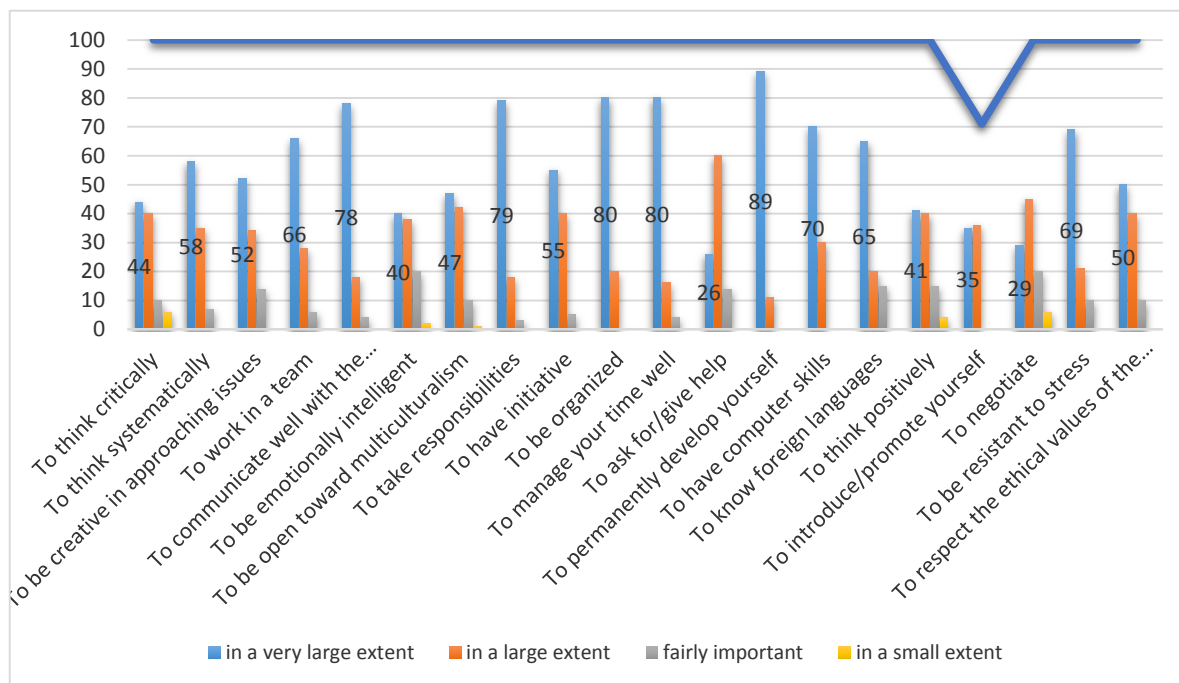
From the answers above, we could infer that the students consider the following competencies as being especially significant for achieving success at their work place: to permanently develop themselves, to have good communication with the other colleagues, to be organized, to manage their time well, to have computer skills, to know foreign languages, to be rezistent to stress, to work in a team.

Among the competencies viewed as important by students in order to be succesful at a future job place, we could mention: to ask for / to offer assistance, to negotiate, to respect the ethical values of the respective profession, to use positive thinking, to have initiatives.

- Starting from the reality of assessing these transversal competencies, we questioned students with respect to the degree in which they appreciate that the university facilitates these acquisitions to the future graduates. The results are as follows:

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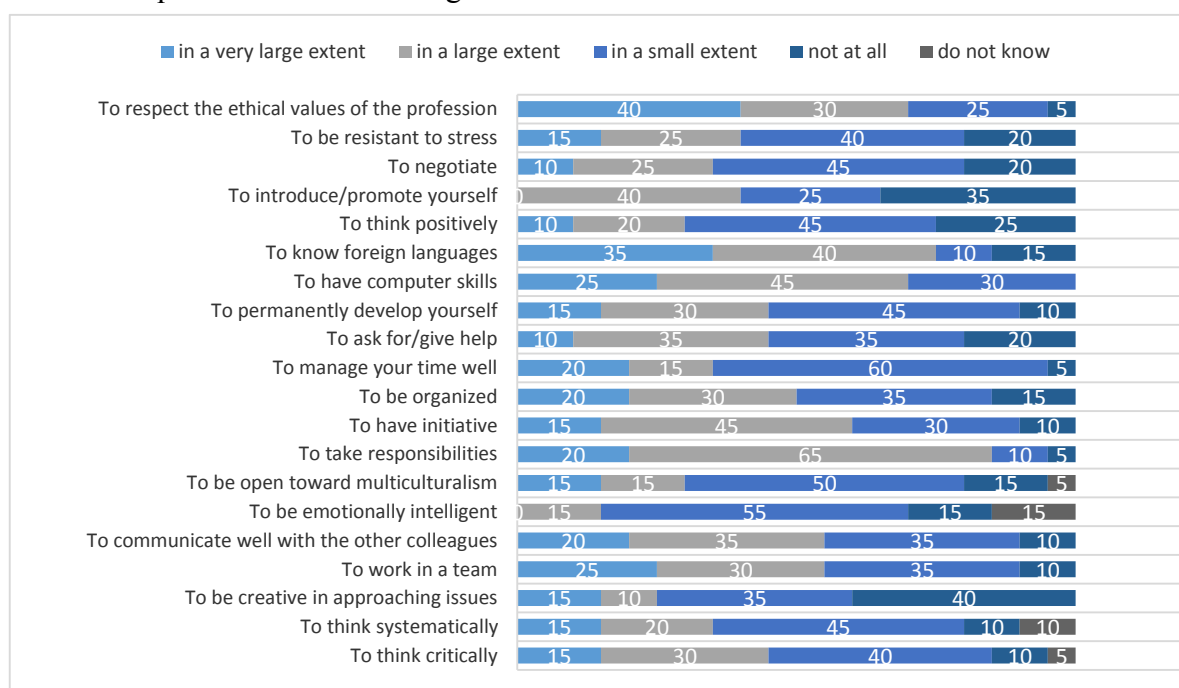
According to the chart above, we could see that the students consider that during university years they acquire "in very large extend" and "in large extend" the following competences: taking responsibilities (85%), knowing foreign languages (75%), having computer skills (70%), respecting the ethical values of the respective profession (70%), having initiative (60%).

Also, students perceive university studies provide them only "in a small extend" or "not at all" with the following transversal competencies: having emotional intelligence (85%), being creative in approaching certain issues (75%), manifesting systemic thinking (75%), being open towards multiculturalism (70%), using positive thinking (70%), negotiating (65%), appropriate time management (65%).

- The students who were questioned were asked if they wanted these transversal competencies to be included in the universities' concerns of instruction and their answers could be displayed in the following chart:
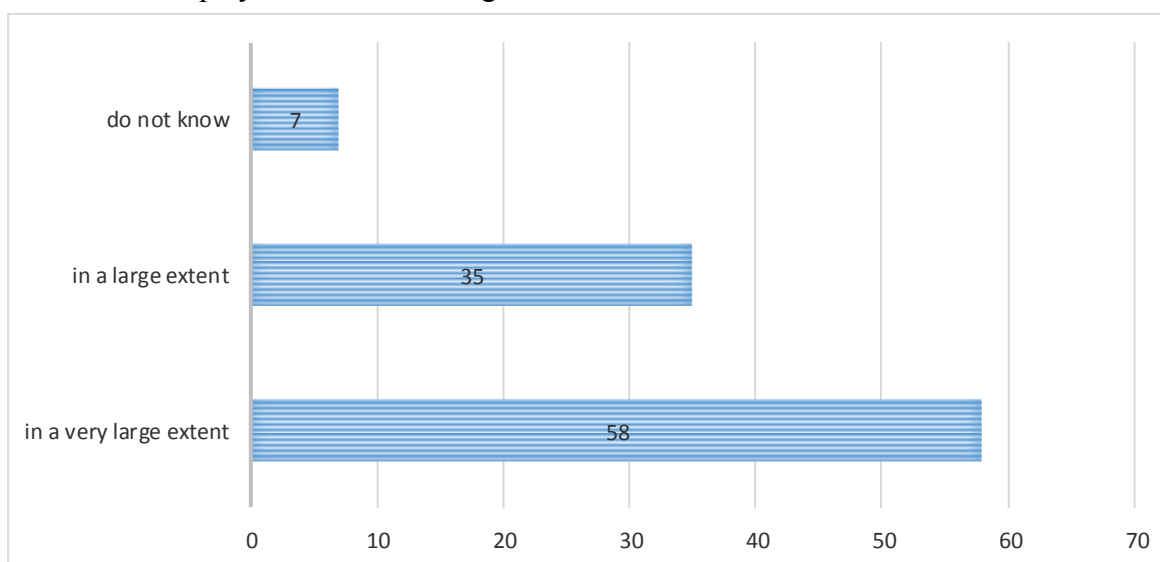
We notice that there were no such answers as "in small measure" or "not at all". A small number of students (7%) "do not know" whether it would be appropriate to wish for being able to acquire these transversal competencies through university curriculum, but the vast majority (93%) would suggest that these competencies be created and developed during academic studies.

- In our survey, we also questioned our students with respect to the manner in which students consider that these competency acquisitions could be made. We received the following answers:

a. Each teacher, irrespective of the subject taught, is able to do so through the methods employed (for instance, the teacher assigns tasks to be accomplished through team work, the teacher values students' initiative, the teacher assigns bibliography in foreign languages, the teacher assigns individual tasks to each student in the respective group etc.)	61%
b. Teachers especially trained for building certain competencies (for instance, a teacher of ethics, a teacher of communication, a teacher of foreign languages and multiculturalism, a psychology teacher etc.)	24%
c. The tutor for each group	0%
d. The counselors within the counseling center of the university/ academy	6%

e.	Student associations through the activities performed together with the students	2%
f.	Each student, through self-training	7%

Students consider that building these transversal competencies has to be taken into consideration by each teacher, within the subject he/she teaches, through the methods employed (61%) and, in the second place, their options are focused on the solution of subject matters especially included in the study program in order to create these competencies (ethics, communication, foreign languages, psychology, critical thinking etc.) (24%).

- Furthermore, we proposed to the survey students a list of subject matters that may be taken in consideration within different study programs as optional disciplines, especially designed for acquiring transversal competencies. Their options regarding these disciplines of instruction are the following:
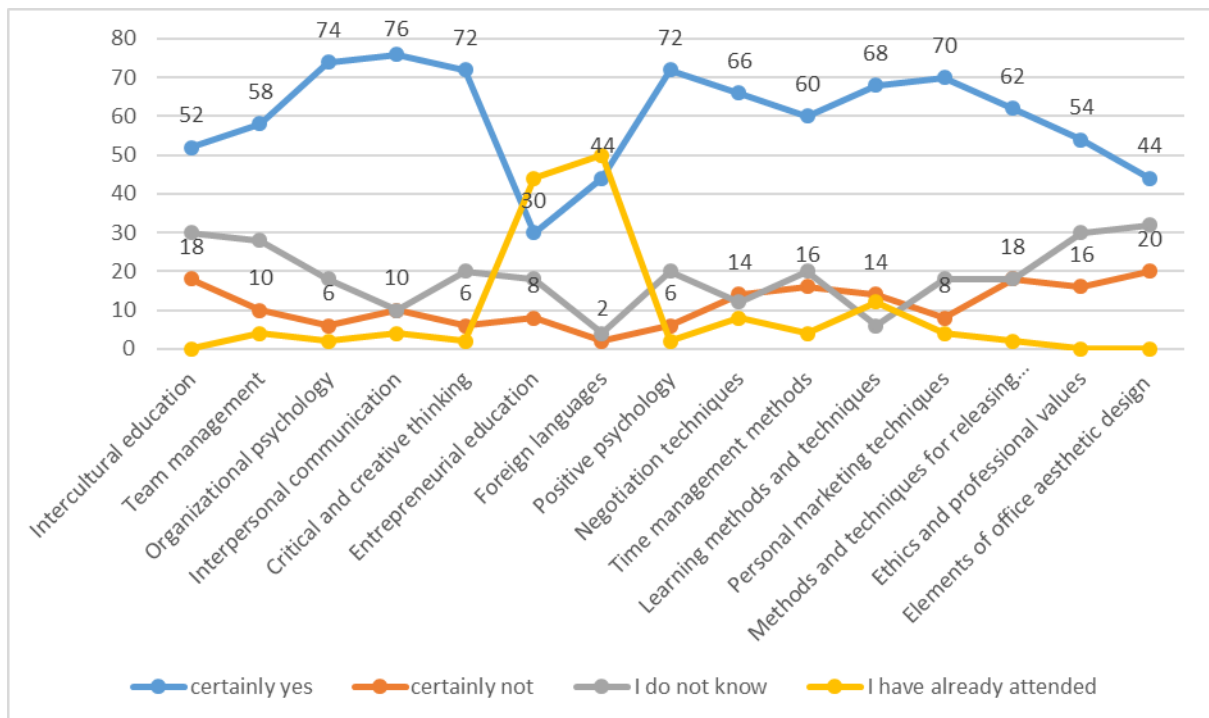
The most desired subject matters from the list we proposed to the students we asked are *Interpersonal communication* (76%), *Organizational psychology* (74%), *Critical and creative thinking* (72%), *Positive psychology* (72%), *Personal marketing techniques* (70%), *Learning methods and techniques* (68%), *Negotiation techniques* (66%). The least desired disciplines are *Entrepreneurial education* (30%) and *Foreign languages* (44%), which makes perfect sense since the students we questioned are taking economic academic studies and most of them have already taken these two disciplines and therefore consider they have already acquired the respective competencies.

- At the end of the questionnaire, the students had the possibility to add any suggestion they might have had for the decision-makers in charge with building the academic curriculum and who should promote a student-centered curriculum. The ideas written by the respondents were the following:
  - o The practical side of students' training needs to grow in importance, both through practical stages at partner-firms, and through role-plays during seminars, laboratories - business incubators, completion of concrete projects, such as starting a company, involving students in writing economic projects.

- o The contents taught by teachers should be relevant and updated. Thus, that information that pertain to the history of the respective field and are not needed for the future job should be abandoned.
- o Teachers should be much more concerned with the dialogue with the students through which they might share with them realities of the labor market, how to develop their business, how to deal with the business world.
- o More enthusiastic, dignified teachers, true professionals in their fields, with updated lectures and interactive teaching methods.
- o Higher concern for financial education, for promoting the values of this job, of the ethos of the economist profession.
- o Higher concern for training students in using logical thinking.
- o Higher concern for training students in order to have access to the labor market (for instance, the direct interaction with human resources recruitment specialists for teaching students how to look for a job, how to act in an interview, how to negotiate a contract etc.)

Conclusions

The investigation performed through the application of the respective questionnaire led to several conclusions which could prove useful for the decision-makers involved in establishing the academic curricula:

- Students consider themselves ill-prepared by the programs of studies they are taking in the academic environment for successfully finding jobs in the field they are training for.
- Students think that academic studies are mostly focused on the theoretical aspects of their professional training and feel the need for practical training, according to the concrete demands of their future possible jobs. Moreover, with respect to the theoretical contents taught, they state the necessity of teachers restructuring these contents in the sense of selecting current knowledge, useful for doing their job and giving up on redundant, historic aspects, with no concrete use.
- Students are able to analyze their own needs for training and propose formative disciplines that might generate acquisitions such as transversal competencies, necessary along the career evolution in the profession chosen: intercultural education, foreign languages, teamwork, organizational psychology, learning how to learn, etc. Still, it is necessary to take into account their opinion and re-think the academic curriculum from the point of view of their training needs.
- Students consider as very important for their future success in their careers the capacity to develop permanently, to communicate well with the other colleagues, to be organized, to manage time well, to have computer skills, to be able to use foreign languages, to be resilient and able to work under stress and in teams. They understand, however, that academic studies do not cater for these acquisitions and thus there is a delay between what students consider as key aspects for their future accomplishments and the offer made by the university for developing those transversal competencies.
- The reality investigated clearly resulted in two recommendations for answering students' needs for transversal competencies:
  - o On the one hand, each teacher has to become aware of the compelling nature of these transversal competencies, not only by the necessity of developing professional competencies. Starting from this awareness, teachers can adapt their teaching strategies in order to practice teamwork (group tasks with well-defined individual assignments), to use computer skills (tasks requiring documents in electronic format, presentations, statistics, e-mails), foreign languages (lectures held in foreign languages, presentations in foreign languages, role-plays), critical

and creative thinking (analyzing case studies, problems, various issues), instruments of time management (making plans for doing and presenting seminar tasks), taking responsibilities (role plays) and class initiative (creating students' personal portfolios), etc.

- o On the other hand, every university needs to come up with a vast offer of optional disciplines (from different faculties). In this manner, each student will find himself / herself in the position of being able to choose, according to his needs or interests, those disciplines they consider useful for their personal and professional path, without being limited in time, as they will take place outside the compulsory rhythm of instruction. The optional disciplines offered will not be completed from the perspective of a certain study program, but rather from the perspective of the training needs of all the students in an academic community, irrespective of the program they belong to. This is how a real possibility for accessing the teacher-discipline educational resource is created, together with that of accomplishing student-centered learning.

- Transversal competencies become, given the current circumstances of knowledge-based society, a core element of academic curricula and those institutions of higher education that do not take into account this state of facts risk training good specialists but ill-adapted to the teams and organizations they are going to be part of and the future challenges they will have to face.

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TEAMWORK ABILITIES –
A SIGNIFICANT ELEMENT FOR A SUCCESSFUL CAREER

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Abstract: *Transversal competencies are part of the final goals embedded in any higher education program of instruction; thus, the future graduates need to learn how to communicate, to interact in a multicultural environment, to communicate in foreign languages, to work in a team, to take responsibilities, to use critical thinking, to have initiatives, to use IT technologies etc. Among these, teamwork is one of the most significant skills necessary to the employee in order to become fully integrated in the respective organization and do a good job at work.*
The present paper aims to operationalize from a pedagogical point of view the teamwork abilities and make recommendations necessary for assuring the success of the team members.
Keywords: *transversal competencies, teamwork, teamwork skills.*

Introduction

Our personal history largely describes our own effort and that of the people close to us (parents, grandparents, siblings, teachers) of growing (us) „wings" with which to be able to „fly" as freely as possible, as independently as possible, and as little connected to those whose help we counted on when the reality of our lives forced us to rely on them. During our childhood, we all wanted to become „grown-ups", masters of our own lives, to emerge from the crowd and become unique individuals.

On the other hand, by growing physically and psychologically, due to our development, the roles we have to take (according to the different social and professional positions we are heading to) compel us to face evermore complex issued, whose solutions no longer depend on the knowledge, abilities and attitudes of an unique individual who works and thinks independently from the others. Through our understanding the complexity of social and professional life, together with getting involved in the development of wide-scope professional projects, we are more and more forced to resort to others, to cooperate with others, to interact with others, and to complete/complement our own skills with theirs. It is well known that the resulting force out of this union of individual forces that act and react together is always bigger than the sum of individual forces that make it up. It is exactly this interaction, complementariness, diversity of people working together that makes the resulting force go over the addition of personal contributions.

Another argument supporting the necessity of developing teamwork is that the human is a social being. Abraham Maslow's pyramid of needs (revised) comprises on the 3rd level „**SOCIAL NEEDS**", those needs related to people's necessities to live, interact, work, spend the spare time together with other people. From an organizational point of view, these social necessities are satisfied through social and group activities, by promoting interaction among employees, professional friendships, organizing events and meetings on different occasions, promoting „team-building" activities.

Due to the necessity of accomplishing social goals, throughout the evolution of human society, social bodies emerged, specialized for satisfying them - organizations. Obtaining a certain job implied becoming part of an organization. Ever since we are born, organizations are present in all the domains of our life: educational (schools, universities), healthcare

(hospitals, clinics), economic (banks, shops, production plants), cultural (theaters, cinemas, libraries), spiritual (churches), security (armed forces, police, special services), local administration (town halls, prefectures) etc.

The main resource of these social bodies is represented by people. Therefore, organizations create and use structured social media involving interactions necessary to reaching the objectives that these organizations set out to accomplish in the respective society. Employees cannot live and work isolated in organizations because each of them is part of a functional, hierarchical and coordinated structure, with multiple direct or indirect connections to the others.

In the last thirty years, organizations adopted new initiatives, such as the management of complete quality or computer-based leadership systems. The post-modern contemporary society passed from the concept of position-based organization to the concept of project/task based organization. All these new orientations in organizational management have led to integrated approaches of labor necessitating an increase in effort coordination. In this context, many organizations have adopted a system based on teamwork. If they are well trained, teams could solve complex problems and develop efficient solutions.

In this context, the current students who are soon to be employees of different organizations need to acquire not only professional competencies but also transversal competencies, among which the extremely significant skill of being able to work in a team.

Are teamwork abilities appreciated by employers?

When it comes to developing teamwork abilities with the students, it is only natural to wonder whether employers appreciate these acquisitions in their future employers and whether they select human resource also taking these aspects into consideration. During their initial interview, recruiters ask questions or phrase requirements of the following type:

- Have you worked in a team?
- Can you give us an example of achievement obtained through your working in a team?
- Describe a project during which you needed to get information from colleagues from other compartments.
- Choose an example in order to illustrate the most relevant of your experiences as a member in a team.
- Give us an example of a failed project of a team you were part of.
- Would you rather work in a team or by yourself?
- Would you rather lead the others or do you prefer being led in a team?
- Can you easily motivate the others?
- Do you work well with difficult personalities?
- Can you communicate efficiently with different types of personalities?
- Tell us something about a situation in which you worked with a "difficult" member of your team.
- Could you mediate the misunderstandings and small disputes among the members of a team?

Given this multitude of questions and situations brought to the front by the possible employers, it is quite clear that teamwork skills represent a serious strength of a candidate to a job or position, and a relevant experience in this field could make the difference between a good and an excellent employee.

Intel, the well-known IT company, identified six values representing the basis of the competencies each employee must strive to acquire, show, and improve:

- taking chances;
- emphasizing quality through setting challenging objectives and life-long learning;

- having the necessary discipline for planning, fulfilling tasks and running business with integrity;
- serving customers by communicating expectations and offering competitive products;
- directing all efforts towards results through taking responsibility;
- ability to work in a team and show respect for one another.

Here is a top of the 10 abilities which employers consider that are still not sufficiently developed regarding the training of graduates, future employees[1]:

1.	Competencies in the commercial field	67%
2.	Competencies of communication	64%
3.	Leadership	33%
4.	**Teamwork skills**	33%
5.	Solving problems	32%
6.	Conceptual skills	21%
7.	Competency in the field	19%
8.	Foreign language knowledge	19%
9.	Competencies in Mathematics	19%
10.	High quality education, at general level	15%

In another study made by employers[2], a top of competencies and abilities that a graduate has to possess was created, as follows:

1. Sense of business
2. Comprehension of globalization and intercultural issued
3. Linguistic competency
4. Knowing and applying team-work
5. „Making good coffee" (in other words, knowing how to initiate an informal professional relationship)
6. Knowing how to promote oneself in the on-line environment (including the social networks)
7. IT competencies
8. Teamwork
9. Communication competency
10. Positive attitude
11. Driver's license
12. Other skills in various domains (hobbies)

Therefore, we consider that we have enough arguments for arguing in favor of the necessity of consistent and concrete preoccupations regarding the identification and development of teamwork abilities in our students.

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[1] Source: Association of Graduate Recruiters „Skills for Graduates in the 21st Century", www.agr.org.uk (22.02.2018)
[2] *Idem.*

Inventory of teamwork abilities

Abilities can be defined in close connection to the concept of "aptitude". If aptitudes are relatively stable physical and psychological traits, constituting the necessary conditions for the individual to be able to accomplish a certain type of activity, abilities represent aptitudes that are developed under the influence of environment and education and turned into skills. If aptitudes represent the potential, abilities represent reaching the high forms of manifestation of that potential.

The fact that teamwork abilities can be included among the "tools" needed by the members of a team is demonstrated through the team's efficiency (objectives are reached with minimal resources), the team's efficacy (the reached objectives are in the same line as the objectives initially set) and, obviously, through the team's success in accomplishing the respective task.

The necessary abilities for team-members in order to work together and be successful are the following:

- Abilities of communication
  - Explain ideas in a clear straightforward way (assertiveness)
  - Express feelings in an open and peaceful manner
  - Use active listening and pay attention to the interlocutor
  - Ask questions in order to clarify ideas and emotions
  - Understand non-verbal language
  - Initiate discussions about the work climate if tensions are perceived
  - Reflect group activities and interactions

- Abilities of maintaining a healthy climate within the team
  - Cooperate in all honesty
  - Be trustworthy and reliable
  - Provide support and ask for support, when needed
  - Respect each of the team members
  - Show flexibility
  - Prove commitment

- Abilities of actual teamwork
  - Take responsibility
  - Do your job and perform the role you have taken (participate)
  - Support the team's decisions
  - Plan and accomplish tasks
  - Solve problems, find solutions
  - Provide constructive feedback
  - Cooperate and share with others

3. *Do it like this!...or useful advice on how to act in a team*

When you are part of a team, keep in mind the following „tips and tricks" that will make your life better and working more pleasant next to the others and together with them!

A. *Regarding the abilities of communication:*

- Use a direct, clear, honest, simple, emphatic style and be positive in communication!
- Keep calm and keep your temper when you communicate with another team member!
- Do not mistake assertiveness with aggressiveness (arrogance, sarcasm, manipulation, insult, humiliation)!
- Keep visual contact when communicating with somebody!
- Adopt an open and relaxed body posture; do not cross your arms and legs!

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- Tell your team-mates what you would like them to do, without making them feel threatened or under-appreciated!
- Say NO in a firm but polite manner, whenever you feel that what the other team-members are asking you to do is not right or cannot be cone!
- Be concrete and specific in communication; do not talk about generalities!
- Discover the hidden meanings of the messages you receive!
- Pay attention to the interlocutor's nonverbal communication!
- Express in a balanced way both your satisfaction and your disappointment with respect to certain aspects of team work!
- Be enthusiastic! Enthusiasm is contagious and thus you can use your energy to motivate the others too!
- If you are displeased with a certain issue, tackle the issue and do not attack the person who caused it!
- Describe what you do not like; refrain from evaluating the situation or the people involved!
- Validate the interlocutor! Each person is a personality worthy of respect!
- Listen carefully to whatever your interlocutor is saying!
- Keep visual contact while receiving the message from your team-mate!
- Offer accurate and timely answers to any question!
- Offer the other person the chance to ask for feedback if they consider it necessary!
- Admit that a subject is beyond your comprehension or competence! We are all allowed to make mistakes or not to have all the answers at all times...
- Do not include in the communication act terms unknown to your interlocutor!
- Assure the congruence of communication between the verbal and non-verbal message! In other words, do not say something unless you mean it. This will be transparent from your attitude and you will lose credibility!
- Ask questions based on the interlocutor's statements!
- Consider effective communication the most important way of solving problems within the team!
- When you feel tensions among the team members, do not hesitate to initiate debates related to this aspect!
- The negative aspects are not the only ones that should benefit from the attention of the team-members! Also bring into discussion the achievements, progress, success, steps taken in a certain endeavor! They will definitely motivate the team and make the team members feel very proud!

B. *Regarding the abilities of maintaining a healthy climate within the team*:
- Be an honest, reliable and trustworthy partner!
- Be willing to offer support to your colleagues, when they ask for it, or when you consider that you can!
- Learn to ask for your team mates' help! Knowing how to ask for help is an essential ability within teamwork!
- Promote the attitude of mutual respect! There are no hierarchies in a team just as there are not various degrees of significance! A win-win type of attitude is the most productive for the work atmosphere!
- Be open-minded; do not use biased judgments or stereotypes! It is difference that makes our lives better and richer!
- Demonstrate permanently an attitude of active involvement and participation!

- Do not perceive the others as competitors, but rather as co-workers and team-mates! Always be ready to share and cooperate!
- Be flexible! Be prepared to adjust to any new direction of action as fast as things change! Be open to the different points of view of the team members!
- State your personality traits and be prepared to accept this from the others too!
- Show loyalty to the team!

C. *Regarding the abilities of actual teamwork*:

- Take responsibility for and accomplish the tasks that are yours in a team! Take charge for reaching the objective and meeting the deadline!
- Perform the role you have taken! You are but a small piece in a whole mechanism! Somebody else's work depends on the way you do yours!
- Support the decisions made within your team, although you do not necessarily agree with them completely! The majority rules!
- Plan your tasks so as to be in control during the whole process they are conducted and assure their accomplishment in due time!
- Focus on solving problems, finding solutions, building action plans! Blaming and criticizing those who cause these problems will not result in their miraculous solving!
- Provide constructive criticism to the others! Pay attention to their ideas and behaviors and offer suggestions for improvement in the most positive manner possible!
- Permanently demonstrate your commitment to the team! Be proactive and involved, not passive or withdrawn! In a team, if somebody "puts his/her burden down", it is mandatory that somebody else "takes it and carries it on his/her back"! Do not force somebody to do something you are responsible for!
- Share with the other team members your information, knowledge, expertise! You have common goals! Within a team, it is not important to be the one who gets the praise!
- Be creative! Come up with new ideas and suggestions when things are stalling or there is a need for a change of perspective! Support the others' creative and innovative ideas!
- Be a critical thinker! Filter through your own judgment everything that is proposed within the discussions in the working team! Discriminate between what is important and what is unimportant, between what is logical and what is irrational!
- Permanently show tactfulness and diplomacy!

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EDUCATIONAL PROJECT MANAGEMENT AND COMMUNICATION

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Abstract: *Any project team has its own evolution and dynamics. For the team members, working closely together means using a common language. Therefore, a key point is to find a common language, able to allow a unitary way of acting, in terms of achieving the project objectives. The desire to create an adequate working climate, without any tensions among the members of the project team, is the task of the project manager. The quality of the project outcome, the degree of effective involvement of personnel and their motivation depend on the way of communication and the degree of information acquired by all the personnel involved.*
Keywords: *project management, communication, education.*

Theoretical approaches regarding project management

Projects are unique, objective-orientated activities with a high degree of novelty and complex tasks. They represent „a planned effort made for achieving an objective, which has a beginning and an end"[1] and are limited from a purely material and human resources perspective. Generally speaking, they require an inter-disciplinary collaboration within a special organizational structure, and also some special methods implying specific risks. The desired objective is represented by the creation of a new value (product, service, structure etc.); in other words, the project requires a temporary activity to be performed in order to create a new product or service.

According to PMI (Project Management Institute) a *project* is „a temporary effort, undertaken for creating a service or a unique product for applying knowledge, techniques and relationships for activity projection, in order to satisfy the need of the shareholders and to meet the scope, time, cost and quality requirements"[2].

In ordinary terms, practically, the term *project* is used for defining labor packages or inter-disciplinary activities, in which a variety of persons or realms are involved. This inter/supra-departmental collaboration is normal in the daily routine of the organizations. Usually, in this case, the results are activities having the character of a project and not real projects.

The use of this term in a sense which is too broad implies the danger of viewing any complex activity as being a project. Thus, at the organization level, this leads to an unjustified, bureaucratic complication of the internal relationships and an overloading of the project activity.

In the regular activity of an organization, a good deal of time is dedicated to activities and actions with a dominant repeating nature, named *routine activities*[3], *laboring processes*[4] or *operations*[5]. All of those present a series of characteristics: «they are repeated at a specific

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[1] www.cbu.edu/~lschmitt/I351/glossary.htm accessed la 20.12.2017
[2] Adapted from *Ghidul Corpului de cunoştinţe al Managementului de proiect* – PMBOK, 1996, Project Management Institute (PMI)
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[5] *Ghidul Corpului de cunoştinţe al Managementului de proiect* – PMBOK, 2000, PMI

period of time», «they can be anticipated and defined by procedures», have «pre-established performance standards», can be measured, assuring in this way «...the backbone of the organization»[6].

Operations are primary activities, with a routine character, which are found both in project activity and functional activity, regular in the framework of a factory. However, there are differences between the sequence of running operations under an umbrella project and the regular functional activity. For a more precise understanding, we will exemplify this by using the activities performed in a car factory. In the assembling workshop, for every new vehicle, the car bodies are put together by a repetition of the same operations. The assembling activity of the car body is quite complex, based on different operations, such as putting together sub-parts, basically by using screws, bolts, adhesives etc. The above mentioned activities have a permanent and repetitive nature. The situation is different in case of introducing a new product or replacing some procedures. For example, in order to replace the currently produced vehicle with a new, better model, it is necessary to have a different approach of the specific activities, which have totally new characteristics. First of all, the new model must be designed. Moreover, the prototype must be built up and tested, the assembly technology and methodology must be developed and the technological flow must be reorganized in the assembly section. In this case, we are discussing about the novelty and its character of uniqueness. The work that is done is not a routine one. Themes and objectives are defined from the beginning. For achieving the objectives, the activities must be planned, run and controlled in a limited period of time (the beginning and the end of this period are well-specified). Activities have a high degree of complexity and diversity. They require the involvement of a big number of experts and, consequently, of the team work. Team composition and the responsibilities for every member have to be well-defined. This fact is also applicable for implementing the subsequent results. In this case, we identify the defining elements of a project.

Considering all the above mentioned facts, we can conclude that the appropriate classification of the working task as a project, program (a group of projects conducted in a coordinated way for getting benefits which otherwise could not be possible, if they were conducted in a separate way) or operation is very important from a practical perspective. For that, we take into consideration that the working task classification can be established after the structural organization, specific running procedures, support techniques and instruments, resources allocations etc. The lack of some clearly defined operational, quantifiable and controllable objectives often leads to a wrong classification of the working task and misinterpretation as part of project category, to a wrong directing of the project and to project failure.

The relevant specialized publications bring into attention other definitions of the project, as follows:

„The project is defined as an unrepeated process which makes a new, well-defined quantity, inside of some specialized organizations. The project is characterized as a unique, specific action, comprising a logic succession of coordinated and controlled component activities, with an innovative character of a different nature, performed in an organized manner, in a methodic and progressive way, having its own time, resource and cost constraints, meant for successfully getting new, complex results, necessary for satisfying well-defined objectives"[7].

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[6] Adaptare după Thomsett, R and Thomsett, C, *The BusyPerson's Project Management Book*, 2000, http://www.thomsett.com.au/main/projectbook/book.htm accessed 20.12.2017.
[7] Opran, Constantin/Stan, Sergiu, *Managementul proiectelor*, SNSPA, București, 2005, p. 12.

„A temporary effort made for creating a service or a unique product, *temporary* meaning that the project has and end date, and *unique* being provided by the fact that the final result of the project is different from the result of other organizational functions"[8].

In this context, project management emerged as a planning, coordination, achievement and control instrument of those complex activities specific to those modern educational, industrial, commercial, social, cultural and political projects.

„Project management is a dynamic process, run in the framework of a set of constraints that are to be defined, that organizes and utilizes adequate resources in a controlled and structured manner, in order to achieve some well-defined objectives"[9]. In our current context, any modern activity is perceived as a modern project, with a complex nature, which imposes a new vision, starting with the analysis of the project necessities and ending with the efficient re-utilization of the project results.

The primary organizational structures belonging to the traditional organizations are rigid systems, which in reality actually fail any time when the necessity of solving some new problems shows up in a short period of time. These organizational structures aligned with hierarchical dependencies are designed to solve the routine issue. For solving the tasks having that character of uniqueness, it is necessary to have an extension of the primary organizational structures in an organization with concepts of secondary organizational structure – project management.

In reality, project management comprises the organizational structures necessary to run projects at organizational level, internal organizational of the project and its correlation with organizational structures of the entire institutions, process organization and, also, the aspects related to project leadership, therefore to the human resources management (leading and communicating tasks and competencies, social competencies etc.)

„Project management is a managerial concept that can sustain, especially from a methodical (processing organization), structural (structural organization) and human resources management points of view a complex activity in a dynamic environment"[10].

Project management involves the application of knowledge, skills, instruments and techniques in project activities for achieving the requirements of those parts involved. The clearly established objectives are the following ones: achieving the objectives regarding the deadlines, achieving the objectives regarding the costs, reaching some level of performance, using the allocated resources efficiently; getting the acceptance of the user.

Communication within the projects

Communication represents the indispensable element for optimal functioning of any human community, no matter its nature and size. The continuous change of messages generates the unity of view and, implicitly, of action, through harmonizing the knowledge regarding ends, ways and means of accomplishing them, through promoting the necessary skills, through relatively mixing groups under an affective, emotional and motivational aspect (opinion, interests, convictions, attitudes). „All definitions attributed to human communication, no matter which the generating schools of thought or their framing orientations are, have at least the following common elements: communication is the process of conveying information, ideas, opinions, either from an individual to another, or from a group to another; no type of activity, from ordinary activities of the daily routine experienced by us on a daily basis, to those complex activities specific to organizations, societies, cultures, can be conceived out of the communication process"[11].

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[8] en.wikipedia.org/wiki/Project accessed 28.12.2017
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[11] Vasile, Tran/Irina, Stănciugelu, *Teoria comunicării*, Ed. Comunicare.ro, 2003, București, p. 26

Communication, associated with a process, is based in itself on four fundamental components: the sender, the channel of communication, the information and the receiver. The essence of the process lies on transferring or sending information from the receiver to the sender. Still, this elementary model must be extended because communication never ends with a simple take or reception of information. Firstly, the circulation of information must not be omitted on the other way around (feed-back), since communication is not done only for getting an answer. Secondly, communication is a purposeful process: the sender transmits to the receiver a piece of information through a channel of communication in order to produce some effects on receiver. Thirdly, all these elements would not make sense without getting the proper importance to coding, respectively, decoding messages. Additionally, the possibility of some errors of coding or decoding must not be ignored, nor the interference of some disruptive factors. All these elements will decrease the success of communication. Considering all these elements, communication is „a series of actions which have in common the transmission of information inside the pair of emitter – receiver"[12], „the process through which a part (called emitter) sends information (a message) to other part (called receiver)"[13], „process in which people share information, ideas and feelings"[14], „a social function [...], a distribution of behavioral elements or of a life style along the existence of a set of rules. Communication is not the answer itself, but it is, in an essential way, a set of relationships based on transmitting some stimulus (signs) and recalling answers"[15].

Verbal communication requires from the manager not only the capacity to send signals, but also the capacity to listen to them. Practice emphasizes the fact that listening is affected by a series of deficiencies. Experts claim that only 28 % of the grown up population listen what is said to them. Regarding the managers, it is believed that if these increased their listening capacity for conducting the same tasks, with the same results, the time allocated to this could be decreased up to 30%. When it comes to the advantages of this type of communication, it is important to enumerate the following ones: it establishes direct, personalized relationships between managers and executants, conferring to the employees the feeling of participating in the organizational life and of consideration; it allows flexibility of speech, offering the possibility of adapting the message to the degree of reception by following the reactions of those taking part into discussion; information can be more nuanced and persuasive; it allows a rapid exploitation of such situations and the immediate action in case of some emergencies; the costs are 50% lower than those of the written communication.

Disadvantages of this type of communication are as follows: it needs the simultaneous presence of interlocutors, multiplying the time consumed; the successive transmission via different hierarchical levels is done with difficulty and with serious losses of informational substance. For the streamlining of the verbal communication, relevant specialized publications[16] propose to focus attention on the message that is wanted to be transmitted, on the way of transmitting an also to consider the defining elements of the receiver (previous direct experience etc.).

The subtle nuances that can be transmitted in the verbal communication framework are also presented in the written communication. On the other hand, written communication is usually more precise, being made without interferences from the other participants to communication and without requiring the presence of the audience.

Another type of communication with an extreme important role for projects is *non-verbal communication*. This is determined in a cultural way, a big part of non-verbal behavior

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[12] http://ro.wikipedia.org/wiki/Comunicare accessed 29.12.2017.
[13] Baron R, *Behavior in organizations,* Ed. Allyn and Bacon, 1983, New York, p. 114.
[14] Hybels S/Weaver R,*Communicating Effectively*, Ed. Random House, 1986, New York, p. 58.
[15] Ion-Ovidiu Pânişoară, *Comunicarea eficientă*, Ed. Polirom, 2008, p. 226.
[16] Hybels, S/Weaver, R, *Communication effectively,* Random House, New York, 1986, p. 60.

having been learned since childhood. Non-verbal communication is the sum of messages, which cannot be expressed through words and that can be decoded, creating meanings. These signs can repeat, contradict, replace, complete or emphasize the message sent using words. „Non-verbal communication involves the sum of stimuli (excepting those verbal ones) which are present in the context of a communication situation, generated by the individual and that contain a potential message"[17].

By keeping in mind the complexity of communication, it is allowed to understand the way of creating the communication disruptions and difficulties. As previously mentioned, efficient communication is decisive for the success of a project. Yet, there are numerous factors that can generate obstacles ahead an efficient communication.

The surrounding environment always has a flawed communication. The reason is that it contains noises that can influence the capacity of interpreting the received messages. There are also more subtle elements, and here we can mention the climate of the working place. This can facilitate or impede on efficient communication.

An essential reason for the lack of communication is represented by the different options of people regarding efficient communication, in fact the orientation towards details or overall, big picture. It is relatively simple to overcharge a manager by specifying the reasons that generated a certain decision, when his/her intention is actually the identification of the overall situation of the project. It is extremely important to be informed about the degree of detailing (communicational optimum) and to identify the communication style necessary to be adopted with respect to the addressee of communication. The other few general causes of the communication problems that appear during projects are the informational overcharge, the hidden plans, the power games, sympathy toward some persons etc.

The considerations of cultural nature in communication performed in the project framework have become more and more important due to the globalization of the working environment. There is a series of factors that must be taken into consideration for facilitating an optimal intercultural communication, as follows: the attention paid to the use of some terms and expressions. What represents common terms, widely used by those belonging to American culture can hardly be understood by other subjects, belonging to other cultures. Also, it is necessary to consider all the cultural nuances.

Nowadays, in the current context of the rapid organizational changes, the high level of emotional intelligence has become an important factor of success, which sometimes outpaces the professional technical competency. Modern management has assessed as obsolete the myth which states that in business, in organizations, and professional relationships, there is no place for feelings and emotions. Emotions influence the communication process, its efficiency and employees' attitude, no matter if there is any desire to isolate this aspect. By accepting the fact that emotions are an element of communication process, along the words and gestures, progressive steps have been made for controlling your own reactions and treating the feelings of the organization's members as important variables of success.

This notion refers to the ability of identifying your own emotions, to the capacity of directing feeling, to the perseverance and optimism despite any obstacles, to the empathy and social abilities. In these respects two big components could be outlined, respectively intra-personal intelligence (which directs the aspects of awareness and guidance of your own feelings) and inter-personal intelligence (that is constituted by social abilities). Four abilities have been considered components of inter-personal intelligence, respectively:

- group organization (it implies the initiation and coordination of a group efforts);

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[17] *Idem.*

- solution negotiation (the skill of mediator in preventing conflicts or solving those escalating, a special ability in argumentation);
- relationship building (the ability which facilitates community access, acknowledgement and adequate answer to other people feeling and concerns, "relationship art");
- social analysis (the capacity to detect and become aware of the other people's feelings, motivations and concerns).

Considered together, all these „tools" represent the attribute of interpersonal success, those necessary ingredients for charm, social success, or even charisma.

The emotional intelligence involves the ability to control both personal and other people's emotions, to understand those emotions and to use the information coming from them in the way of thinking and acting. In accordance with this approach, at emotional intelligence level, the following components have been identified: *awareness of your own emotions* (the acknowledgement, designation and also understanding of the causes which generated them), *directing (management) of the emotions*, *personal motivation* (the productive utilization of emotions), *empathy* and *directing (leading) of interpersonal relationships* (the development of abilities to analyze and understand the interpersonal relationships; the capacity to negotiate disputes and to solve conflicts; solving the problems from interpersonal level; openness (positive spirit) and readiness in communication, etc.)

Taking into consideration the above mentioned elements, their identification, understanding and translation into practice at project management team's level as well in those relationships developed during a project ensure the premises of efficient communication. In this context, a remarkable role is played by the project manager - „the person who based on his/her tasks, responsibilities and competencies attributed to the his/her job, conducts management processes, makes decisions and initiates actions that influence the decisional and acting behavior of other persons named executants or partners, in order to increase the efficiency of the structure to which they belong"[18].

**Case study: Developing leadership abilities
in the framework of the educational projects**

In 2005, by joining National Defense University „Carol I", as a MA student, I was able to familiarize myself with the methods used in this educational institution for developing leadership abilities in the framework of the educational projects. Also, I made a comparison of these methods with those used in the learning activities in which I was involved in St. Jean, Canada, during French Language Course, organized in 2001. I found out that these methods are taking place both in the classroom area, and in those extra-curriculum activities. For the sake of making you aware of the objectives and processes of leadership development, I will briefly present some methods used in this prodigious institution.

The classic method is based on the principle that groups are more easily united under external pressure. This method consists in establishing working themes in „avalanche" for various studying disciplines, that requires a considerable documentation time and work and the assignment of connected tasks, some of them contradictory in terms of the message essence, so as these could not be covered only by one person. In this situation, when the group consists of persons having the required qualities for team work, these will start to organize the team by themselves. The key of this phase is the way of agreeing and going together against the common „enemy" and of trying to combat on his/her field, by assuming a complete solving of the tasks, based on the competencies of the group members, on their capacity of processing information and on the available time. Obviously, this phase will involve only the

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[18] Opran, Constantin/Stan, Sergiu, *Managementul proiectelor*, SNSPA, Bucureşti, 2005

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persons who have the ability to take responsibility for solving tasks and the availability for team work. Afterwards, even though there is a formal leader (an assigned one), inside the group a relationship of collective leadership is established, which consists in assuming alternatively the role of the group leader by one of its members, depending on the nature of the assigned task and the necessary technical competencies for solving that. The next phase consists in establishing modalities of communication among group members, taking into consideration that, usually, they are placed in different locations and have access to various technical communication means, and will establish communication codes by using their mobile phones and e-mail addresses. Consequently, the information and communication technologies play an important role. This method can lead to the formation of some virtual working groups (Yahoo-groups) and debating social networks. Depending on the level of cohesion reached by the group during the course, these virtual networks will often be preserved for a long time.

The main inconvenient of this method is the fact that external pressure is the catalyst for the formation of the relationships among group members and once this catalyst disappears, its fragility is tested and very often these virtual networks disappear too.

Another inconvenient of this method is presented by the personality off all actors involved in this action. By being a method based on mechanic physics principles, making artificial diamonds at high temperatures and under extremely high external pressures does not take into consideration human nature. Any system that is alive acts rationally in terms of reducing to minimum the waste of energy. In this regard, there will be individuals who will not want to be part of the working team and who will seek an easier way of solving the situations. Thus, consciously or not, they will choose denouncement and „betrayal" of the group interests in terms of achieving some immediate „survival" objectives till the end of the course. Clearly, by adopting this behavior, those persons are excluding themselves of the working team[19]. To conclude this, in this situation, the „pressure factor" plays an important role for this method that must encourage morally desirable behaviors.

Another method consists in organizing a study, research and documentation trip as part of the post-university study program. From a purely personal perspective, we do believe that this activity represents a strong point of forming the leadership team. Also, we keep in mind the fact that the attendants of these type of courses are adult persons who are either leaders or members in the command/leadership teams of various structures belonging to the National Defense System. On purpose, at the beginning of any course we make it clear to our students that they occupy or presumably will occupy positions characterized by a special responsibility, in order to be aware of those expectations of the educational institution regarding the way of approaching their role-play during the course. Also, we emphasize the fact that during the course they will have to fulfill tasks for being aware of the necessary resources and mechanisms for materializing the decisional processes. These initial remarks should determine certain desirable behaviors for the team work.

The method consists of a conscious acceptance of the fact that fulfilling a task can be done in an efficient way and with a high level of satisfaction for the entire group, if the decisional environment is characterized by empathy.

First of all, the aim of the activity must be clearly defined. This is obviously done for documentation and research (of the military and civilian systems) reasons, as well as for the study of certain relevant issues and aspects, in order to develop and elaborate the graduation paper. Also, it must be emphasized that the main beneficiaries of this activity are the students and, as a result, they must pay special attention to achieving the established goals in the study trip plan. Therewith, it must be mentioned that this activity requires the involvement of all

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[19] Patrick Lencioni, *Cinci disfuncții ale lucrului în echipă*, Editura Curtea Veche; 2007, București, p. 152.

participants, considering that the didactic objectives of the activities belong to the students and the activity itself represents an image of the way of being perceived at their working place.

From the perspective of the management science, in this case, the management system based on projects is applied. We have chosen this method because time is the main dimension of that activity, translated into five days. Also, a strong argument is the fact that the activity itself definitely reveals elements of novelty.

The students are supposed to establish by themselves the activity objectives, taking into consideration that it is mandatory to meet the needs for documentation of the majority of those taking part in trip. At this stage, the negotiated "item" is the overall agreement between the individual and group objectives. Also, those objectives are phased and allocated, depending on the location of running the specific activities. Simultaneously, the itinerary itself is optimized in order to avoid that the travelling activity between two planned locations to be in any way tiring and implicitly to impede on the accomplishment of desired objectives.

The next phase consists in planning daily activities related to the accomplishment of the initially planned objectives and, also, in organizing extra-curriculum activities meant to build up the group cohesion. These activities are materialized in visiting cultural, touristic or simply civilian spots of interest, enjoying group meals and artistic activities. At this stage, there are groups established for each day, that are led by a responsible person in charge, who is in fact the most documented and the best prepared one in that specific documentation realm. After that, within working groups, there will be responsibilities assigned to each member, responsibilities aimed at coordinating the scientific domain of activities, at coordinating those extra-curriculum activities or presenting the itinerary and its relevant objectives. This is an appropriate moment to address and assure the financial aspects of the trip and to nominate a person who will be responsible with all the financial aspects.

In the framework of this activity, one should not neglect the way of establishing some basic rules (behavioral standards) within the group, related to the daily way of dressing/appearance, the way in which the participants or participants and organizers will address each other, and also the norms of respecting the daily schedule.

In this entire process, the detailed planning of the daily activities is highlighted, including the daily menu and the participants' accommodation. This constitutes an attempt to develop the empathy through understanding the specific needs and problems, including those of medical nature (diseases requiring medical treatment or diet, familial issues, work tasks, etc.), and also to pay adequate respect to every participant (accommodation of the teachers and instructors, accommodation of the car drivers, travelling schedule, meals' schedule, etc.).

By translating the plan into practice, it is possible to synchronize the planned objectives and those accomplished through daily briefings, awareness of a group mentality, following the established procedures, building up a mentality specific to the social networks among all the participants, and among the participants and the personnel encountered at the visited locations/objectives. Also, another part of the deal is increasing the awareness of the high importance of the moral awards by congratulating the working groups during daily debriefs and by giving personalized diplomas to each participant, at the end of the study trip, meant to emphasize their individual and personal contribution to the overall success of activities. With every occasion, it will be make clear that a smooth and productive objective achievement works hand in hand with an open and relaxed working climate, and with assuming responsibilities and a task-centric approach of the participants.

In this case, the role of the teacher/instructor is more that of a mentor and „expert/adviser" of the working groups, by permanently encouraging the teams' members and showing up their achievements.

The advantage of the method consists in the fact that the participants are made aware of objectives and processes of developing leadership abilities. The main disadvantage of the method is the fact that, mainly, success depends on the mentor's ability of directing the participants in the desired evolution way and on the individuals' willingness to take part in the group.

Conclusions

The project management process is influenced by a multitude of factors. Among these, we can recall the level of personnel training and certification, the standards and used methodologies, respectively software instruments, the projects complexity, the level of certification of the company/firm and the relationships, and the way of directing the project towards the client/user. Practically, project management comprises the organizational structures necessary for running projects at the organizational level, the internal organization of the project and its organizational structures of the institution, process organization and legal aspect regarding the way of running the project or, in a nutshell, the management of communication in projects. This assures the decisive links between people, and those necessary ideas and information for creating successful projects.

Communication represents a strong factor influencing the success of a project. The bigger the project, the more diverse the parts involved will be – the management team, the client, the sponsor – and the more sophisticated communication will become. Communication specific to project management requires organizing.

The project manager is meant to sustain professional communication and, if possible, a standardized one. The standardized informational circuit in an organization follows the organizational structure of an institution, so it follows the hierarchical circuit in which every subordinate sends information to his/her superior and the other way around. In the case of the projects it is important to avoid any alteration or delay of the informational circuit. The informal/unofficial communication and, implicitly, informal informational circuit depend on the social and informal structure of the organization, on their informal leaders and on opinion leaders. For the project manager, it is important to know the social and informal structure of the institution, which is a real multiplier of achieving or not the acceptance and positive image of the project.

In this context, this paper represents a brief approach of the communication issue, related to the project management environment, and a translation of these elements in the case study, which represents in fact an endeavor for

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ASPECTS REGARDING THE INTEGRATION OF MINORS FROM THE FAMILIES OF MIGRANT CITIZENS INTO THE PRE-UNIVERSITY EDUCATION SYSTEM IN ROMANIA

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Abstract: The migration phenomenon of the last year has signed the passage between a new stage. Approaches of European countries that are chosen as destinations by migrant groups have been radically different. Tensioning between different groups of citizens may be a factor of influence in the political environment. In this political context, certain projects can be legislated, impact on parents of teachers and students.
The preparation and development of procedures based on the needs of families of migrant citizens residing in Romania can help to integrate pupils from other countries.
The objective of the study is to identify the perception of the teaching staff in pre-university education as well as of the parents regarding the inclusion in the traditional education classes of pupils from families of migrant citizens. Statistical processing of data collected by applying the questionnaire can be a regulatory factor but also an objective feedback.

Introduction

This article is a presentation of the current context in which children of immigrant families are often integrated into the pre-university education system in Romania. This aspect is considered to be an important one from the perspective of governmental policies, by all the families of immigrants arriving in Romania, by the Romanian citizens from the communities that include children of immigrant families, as well as education specialists, teachers. managers of educational units. We use the term integration more and more often and we agree to be targeted, dimensions, frequency and intensity. As far as the present study is concerned, the two dimensions are important, by participating dynamically in achieving the necessary balance in achieving the objectives established and highlighted by the evaluations of the integrated students.

The international context of migration

Between 2010 and 2015, migration has been driven by a number of issues related to: politics (conflicts, internal conflicts and also between states, revolutions, civil wars, human rights and freedoms, political regime, bad governance), economy inefficient structures, lack of jobs, unemployment, poverty), social events (poor living and working, low family income, often below the poverty standards), religious incidents (discrimination, intolerance, conflict with different cults) , cultural differences (ethnic and gender discrimination)[1].

Beyond the profound impact on European and international public opinion, migration must be addressed not only as a security threat but also as an opportunity. In view of the demographic projection for the European Union Member States in 2060, the one projected by the Organization for Economic Co-operation and Development (OECD), in which the labor

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[1] Marian Vasile, Nazare, International Migration and European Security. EU Migration Policy, Geopolitics, 2015.

force is supposed to decrease by 50 million people, this wave of migration could actually be the new hope of relaunching the economic growth of the union.

The European Union's migration policy comprises the following components[2]:

Cooperation with countries of origin and transit is done through the Global Approach to Migration and Mobility (AGMM). In this respect, a legal framework has been set up to develop cooperative relations between EU and third countries to combat irregular migration. In 2015, the Valetta action plan was set up to strengthen cooperation between countries, and in 2016 the EU-Turkey declaration on the migration of Syrian refugees through Turkey, Jordan and Lebanon to the countries of the European Union was signed.

Strengthen the external borders of the European Union through the European Border Police and Coast Guard Agency, launched at the request of the European Council in 2015 to strengthen border controls.

Managing migration flows and combating illegal immigration activities is a priority of EU policy to prevent illegal migration. The European Union's policy is to return irregular migrants to their countries of origin in this sense by giving a return directive that sets the rules, transparent and fair for the return of migrants. A priority is also the rescue of migrants in crisis situations and the fight against trafficking networks and illegal immigrants.

Reforming the Common European Asylum System (CEAS) as migrants are not treated in a uniform manner and encouraging secondary movements and introducing multiple asylum applications.

Ensure legal migration pathways to Europe for people in need of international protection. The EU-Turkey Declaration of March 2016 provides that for every Syrian returned to Turkey from the Greek islands, another Syrian will be relocated from Turkey to the EU. In 2016, the European Commission proposed a permanent EU relocation framework setting out common procedures and standards and also discussing a proposal to improve the Blue Card Directive to attract highly skilled talents that the economy needs EU.

Promoting the integration of third-country nationals by providing support for Member States with less experience of integration, given that migrants face problems in terms of employment. To remedy this, exchanges of best practices between Member States have been recommended and the issue of the recognition of the qualifications and skills of third-country nationals has been addressed.

In the context of an undeniable reality, the massive wave of refugees that stormed Europe, numerous scenarios have been made and arguments have been used to favor the fact that the migration phenomenon is a well-organized one with clear political goals to direct a crisis to which many of the world's officials would be complicit.

Under the ***Kalergi Plan***[3], the flow of immigrants is an attempt to racially interfere with European peoples, whose purpose is to diminish national identities through their ethnic dilution. In his book Praktischer Idealismus, Kalergi says that the inhabitants of the future United States of Europe will not be the original peoples of the Old Continent, but a subumanity bestialized by racial interference. He states without half-measures that it is necessary for European peoples to mix with Asian and color races to create a multi-ethnic flock without quality and easily dominated by the elite in power.

From the perspective of international humanitarian law, it worries that we are faced with a real humanitarian catastrophe, on the basis of which terrorist actions could be amplified, as the events of the last year have shown, conflict situations of an interethnic nature and / or religion in Europe, and on this background the drastic reduction of the fundamental

[2] Codiță Dumitru, Petre Gabriela, Fenomenul migraționist și statutul actual al refugiaților, GeoPolitica, 2015.

[3] Nazare Marian Vasile, International Migration and European Security. EU Policy on Migration, GeoPolitics, 2015Diitru's Day, Petre Gabriela, Migration Phenomenon and Current Status of Refugees, Geopolitics, 2015.

rights and freedoms proclaimed and guaranteed by the current international legal instruments. In this context, events are often presented in a manipulative manner, in accordance with the interests that are wanted to be promoted, and as a consequence, a number of important things are hidden to public opinion.

Legislative framework

The legal framework governing the stay of foreigners on the territory of Romania, but also their rights and obligations is Government Emergency Ordinance 194/2002 with subsequent amendments and completions. This law regulates the rights of foreign persons who have come to Romania for studies and they wish their continuation, the extension of the right to stay for temporary stay in order to carry out scientific research activities, but also the integration into the economic, cultural and social life of foreigners. In order to integrate foreigners, the Romanian state carries out activities such as: Romanian language courses, training and professional training courses, knowledge of history, culture, civilization and the legal system in Romania[4].

Young people and children of foreigners who apply for a residence visa on the territory of Romania, for various reasons, have access to education, this aspect being regulated also by Law no. 1/2011, Law of National Education.
"Students and foreign students in pre-university education can benefit from scholarships, according to legal provisions".
"Art. 2 paragraph (4) The state guarantees to the citizens of Romania equal rights of access to all levels and forms of pre-university and higher education, as well as to lifelong learning, without any form of discrimination."

The rights provided in paragraph (4) are equally recognized to minors who request or have acquired a form of protection in Romania, foreign minors and stateless persons whose residence in Romania is officially recognized by law.[5]

The Romanian State, through the Ministry of National Education, supports the integration of young people and students into the Romanian educational system. Teachers should be prepared to integrate immigrant children through multicultural approaches to better integrate them into society. The success of educating immigrant children is largely ensured by the involvement of their families in the educational process. European deputy Hannu Takkula said in 2009 that "If parents feel like they are members of the community, they are more motivated and have more energy to support their children," he is the initiator of a study on the education of immigrant children.

In November 2004, at the instigation of the Danish Presidency of the European Union, the EU Council adopted a set of Basic Principles to promote a common European vision on immigrant integration, principles that would be a starting point for future integration policies[6].
The dynamism of the integration process is undeniable and influenced by factors with unpredictable evolution over time. A constant concern of the authorities in the Romanian state is to raise the awareness of the families of immigrant citizens of the importance of knowing the legislation and of the right of children in their families to access to education.
The capacity to integrate into the Romanian labor market is obviously conditioned by the level of knowledge of the Romanian language, as well as by the qualifications they hold, some by equivalence or others by acquiring them in Romanian educational institutions. The obvious success of the integration of an immigrant family into society is conditioned by the degree of adult education, but especially by the integration of children in the collectives of

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[4] Government Emergency Ordinance 194/2002.
[5] Law no. 1/2011, Law of National Education.
[6] EPC/KBF, Beyond the Common Basic Principles on integration, Issue Paper 27, 15 April 2005.

pupils in Romanian schools. In order to integrate children from migrant families into school communities, clear objectives, indicators and mechanisms for assessing school progress must be established. Social policies and strategies must be geared to the specifics of the school population and local, national and regional conditions, and to be viewed from a global perspective that takes into account not only the economic and social aspects of integration. If the specific integration programs are an important element, especially in the first phase of the integration process, the long-term goal of social policies should be to facilitate access to immigrant education.

Methods of research

Qualitative research has included biography, phenomenological studies, grounded theory, ethnography, and case study. Systematic analysis of the data according to the established theory (Barney Glaser and Anselm Strauss, 1967) will be performed, while a comparative analysis will be carried out. The basics of the techniques and procedures for the development of the well-founded theory were described in detail by Anselm Strauss and Juliet Corbin (1990).

The questionnaire - The use of various techniques by specialists for the purpose of conducting a sociological survey, field research or a poll, the instrument used with efficiency is the questionnaire. "Theodore Caplow (1970, 17), analyzing the main sources of data in articles published in the Revue Française de Sociology (1965-1967) and The American Sociological Review (1966-1967), underlined that in-survey and questionnaire surveys represented more half of all published studies and in Romanian sociology predominated surveys based on a questionnaire. A ten-year study (1972-1982) on the sociology journal reveals that half of the research, whose results had been published, was based on the application of the questionnaires (Constantinescu, 1985, 268), "Septimiu Chelcea says in his research papers sociological.

The applied questionnaire covered 6 questions addressed to the main educational actors, parents and teachers / executives from pre-university education. The questionnaire responded to 360 people.

To the question number 1. *Do you think that the acceptance in the pupils' community of children coming from immigrant families is a threat?,* most of the respondents (61%) answered NO, the children of immigrants not being considered as a threat to the Romanian school children.

Question number 2.*What is the number of students from immigrant families who think you can integrate into your child's school where your school results are satisfying?,* 26% of respondents show there is no interest in terms of the presence of this category of pupils - most of them being parents - the managers of the school units and the teaching staff aware of these aspects. A maximum of 5 pupils from immigrant families in each class are considered by 62% of the main actors in the educational act to be the most appropriate for achieving school objectives and performance for both immigrant and migrant students Romanian citizens. 9% of respondents believe that between 5 and 10 pupils in each class can`t be a factor that can negatively influence pupils' school evolution. Only 3 per cent found it suitable for more than 10 immigrant integration students in each class. It is noted that the highest percentage is registered among those who believe that the number of maximum 5 pupils is appropriate and decreases in a clear and proportionate way with the increase in the number of students in migrant families. A higher number of 5 is considered as inappropriate and unfavorable to achieving the goals and achievement of the school performance desired by most parents.

Most respondents to question number 3 are parents. *Do you agree that your child will also be in a bank with a child coming from an immigrant family in North Africa or the Middle East?* Most respondents to this questionnaire, 62%, do not consider an impediment or they do

not categorically reject the possibility for their child to be a colleague of a bank with a child from an immigrant family from North Africa or the Middle East.

Regarding the responsibility for integrating immigrant children, question number 4. *Do you consider that the integration of children from immigrant families from North Africa and the Middle East is the responsibility of the school principal and teachers or is it necessary for another partner institution?* the responses of those who opted for the responsibility of the director and the teachers are 52%. If the involvement of another institution is important, 41% considered it useful. Those who chose "I do not know" were represented as 7%

To the question number 5. *Do you accept children of immigrants aged over 2-3 years of age in the class?,* most respondents did not agree that their children and immigrant children would be an age difference over 2-3 years. This may be a consequence of the fact that at a young age, differences in behaviors are visible and this could lead to conflicts between children 79%.

It is gratifying that question number 6. *Do you think that attending courses of children from immigrant families can be a factor of progress in the accumulation of knowledge when the children are accompanied by their mothers who learn together the Romanian language and eventually complete their studies made in the countries of origin,* most respondents (85%) responded positively. This means that the family has an important role to play in integrating children into society, and the high percentage is the sum of the beliefs of all actors involved in the educational act. Consensus also represents the guarantee of achieving the objectives and results proposed and expected equally by all the families whose children are pupils of the pre-university education system in Romania.

After the research, there is a high degree of availability of parents and teachers regarding the integration of immigrant children into the Romanian educational system. We aim to continue the study, to divide it and to correlate it with the constantly adaptive legislative framework aimed at integrating immigrants and their children into society with a view to their further integration into the labor market.

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STRATEGY SETTING BASED ON MARKETING ENVIRONMENT ASSESSMENT

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Abstract *Bearing in mind the evolution of the economic environment, the latter should be constantly updated so that, through an appropriate policy, future possible strategies could be used. Given such a context, private or public organizations could unfold their activity in an exterior economically well-known environment.*
Keywords: *economic environment, analysis, marketing, strategy.*

Introduction

The external environment of an organization, which permanently undergoes changes, imposes on the organziation a coherent marketing policy, based on a strategy through which the set course of action were to reach various goals.

Thus, the marketing environment supoorts the organziation management, being a good starting point for a thorough planning and organizing, so that all marketing tasks were accomplished. Actually, the marketing environment comes under the form of a system made up of internal and external elements of the organziation, whose the latter employs for best unfolding of its activities.

Internal and external elements of the organziation make up the micro-environment (having a direct, continuous and steady influence over the organziation's activity, and which has immediate effect on the organziation's p[erformances) and the marketing macro-environment (with an indirect, periodical and not major influence over the organziation and its activity, and which has effect on a medium and long term over the organziation's performances).

SWOT analysis

The SWOT analysis(Strengths, Weaknesses, Opportunities, Threats)[1] is the tool bz whose means the overwhole strategic position of an organization and of its environment can be checked and analyzed. The analysis's main purpose is identifying strategies that will set the organziation's resources and capabilites in line with the requirements of the environment the organization functions in (it is highly important for assessing the internal potential, possibilities, opportunities and possible threats coming from the external environment).

The outcome of the analysis supports the decision making act in setting a marketing strategy, with the aim of ensuring mission accomplishement and meeting organziational purposes. Thus, strong points should be the basis, while the weak points should undergo correction, internal weaknesses could be encountered through protection measures against external threats.

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[1] The SWOT analysis – an analysis method that supports the assessment process of strengths, weaknesses, opportunities and threats, giving a new perspective on the critical points and potential problems that can affect the organization; it is an important step in processing the organizational situation.

The SWOT analysis is both a basic and biased tool, and that is why, under certain circumstances, it is also of subjective nature. For the same reason, in certain situations, it is considered a guiding tool.

The SWOT analysis has its own limitations as certain elements necessary for a clear analysis may not be identified. Moreover, strengths, weaknesses, opportunites and threats could be carried out biasedly.

In order to carry out a SWOT analysis within an organization, stregnths and weaknesses of the internal environment of the organization should be run; also, opportunites and threats coming from the external environment that could affect the organziation should be noticed; all of the above mentioned need be drafted, developed and revised so that the marketing plan could be set up.

But what are strengths? – the organization internal environment characteristics that can be controlled: advantages, resources etc. Thus, under this category, the following can be assessed: reputation, experience, education or even tangible assets: equipment, available capital, brevets, existing supplying channels, the client data base.

And what about weaknesses? Factors that affect the existence of a competitive advantage and that can not be really controlled: the lack of experience, access to information and technology, limited resources. Such characteristics should be improved in order to meet the marketing goals efficiently. Assessing the organization is more valuable should weak points of the organization were precisely identified.

And opportunities? External factors that reflect the perception of the existence in the economic environment, the potential of the market growth, altering the course of action style to offer a greater value which can generate interest in the products and services. One identified, such opportunities can turn into strengths.

What about threats? Factors outside the organziation which cannot be controlled and which could place the marketing stratedy in a risky situation or which represent changes in the consumers' conduct, undetected on time, economic recession, increasinn taxes, existing or potential competition etc. Ans still, should there be a solution, the orgazniation can find itself in an upperhand position.

Why SWOT analysis? – With the purpose of identifying and assigning each of the four categories (strengths, weaknesses, opportunities and threats) significant factors so as to attain a clear and objective perspective upon the organization. This way, the analysis becomes a useful instrument in developing a marketing strategy[2].

Establishing the strategy of an organization using SWOT analysis

Information related to the marketing environment.
1. Highly qualitative management regarding training, experience, and the activities undertaken;
2. Well trained personnel that is also motivated to actively participate in accomplishing the organization objectives;
3. Stable conditions that are not completely ensured and that may affect the quality of organizational activity;
4. A bad image of the organization that results in a deterioration of relationships with the reference audience;
5. A level that is not always high enough of quality, prices, and delivery possibilities;
6. Current issues connected to the general resources necessary for developing the activities of the organization;

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[2] They are experts in the field who first propose emphasizing opportunities and threats of the external environment and then setting up a list of strengths and weaknesses of the organization.

7. Sufficient financial resources for financial stability;
8. Some of the competing organizations partially leaving certain segments of the market;
9. An important segment of reliable, stable consumers;
10. Favorable changes made in the economic environment, such as decreasing unemployment and reducing inflation;
11. Lowering the financial resources assigned for some technologies that are currently employed to be increased or even modernized;
12. An emergence of new suppliers of raw materials, technology, services;
13. Positive changes on the market from the cultural point of view;
14. The issuance of certain laws restrictive for the development of certain domains of interest to the good functioning of the organization;
15. A lower number of competitors at the level of the market and with a lower capacity for competition;
16. Favorable climatic conditions allowing the development of profitable activities to the benefit of the organization;
17. Medium technological level that was underfinanced;
18. A reduced number of consumers on the market segments where the organization functions.

The analysis of the organization on the basis of available information identifies strengths, weaknesses, opportunities and threats, first establishing the relationships among these on the basis of organizational activities, external players and the influence of macro-environment.

Information regarding the marketing environment of an organization were analyzed and assigned by 18 participants and the results are presented in Figure no. 1.
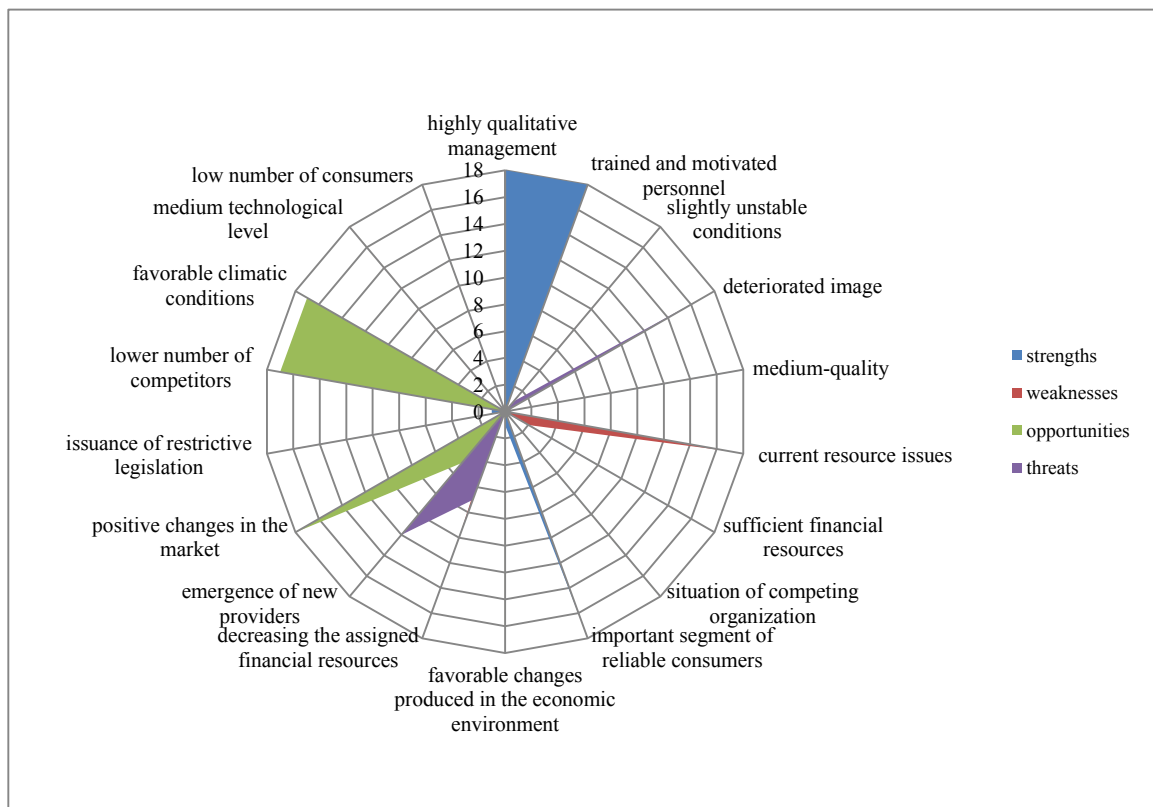

Figure no.1. Assigning information regarding the marketing environment

The analysis of data resulted in the following comments:

- *A highly qualitative management regarding training, experience, and the activities undertaken* supposes good internal relationships regarding the efficient management of resources, sometimes limited, so as the activities undertaken might be well done. This ability might minimize the influence of negative elements such as *decreasing the assigned financial resources so as certain technologies that are currently employed might be increased or even modernized* or *a bad image of the organization that results in a deterioration of relationships with the reference audience*;

- The assessment of opportunities reveals the fact that decision-makers have sufficient possibilities to take full advantage of favorable situations thanks to the amount of strong internal elements. Thus, an opportunity such as *the emergence of new suppliers of raw materials, technology, services*, in the context of performing highly qualitative management, may lead to the diminishing of negative factors such as possible current issues regarding *ensuring stable conditions* and minimizing the effects of possible threats such as *a bad image of the organization that results in a deterioration of relationships with the reference audience;*

- *Favorable changes made in the economic environment, such as decreasing unemployment and reducing inflation*, supported by the existence of *well trained personnel that is also motivated to actively participate in accomplishing the organization objectives* may be well defining for establishing a strategy meant to create a stimulating working environment. In this respect, using modern methods of management and development of human resource helps the organization monitor the performances of own human resources and always know who are the people in key positions in competing organizations, which may be an intelligent manner of countering the external threat regarding the decrease in the financial resources assigned so as certain technologies currently employed might be enhanced or even modernized;

- At the same time, by having financial resources sufficient to financial stability and a significant segment of reliable, stable consumers, the organization may successfully take advantage of opportunities such as: a lower number of competitors at the market level and with lower competing capability; favorable climatic conditions allowing the development of profitable activities to the benefit of the organization; positive changes on the market from a cultural point of view;

- The strengths identified, that rise up to approximately 28% of the whole amount of conclusion regarding the situation of the organization, reflect aspects that particularly significant for the evolution of the institution regarding organizational activities, external players, but also the influence of macro-environment. Approximately 17% represent the weaknesses while the opportunities identified were approximately 33%.

Therefore, regarding the predominant relation strengths – weaknesses, opportunities – threats, the recommendable strategy appropriate for the situation identified is the *aggressive strategy (figure no.2),* considered as the most favorable for the respective organization and relying first and foremost on the positive factors found there.
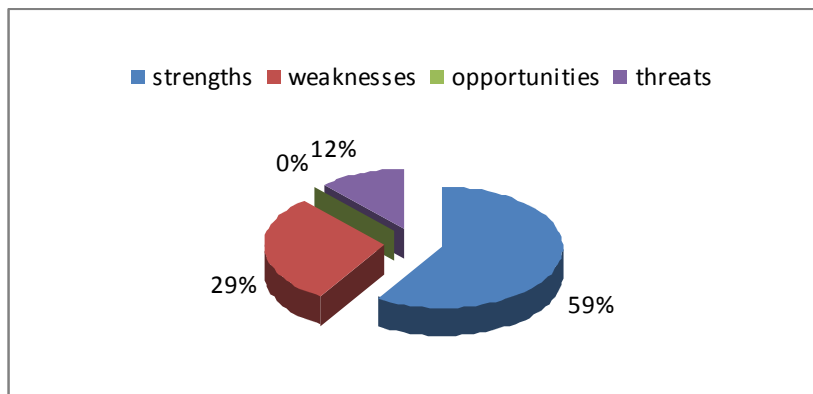
Figure no. 2. The recommendable strategy

Aspects regarding the implementation of the recommended strategy

The analysis of the external marketing environment is an important part of the process of implementing a strategy. Starting from the data obtained, inherent difficulties may be discovered right during each stage of the process and solutions may be found for overcoming them.

In order to perform this process, the first step is to make marketing research in order to identify the needs of the main beneficiaries. The challenging issue here may be clearly defining the goals, taking into consideration the fact that the desired outcome is that obtained results might reflect client's needs, valorizing market opportunities and avoiding or eliminating the internal or external threats encountered. In this regard, the organization has to undertake the range of studies which might clearly outline the state of facts for establishing strategic points.

Another aspect to consider is making a marketing mix that might address the opportunity of exploiting a product, at a favorable price, following an efficient promotion campaign in the right area where studies identified the potential of satisfying buyer's needs (that follows, in turn, a lower cost, a high degree of accessibility and, last but not least, a coherent, just, and consistent channel regarding communicating the information package delivered by the organization).

The quality of management act is highly relevant. The maximal exploitation of opportunities identified by using the strengths is influenced by the negative aspects specific to internal and external environment, as well as by the decision-makers' approach regarding the implementation of the established strategy, the manner in which organizational resources are made available for satisfying needs, according to the principles of efficiency and efficacy.

For an aggressive strategy, where management is considered highly qualitative from the point of view of experience, financial resources are sufficient for maintaining stability and the evolutions at macro level are mostly opportune, the challenge – regarding the practical implementation of a coherent, consistent, and sustainable decision – may exist only because of a lack in communication between the organization's microstructures.

SWOT analysis supports the process of implementing this strategy as it sets a series of inter-related elements, necessary for applying a pro-active type of management. Another strategy will be needed if the priorities regarding the management of available resources, the relationship with suppliers, the market image etc. did not result in reaching concrete targets. This means that the actions taken were inefficient due to multiple causes, including the manner of predicting, planning, coordinating, organizing and controlling the implemented measures.

Conclusions

Turning to practice the presented ideas is mostly based on the manner in which the decision-making process is approached in order to reach the established goals through the measures undertaken.

The characteristic features necessarily implied by the process of turning problems in pertinent solutions for reaching in an efficient manner the goals of strategic decision-making are the following:

- The stages of the process are conducted sequentially and have specific peculiarities, but they are inter-dependent. This increases the concern of the factors involves as an appropriate movement during one of the stages may affect the whole mechanism;
- Reaching a goal implies a permanent assessment of the consumer's degree of satisfaction (with limited needs that will generate new demands). The homogeneity of phases in time allows resuming the cycle at any time;
- The divisibility of each stage in inter-correlated sub-systems of stages imposes turning strategies into practice in manner as objective as possible.

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MEMORY- AN ABILITY IN SERVICE OF LEARNING

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Abstract*: One of the main goals of any educational process is creating and developing thinking. The learning ability is not inborn, but it is a set of skills which need be learned. Memory, as the faculty by whose means the mind stores, keeps and updates information enables the retrospective dimension of our consciousness. Memory is active, selective and logic: information is analyzed and selected, retaining what is essential in function of our needs, and then it is structured, systemized, organized and stored. The main problem with the human memory is not storing information, but retrieving it, while the key to retrieving is organizing it. Retrieving information is conditioned by the first memorizing system used, which is very varied, in accordance with the type of the information stored: vocabulary, poetry, narratives, motricity issues.*
Keywords*: learning, learning to learn, memory.*

Introduction

Learning by memorizing does not overlap learning in the broadest sense of the term, the latter being much more complex. "Learning is, from a pedagogical point of view, the activity designed by the teacher to determine behavior changes at the level of the student's personality, by using his/her ability to acquire knowledge, skills, strategies and cognitive attitudes.

Memory, as a psychological process of storing, keeping and updating information in the brains, ensures the retrospective dimension of our conscience. It has an active, selective, and logical character: information is analyzed and selected, retaining the essential part, depending on the different needs, and then it is structured, systematized, organized and stored.

Memory can be understood and approached in several ways. One of these ways refers to the *structure and process of the conceptual model*.

Another way of approaching memory refers to the *types of information we can recall*. Thus, we can distinguish between the episodic memory and semantic memory. The episodic memory refers to recalling events in real life that took or are going to take place (the 10-year-anniversary party, the moment I accepted to go to the museum tomorrow) and the special significance each of the has for each of us. Semantic memory refers to facts and information pertaining to general knowledge. For instance, we know off the top of our heads that a forest is made up of trees, we know how to turn a faucet on and off, we know who the president of the country is, we know what road to take in order to get sooner to the office/school. One of the biggest differences between the two types of memory is the fact that the semantic one does not seem vulnerable to the passing of time and transformations. On the other hand, the episodic memory is vulnerable to transformations and state of mind.

Another important aspect of memory is *recalling information*. Each of us has undoubtedly passed through the embarrassing moment of not being able to remember the name of a certain person during a discussion. And then we need to resort to other elements such as the tone of the person's voice or the description of the face or of a defining feature. In this case we recognize the person. Recognition plays a key role in many circumstances of our life. For instance, tests made up of items with multiple choice answers, or matching items, are considered tests of recognition as they aim at recognizing and choosing the correct answer out

of several variants. The open-ended items or essays are tests of recalling – as they ask students to recall the memorized information, not just to recognize it.

Memory is used in order to retain – through repetition – the information comprised in a certain document. This information is quickly forgotten if we do not come back with successive series of repetitions. Forgetting is explained through the *interference theory:* various stimuli compete in order to obtain a position as favorable as possible in the short-term memory. The stimulus/ the document that wins is memorized and the rest of the information is lost. For instance, if we are asked something while counting something – we will probably need to take the re-start counting again, as the question has taken over the position of the other activity. The strongest stimulus wins. Another explanation for forgetting states that a certain document that was memorized will be eventually forgotten because of time passing. Another explanation for forgetting states that a certain document will be necessarily forgotten due to the passing of time.

Strategies of improving memory

1.   Using previous knowledge: our success in learning new facts and phenomena depends on how well we manage to integrate the new concepts with the ones previously learned. If the respective document is completely unfamiliar, it might be difficult to establish relations with the things we already know, but any association, no matter how insignificant, will help the processes of memorizing and learning.

2.   Using codes for retaining the information in the new document and reducing interference. Thus, if we try to learn in the same session (here we understand session as an interval of time allotted to learning) at geography and physics, it is likely that we might succeed, as for these two subject matters the codes are different (not the same thing could be said if we tried to learn at physics and chemistry in the same session). This is due to the difference of semantic codes between the two subject matters. Psychologists recommend the use of codes that are as different as possible from one another: visual (images, colors), auditory, verbal.

3. Research on memory, in case of voluntary attention, shows that we retain:
    a. 10% of what we read
    b. 20% of what we hear
    c. 30% of what we see
    d. 50% of what we see and hear at the same time
    e. 80% of what we say
    f. 90% of what we say and do at the same time.

4. The higher intellectual activism and profoundness of understanding are, the more productive memorizing is.

5. Knowing the purpose of memorizing something increases the efficiency of the process by 5-6 times.

6. Principles, generalizations, schemes and applications of principles are retained and especially recalled and reproduced much better after longer intervals of time that facts, symbols, formulas, and strictly technical concepts.

7. A better practice is a logical, active, and creative memorizing, through processing, integrating, synthetizing and summarizing information or knowledge.

8. The efficiency of memorizing and learning is in direct ratio to the degree of systematization and coherence of the study materials.

9. Monotonous texts that are homogenous or uniform are harder to remember than those whose contents are presented in a varied, diversified manner. Placing a foreign or heterogeneous element in a homogenous series facilitates its optimal memorizing.

10. Once the amount of materials to be study increases, the percentage of knowledge retained decreases, and the curve of forgetting the understandable information comes very close to forgetting a senseless text, despite the logical meaning of each element taken separately.

11. Texts, lessons, or homework that are especially difficult should be repeated before going to sleep – while sleeping, the brains selects, processes, systematizes and orders larger amounts of information at sub-conscious level, ensuring the passing of essential information from short-term memory to long-term memory.

12. Acknowledging the information learned once is much easier that reproducing or recalling it.

13. The meaningful materials, those that make sense to us, are interesting, or create in us a positive state of mind will be easier and faster to memorize than those that are meaningless.

14. The materials based on intuitive-concrete aspects (images, drafts, patterns) are memorized more easily and faster, being retained by our memory for much longer that those that have a symbolic-abstract character.

15. Memorizing a material for a certain time triggers rapid and massive forgetting after the respective occasion.

16. If in memorizing or learning a certain material, terms were set from the beginning, then shortening these terms or making them longer will have negative results on the results of memorizing or learning. The best results in various exams and tests were attained when they were performed at the deadlines established at the beginning of activity.

17. The global memorizing of a smaller quantity of information is superior to memorizing fragments. The efficiency of global methods increases in time, as one grows older and wiser, as the level of intellectual development also grows. In memorizing fragments, a large number of students have difficulties in putting together these parts.

18. Knowing the sequence, the order in which a certain material has to be memorized makes it easy to assimilate. Therefore, a good idea is to organize in a logical manner what you need to study, establishing causative connections between different parts, so as updating a part might determine an update of the next part.

Mnemonic-technical methods

It is difficult to memorize a series of information that escape logical memory: figures and dates, numbers, lists of terms, concepts, names, codes, formulas, addresses, scientific or literary texts.

The method of creating groups. When there is a big list of names to be memorized (names of plants, cities, diseases, technical systems), do not try to memorize it as such, because you will not be able to. Try to put together in groups the terms to be learned according to several criteria (actually divide them in categories), and then memorize criteria, after which the content of each criterion.

The method of using alphabetical order. The terms to be memorized are placed in alphabetical order.

The numerical method. This is performed by putting together in groups, memorizing, and recalling things by their number in each class.

The method of association. Our brains instinctively associate among themselves pieces of information. The bigger the number of things that are associated with an idea, the easier it will be to recall it. We could even create chains of associations. For instance, *writing* and *pencil* are connected: paper, learning, office, letter, request. All these words make up chains of logical associations that can be easily memorized as each element offers support for learning and recalling the next one. Attention must be paid to the fact that in order not to

weaken the chain of associations, this should be neither too long nor include terms that have a weak connection to the subject we need to memorize.

Conclusions

In conclusion, in order to memorize a certain material it is a good idea not to start directly by trying to learn it by heart. Memorizing and, implicitly, learning will be more profound if we try first to understand the text, to understand its logic and discover the essential parts in it. Then, it is a good idea to establish as many connections as possible, to try to make as many transfers and associations as possible, to use our whole experience and previous knowledge. Building our own outlines helps a lot in retaining and recalling information. This way we are able to rebuild the material according to our own pattern of thinking and we will be able to recall it at any time it is needed. This actually means getting personally involved in the learning process.

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HOW TO MAKE LEARNING MORE EFFICIENT?

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Abstract: We are living an era of scientific revolutions, artificial intelligence and robotics, an era in which the phisical work is more and more transfered to flexible and intelligent informatic systems. Therefore it's normal to ask ourselves`what should we expect from our children, which is the educational ideal of future adults? Two of the elements that are emphasized in the literature are the ability to learn and the ability to create. We should be deeply concerned with the development of childrens thinking, with learning them how to learn – intelligent, efficient and creative.
If, in order to efficiently practice any activity, profession, firstly we must qualify, which mean to acquire knowledge, principles, skills, atitudes, in order to successfully practice learning we must learn how to learn. Learning, as a complex and superior form of activity, has its own rules, principles and laws. Even though we learn our entire life and we realize what is the complexity of this activity, we don't know how to learn efficiently, intelligently and creatively. Through learning one can understand not only the acquisition of knowledge and skills, but also the development of some of presonalitys functions and features: cognitive, atitudes, values, believes. In conclusion, learning is not reduced to a simple process of acquisition, but represents a process of personalities development.
Keywords: learning, learning to learn, motivation to learn, learning methods.

Introduction

Learning, as a complex and superior type of activity, is dominated by its own rules, principles, and laws. Although we keep learning all throughout our lives and we realize the complexity of this activity, we are not sufficiently aware of how to learn in an efficient, intelligent and creative manner.

Learning does not mean only the acquisition of knowledge and skills, but rather the development of functions, capacities, and psychological and psycho-social traits of personality: intellect, attitudes, values, traits of personality, convictions. Thus, learning is not merely an acquisition process, but rather a process of development of the whole personality. Due to the rapid contemporary pace of development and change – which determines the early outdating of knowledge, as well as increasing the quantity of knowledge that needs to be acquired – there is a need for a better methodological orientation of the learning process, in the sense of providing the beneficiaries of learning not as much with factual, perishable knowledge, but rather with laws and principles combined with techniques of intellectual labor, building together complex and open structures of knowledge, leading to permanent learning.

We may say that we have really acquired a piece of knowledge not when we are able to reproduce it from memory, but when we can operate with it appropriately, when we know where it came from, how it was shaped, which its working mechanisms are.

The learning contents can be:
- Verbal: those exposed in manuals, text-books, books and treaties;
- Non-verbal: skills or practical activities.
  The act of learning is initiated by establishing the learning goals:
- What must be learned and at what level?

- What do we need to be able to do at the end of the learning act?

In order to reach the learning goals established, the specific learning methods should be adapted to the contents:
- Techniques of information and documentation;
- Techniques of sheet completion;
- Techniques of summarizing and organizing contents;
- Techniques of memorizing.

Then, the actual stages of the learning act follow as such:
- The visual or auditory reception of knowledge;
- The mental processing of knowledge;
- Memorizing and storing knowledge accompanied by selective oblivion;
- Recalling or updating knowledge.

Important laws in the learning process

Any act of learning, of acquiring knowledge and building skills has its own dynamics, an evolution dictated by the law of learning and oblivion curve. Learning throughout a day, a semester, a year, is not a linear, uniform process, but rather a phasic one, evolving in stages, with unequal paces and volumes of assimilation from one stage to the other. Here are the assimilation stages:

a) The stage of accommodation or familiarization with the learning contents. The speed of acquiring knowledge and the volume of knowledge itself are quite low. It is a period of initiating the learning of a material. The longer the period we have not practiced constant learning and the newer the contents, the more difficult and longer this stage is going to be. Attention is focused on the profound understanding of the content.

b) The stage of rapid and massive assimilation of knowledge. This stage of maximum efficiency should be put to good use leading to quick progress in acquiring contents. It is the explosion and semantic emergence effect of the first stage.

c) The stage of relative stagnation or even regress of the learning pace. This is the stage when the learner is confronted with learning jams, loss of interest, boredom, cognitive saturation. Here, it is recommended to intensify voluntary effort, diversifying the methods for reactivating interest, increasing breaks, enhancing bibliographical sources, perspectives of approach.

d) The stage of intensive learning around the assessment periods or exams. The perspective of a serious obstacle that needs to be surpassed activates the learner and mobilizes the whole learning potential. **The more intensive learning is, the more rapid and massive oblivion is.**

Oblivion, the process of forgetting, starts with details, concrete facts and secondary ideas, continues with logical units and only in the end affects general principles. This process evolves in an up and down pattern, rather than a linear one.

Could immediate oblivion be prevented? Oblivion starts right after the learner finishes learning and strongly increases in the first twenty four hours, after which it continues to grow but slower in the third day; then it is stabilized – unfortunately this happens only after very little is left of what has been learned (10%). Paradoxically, in the first and the second day we forget about 75% of the whole amount of knowledge.

- Repeat during the third day what you learned on the first day;

- Learn every day, permanently;
- Learn for a more distant purpose;
- Repeat right after learning and after the exam passes, the material needs to be revised and furthermore repeated;
- The learning cycles need to be accompanied by practical stages;
- One needs to take into account the attention curve during an hour of study: in the first 5 minutes, the involuntary attention is applied and the capacity of focusing is quite high; in the next five minutes this capacity decreases and then voluntary attention takes over – the degree of focusing this attention rises gradually throughout an hour of study, reaching its maximum between 25-35 minutes; after this time intellectual fatigue may occur, which prompts taking a break.

e) The profound understanding and intellectual activism are the most important condition of the pro-active character of learning. Acquiring knowledge is based on the complex mental operations of analysis, interpretation, and synthesis and structuring of knowledge starting from comparisons, transfers, establishing complex correlations and associations between what is learned and what is already known.

f) The highest performance in acquiring knowledge is reached in the morning, between 9 and 11 and in the afternoon between 17 and 21, and from the point of view of the age, between the age of 20 and that of 45.

g) The best way is to develop a flexible, open, creative cognitive style.

The method of synthetic learning

When the material that needs to be learned is not too large and it does not have a high degree of difficulty either, when it is unitary as meaning and content, it is compact, well systematized and organized, it is recommended to adopt the global, synthetic, integral method of learning.

1. A synthetic or overall reading: read once, carefully, from the beginning to the end the whole lesson in order to familiarize yourself with the topic and get a general idea regarding its content. The goal is to achieve a good and deep understanding of content, take out the essential elements and build a mental general picture, a semantic map without which you will not be able to take further steps in acquiring the material. While reading in order to get acquainted with the learning material, the following aspects have to be identified and taken into account:
   a) The size and structure of the learning material;
   b) The degree of structuring and organizing the material;
   c) The fundamental idea of the text;
   d) The secondary ideas on the first degrees of generality and the place they are clearly exposed in chapters, sub-chapters, and paragraphs;
   e) The style and model of approaching and developing the topic in the text by the author (inductive, deductive, transductive, comparative, analytical, synthetic);
   Starting from these grounds, after reading, try to find the general pattern of draft of the text.
2. An analytical reading or profound understanding.
3. An analytical-synthetic and assessing reading or one performed for putting down ideas: summarizing, making an outline, taking notes, elaborating drafts of individual study.

4. Repetition based on recognition: repeat the material in its absence, but following the summary or the outline.
5. Repetition based on reproduction (in the absence of the material and summary).
6. The general final revision of the material after a few hours – the best way would be in the evening, before going to sleep and in the morning.

The method of analytical learning

When the material to be learned is vast and has a high degree of difficulty and especially when it lacks unity or a clearly defined pattern, approaching fragments of numerous separate issues, use the method of sequential learning.
1. Divide into fragments the material following a pattern of logical, unitary and compact units of learning. Do not use as a criterion for this fragmentation the number of pages or lines, but rather criteria that have to do with its logic and structure.
2. Learn each unit of study following the pattern of synthetic learning.

The active processing of material ensures the capacity to deeply understand and easily remember resilient knowledge. Finally, repeat the whole material at first in separate fragments, then, progressively, in groups of larger and larger fragments, in order to put them together or integrate them in a structure resembling the initial one.

The method of progressive learning with recurrent revisions

This method is a combination of the first two methods, hence its name – the combined method or the analytical-synthetic method. It is recommended for learning during big intervals of time, of very large quantities of materials.
1. Read once or twice the whole material of study in order to familiarize yourself with the content. Develop your ability to get oriented in a text, building a general picture of the fundamental and secondary ideas.
2. Divide the material in large logical units, following the principle of sequential learning.
3. Learn the first part /unit after the model of integral learning.
4. Learn the second unit in the same manner, after the model of integral learning.
5. Before passing to the third sequence of learning, revise together the two study units learned in order to integrate them.
6. Before getting / passing to the fifth stage of study, revise only the first two previous units – this way we establish a unitary and optimal number of revisions for each study unit and we avoid over-learning with strong negative inhibitory effects.
7. Yet, if the learning material is made up of a large number of sequences (15-30), after going through 5 or 6 of them, it is necessary to revise them all before passing to the next study units.
8. After the study material has been learned altogether, it is recommended to read and revise groups of learning sequences, then the first and the second half of the whole material and, finally to read and revise the whole material.

Other rules:
1. Textbooks, manuals, lessons, and courses are made up of huge volumes of knowledge, still quite scarcely systematized. Develop your capacity to organize the material of study following a structured pattern.

2. Whenever you start learning a material, after you realize its structure, always clearly state your learning goals.

3. Use an active attitude towards the material of study: expose in a personal manner the knowledge that has to be learned, find and extract information from the bibliographical sources.

4. Do not learn what you do not understand, always start from simple to complex.

5. It is particularly useful to introduce differentiating elements in the material of study that allow the rapid assimilation of knowledge and finding them again in the system of knowledge.

6. Build specification tables and structuring matrixes, combining contents.

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SHORT ANALYSIS ON THE HISTORY AND THE EVOLUTION OF THE BALANCED SCORECARD CONCEPT

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Abstract: The articles, the studies and the results obtained in practice by applying the Balanced Scorecard (BSC) concept demonstrate the flexibility, power of analysis, synthesis and control of the management process and the success of the tool in strategic performance management.
The international success of the Balanced Scorecard (BSC) begins in 1992 when David N. Norton, director of the Nolan Norton Research Institute, together with Robert S. Kaplan, a professor at Harvard Business School, is conducting a study of 12 representative societies in the US and publishes the first paper Using the Balanced Scorecard as a strategic management system.
The germs of the concept are identified in France at the beginning of the 20th century, in the era of an industrial revolution, the management being based on the accounting, financial and technical statistics, for the purpose of supervision and control of activities, by means of a tableau de bord.
The subsequent evolution of 1990 is centered on the optimization and successive development of the Balanced Scorecard (BSC) concept.
Keywords: Balanced Scorecard, history, organization.

Introduction

The concept of management *tableau de bord* is compared often with that developed by US, with a *balanced scorecard*, the differences that are observed are situated in the cultural, ideological and technical-structural terms. Regardless of the part which generated, French or US, the constituent elements of the management system were also supported by joint studies or by participating in the development of a project by other, foreign researchers[1].

The *tableau de bord* concept appears for the first time in France in the mid-twentieth century as a support system for the decision[2]. It was made up of a system of indicators that monitors and coordinates the economic activity and the individual activity of the worker towards a common direction, the term used today as the strategy of the business. It was considered rather as an annex to the accounting and financial reports, containing quantitative and qualitative data and information.

The need for these reports is due to the accelerated development of the industrial sector and the expansion of the sales markets, as well as the managers' need to maintain control over expenses and earnings, by reporting data and information that were a dashboard of the firm's business.

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[1] Anne Pezet, The history of the french tableau de bord 1885-1975: evidence from the archives, Accounting Business and Financial Historz, Tazlor and Francis, 2009, pp. 103-125.
[2] Hacking I., Representing and intervening an introductory topic in the phliosophy of natural science, Cambridge, Cambridge University Press, 1983.

The issue of the emergence of the theory and management practice defined by the *balanced scorecard* concept was achieved in a previous documentary work[3]. The concept appears in the US in the early 1990s and is described and developed successively by its authors, Dr Robert Kaplan, professor at Harvard University and Dr. David Norton, as a framework for measuring organizational performance and strategic management. The leap of the concept developed by the two American researchers is obvious and meets the demands of new technologies and the multidisciplinary approach to the production and distribution process[4]. In addition to financial-accounting data, non-financial concepts such as innovation, ongoing employee improvement, or customer satisfaction are all introduced, all contributing to the success of a firm.

Although there are differences in the approaches of the French and American school of thought, they disire to improve their management through the use of internal data and information and their correlation with those external to the firm's business, the latter one offering a global and modern approach contrary to the French system which was based on local financial and local process information.

Analysis of the evolution of the balanced scorecard concept

Going back to the time, the origins of the *tableau de bord* concept were found in France in the early 1900s when engineers were looking for answers to the changes that occurred as a result of technological progress, based on the principle of seeing and doing. The reports were weekly and the content was narrative. Subsequently, requests came from the leadership of the companies who wanted information to produce production and sales statistics, in the current sense, trying to predict the near future in terms of costs and revenues.

The emergence and development of the concept is based on three distinct periods[5]:
- The appearance of written reports, in narrative form, in the early 1900, from peripheral levels to the center;
- Introducing, the production or sales statistics mainly, in the interwar period;
- The emergence of the chain of reports, especially of financial nature, in the early 1950s.

The narrative reports were written after the management team's working sessions with those at the operational level and originally consisted in identifying the solutions for the technical issues raised in the production process. Subsequently, the same reports are implemented in an agreed format, weekly or when needed. As attributes for this period can be emphasized that the content of the reports were not very systematized character and the narrative form of the text.

With the development and maturation of management concepts, statistics with data focusing on three main directions are introduced in the interwar period [6]: economic and trade statistics, industrial statistics and financial statistics. The frequency with which different objectives are tracked and recorded, the tabular and reporting forms are defined and entered. Also, the first reports of staff management data appear. For the first time, there is a need to

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[3] Cătălin, BURSUC; Gheorghe, MARCU; Toma PLEŞANU, Analysis of Balanced Scorecard efficiency for implementation in to the field of national defense, Proceedings of the 10 th International Conference on Knowledge Management: Projects, Systems and Technologies. 'Knowledge Management: Projects, Systems and Technologies'. Bucharest, November 23-24, 2017. Bucharest, Editura 'Carol I' National Defence University, 2015. pp. 163-169, ISSN 2069-1920.

[4] Kaplan, R., S. & Norton, D., P., The Balanced Scorecard. Measures that drive performance, Harvard Business Review, Ianuarie-Februarie, 1992, pp. 70-79.

[5] Anne Pezet, The history of the french tableau de bord 1885-1975: evidence from the archives, Accounting Business and Financial Historz, Tazlor and Francis, 2009, pp. 103-125.

[6] Kaplan, R., S. & Norton, D., P., The Balanced Scorecard. Measures that drive performance, Harvard Business Review, Ianuarie-Februarie, 1992, pp. 70-79.

differentiate between statistical data and budget control over activities - forecasting financial activities.

It is stressed that the need for these statistics appears as an internal consequence of cost and sales controls, but also as a requirement of local or central public authorities. The purpose of centralizing data and information at the level of the state institutions following the Great Economic Crisis between 1929 and 1933 was to try to identify patterns to avoid the re-emergence of such a major social impact event. The measures resulted in protectionism, state intervention in the economy and, after the Second World War, the nationalization of major companies.

The statistics used refer to the region, agent, customer or product, as compared to other years. For that period oh time, the flow of information was not so well developed, and the resulting data was not published, statistics could not be created in relation to competitors. This period is characterized by the need to correlate the data from internal and external processes: costs, salaries, receipts, sales, personnel issues, sales, production capacity, loans, interest, competitors, growth and diversification activities, as well as the need to coordinate all these aspects. There is an increasing need for holding information as a determining factor for the success of a company's business. The implications of these aspects also cause the remodeling of internal structures regarding the assignment of responsibilities.

We are witnessing the first incipient form of the *tableau de bord* concept. It is to be underlined that the same concerns also occur across the ocean within the US companies on the coordination of the managerial process.

Since the 1950s we have witnessed the first formalities and definitions of the *tableau de bord* concept. Analogy with a car or cockpit plane is often used in defining the new concept, the data provided by the board's tools representing so many options that a manager needs to take into account in defining and implementing decisions.

The entire experience gained in the previous period is synthesized in various reporting formats ranging from inventory, cash flow, customers, suppliers to expenditures, sales (relative to product type, store or customer), various statistics (production cost per unit, total hours allocated per product output etc) turnover indicators, annual statistics, forecasts and so on and ending with external indicators related to competing firms, geographic area, labor market, etc[7].

Diagrams / graphs appear as instruments for reading these data and information, with visual and revealing impact on evolution trends on the issues addressed. Reports are made that accompany the executives of a company in all specific activities: customer meetings, relationship with public administration, suppliers, shareholder or domestic activities. We can appreciate that with the emergence of the *tableau de bord* concept, the main tool for the managerial act at the strategic level was provided by analyzing the status of the operational processes of a company.

From this point on, the success of an activity depends on the ability of the manager to interpret all the data presented, to select those that have a major impact on activities, and to grasp from the multitude of information those aspects that may lead to anomalies in the company's operation.

In this format, this managerial tool ensures short-term control by co-ordinating and optimizing processes at operational level, relying primarily on financial and accounting data and information. It provides a feed-back to the managers if the system works within the set parameters, thus having the possibility to intervene and make the necessary corrections. It can also be applied on intermediate platforms, the resulting data and information providing the base for the next level.

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[7] Kaplan, R., S. & Norton, D., P., The Balanced Scorecard. Measures that drive performance, Harvard Business Review, Ianuarie-Februarie, 1992, pp. 70-79.

Today, the *tableau de bord* concept has matured and is mainly used in France. It is based on defining and achieving long-term goals involving productivity growth, the operational level being corrected by iterative processes resulting from medium-term analyzes. It is important to emphasize the dominance of engineering managers, the concept of *tableau de bord* being the result of their work during the last century. The board table is considered as decision-support for the implementation of the organization's strategy by providing data and information from the manager's area of interest in a simplified format to reduce complexity and to keep the manager's attention to those parameters relevant to taking decision[8].

The emergence of the *balanced scorecard* concept introduced new dimensions in strategic management space. By publishing the article *Balanced Scorecard: Measures That Drive Performance*, in 1992, in Harvard Business Review, David Norton and Robert S. Kaplan introduced non-financial indicators in the analysis and control equation.

Discussions on the role and importance of non-financial indicators within an organization are recorded in the US in various research institutes or government committees, a decade before the emergence and consecration of the balanced scorecard concept. The answer to all these debates was the introduction of these new indicators together with the traditional financial-accountants as tools for managers in the coordination and management of companies, with the objectives of providing a more comprehensive and close-to-reality picture and facilitating communication within the organization improving strategic performance.

The integrative definition, which takes into account the whole evolution of the concept, can be as follows: balanced scorecard is a strategic planning and management system used in business or industrial organizations, in the public system and non-profit organizations in many states, through which the company's specific activities aligns itself with the vision and strategy of the organization, with the improvement of the internal and external communication processes, with measures to monitor the performance of the organization in order to achieve the strategic objectives[9].

Over time, the concept has undergone a series of changes dictated by the need to refine or correct some shortcomings, and its evolution can be divided into three major stages[10]:

-       The first generation. Introducing the four perspectives: financial, customer, internal business and inovation and learning, as a first step in identifying, defining and following up the measures needed to implement the strategy. At this stage, there were dissatisfactions among those who implemented the concept, these being related to the uncertainty in identifying and selecting those performance indicators, as well as their correlation with one of the four perspectives, which would allow for the correct and timely evaluation of strategy.

-       The second generation. The novelties are: performance indicators established to be evaluated are selected based on strategic objectives defined from the light of the four perspectives, and the strategic map is introduced that brings together and reveals in a single visual format the inter-connectivity and inter-causality of the strategic objectives assumed performance indicators and performance indicators.

-       Third generation. The major difference from the previous generation is the introduction of vision within an organization. This new approach will make it easier to set the starting point for a vision of future activities to allow for the selection of those strategic objectives from the multitude of strategic objectives and measures within them within the four

[8] Juergen H. Daum, French Tableau de Bord: Better than the Balanced Scorecard?, postat pe site-ul http://www.iioe.eu/, accesat la data de 12.02.2018.

[9] http://www.balancedscorecard.org, accesat la 12.02.2018.

[10] www.emeraldinsight.com/1741-0401.htm, Gavin Lewrie, Ian Cobbold, Third generation balanced scorecard: evolution of an effective strategic control tool.

perspectives needed to be implemented and permanently evaluated in the process of management of a company. Introducing the vision in defining the strategy offers the possibility of applying the concept in the public sector, where the financial perspective is lacking in terms of profitability, by selecting those strategic objectives and performance indicators that directly contribute to the correlation of all activities in the sense imposed by the vision. It also develops internal communication, horizontally and vertically, and highlights the need for strategic communication outside the company. There is also a need for a stand-alone structure within the company to facilitate the implementation of the *balanced scorecard* concept

The evolution of the concept is visible from the first generation as a control tool for managers to the final strategic planning and management system that allows performance measurement and internal and external strategic communication. The characteristic of the evolution of the concept is the continuous correction of the weaknesses identified, with the passage of time, by its practical application in various companies.

The *balanced scorecard* concept is currently supported by software that enables real-time performance evolving and implicitly making quick correction decisions in the event of anomalies of evaluated activities.

The implementation of the *balanced scorecard* concept in public institutions and especially in defense-specific areas leads to improved overall performance, successful implementation of reforms, transparency of internal activities and processes, better internal and external communication, awareness of individual effort to achieve strategic goals commitments.

Conclusions

Through the appearance of the *tableau de bord*, the engineers proposed to identify responses in the production process in the rationality, efficiency and control directions. Their need materialized in the development of the ability to interpret and use the financial-accounting, technical and statistical data, providing a new competence in the field of management, namely to intervene and correct the activity in the desired sense[11].

The emergence of the concept is also due to the lack of direct contact between the management team and the full spectrum of company specific activities due to the dispersion and geographic size of the production and sales points. Depending on each person's abilities, these reports have taken on various forms, starting with the narrative style, and continuing with the introduction of financial, accounting, technical or staff data into tables, lists, graphs, introducing relationships between them, using calculation formulas or diversifying units measure.

Using these visualization and control tools involved their own judgment in interpreting data and information and imposing their own choices in the managerial process. Practically, the concept of cognitive and technological abilities[12] has been developed as a necessary tool for managers to achieve business success. These new forms of leadership involve the existence or development of new abilities such as: fast reading, comparison, interpretation, projection, manipulation, persuasion, prognosis, etc. Internal communication has also developed through the use of written, horizontal or vertical communications, which has also led to increased bureaucracy.

The subsequent appearance of the *balanced scorecard* concept is natural and is closely linked to the development of information tools and technology. His novelty is, however, the

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[11] Goody, J., The domestication of the savage mind, Cambridge, Cambridge University Press (translation), 1977.
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comprehensive approach and introduction of the four perspectives to ensure the success of the management process: financial, customer, internal business and inovation and learning.

For each domain, a number of Key Performers Indicators are identified and set, their importance being both defined and interrelated and interconditioned. Simultaneously *balanced scorecard* can be considered as a strategic management system, a system for determining and evaluating performance or a strategic communication system. Applying this concept in the field of defense, public order and security has praxiological benefits by increasing the efficiency of the actions carried out by the structures with responsibilities, but also for carrying out some restructurings and reorganizations with the change of geopolitical realities.

Both concepts are not contradictory and can be said that are be complementary, they are temporally successive, responding to the level of technological development, internal architecture and commercial relations existing at the time of their enunciation.

Concluding the use of the *tableau de bord* and later of the *balanced scorecard* allowed the steering committee - the strategic level - to manage, coordinate, control and evaluate operational activities by integrating existing data and information at various times and using / interpreting them to increase efficiency in meeting the set goals.

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