

**“LUCIAN BLAGA” UNIVERSITY IN SIBIU
FACULTY OF ECONOMIC SCIENCES**

ABSTRACT OF THE DOCTORAL THESIS

**SOCIAL ORIENTATION AND SOCIAL
MANAGEMENT IN THE ACTIVITY OF THE
INSTITUTIONS WITHIN THE LOCAL PUBLIC
ADMINISTRATION. ANALYSIS AND ACTION
WITHIN THE CITY HALL OF PITESTI
MUNICIPALITY**

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PRELIMINARY VIEWS

Improving the management of the institutions in the local public administration is a specifically complex process. Professionalizing the management team implies multiple shifts, aiming the issues regarding the increase of the competence level in the field, acknowledgement of the modern management principles, improvement of the style and working methods with the subordinates and the public, cultivating open-mindedness and not lastly increasing the level of professional and civic awareness of the managers.

The purpose of my thesis is applicative research that is to bring novelty elements both in the theoretical and applicative fields, thus participating in creating surplus value for the society. In the thesis, a very important part is played by experimental development, based on systematic, experimental and finally accredited works.

In the national literature, these issues are scarcely scientifically investigated and are expected in the public administration practice.

In the view of Professor H. C. Ion Petrescu, Ph.D “Social management is an essential branch of management that knew a rapid development during the last decade and a half as a concern of the governors, and especially as a concern of the science researchers. Looking ahead, solving social issues by social management science and art shall expand significantly and shall be an important resource for social development.”¹

The entire scientific approach starts from a series of **working hypotheses** determining a pronounced investigation of the field, the results thereby being encouraging most of the times. These hypotheses have been laid down as follows:

– **Hypothesis no 1:** *In knowing and impacting social reality, social orientation and social management can and must play a major part.*

– **Hypothesis no 2:** *The process and systemic approach of the social orientation and social management can impact the social actions within the public institutions in general and of the City Hall of Pitesti Municipality in particular.*

– **Hypothesis no 3:** *Social politics can and must represent the basis of the systems’ management or social processes on any institutional level.*

¹ Petrescu, I., *Social Management*, Expert Printing House, Bucharest, 2004, page 31

– **Hypothesis no 4:** *Optimal management of the social services, implementation of the projects for the development and application of the social programmes by the staff with the City Hall of Pitesti Municipality provide an increase in the living standard of the inhabitants of Pitesti.*

– **Hypothesis no 5:** *Getting to know and removing the communication barriers provide a highly professional development of the social orientation and social management within the City Hall of Pitesti Municipality.*

The main objectives I have proposed myself to approach in this thesis are mostly scientific, meaning that I have tried to pinpoint the place and part of management in social orientation, as well as the most significant contributions of a proper communication in social orientation.

The doctoral thesis featuring “**Social orientation and social management in the activity of the institutions from the local public administration. Analysis and action within the City Hall of Pitesti Municipality**” approaches a subject matter vast and deeply grounded in the current reality. The research steps aimed aspects of social orientation and social management with the purpose of underlying their specificities with the City Hall of Pitesti Municipality. In this view, I have read a significant literature, both national and international, in order to transpose successful European models and strategies to the Romanian realities.

The doctoral thesis is structured in 7 chapters, in an organic and correlative view.

The first chapter – “**Current phase of social orientation and social management. Their part in knowing and impacting social reality**” approaches aspects regarding: the current phase of the local public administration structure and operation; the concept of local public administration and the structure and operation principles of the local public administration, the particulars of management in the local public administration; evolution of the social orientation and social management; social orientation and its part in the management of the local public administration. Also in this chapter an analysis of the social orientation management as science and art is carried out, arguing why social management enforces itself as a new discipline in the training of managers with the local public administration. At the same time, the reasons why social management entails knowledge from very many disciplines and fields of human knowledge are presented.

The chapter concludes with a few relevant findings regarding the issues approached, as well as some proposals in respect thereof.

The second chapter of the doctoral thesis with a generous theme – ***“Social orientation and social management in the process and systemic approach”*** – was conceived as integral part of the doctoral thesis, starting with the conviction that the need to properly approach social orientation and social management is a serious issue the modern society is facing impacting directly and immediately, but also indirectly, on undetermined period of time, the life of people, communities and society on the whole.

At the same time, in this chapter a systemic approach of social orientation and social management is carried out, and the elements specific to the content of the social orientation and social management system are presented. One doesn't neglect either the structure of the managerial social system in the current phase, its scope, the particularity of the social management principles or the relevance of the resources in the social management.

The findings at the end of the chapter come to replenish the content elements approached with the opinions and proposals of the Ph.D candidate.

Chapter 3 of the doctoral thesis approaches the ***“Social politics and the social management within the City Hall of Pitesti Municipality”*** from the view of some relevant and specific aspects such as: the current significance of the social policy – a priority of the Pitesti City Hall; the defining elements of the social policy and its components; characteristics of the social policy evolution in the Pitesti Municipality; interconditionality factors and interrelations between the social policy, social management and their related logistics. There is also presented a methodology for the preparation and implementation of the social policy within the City Hall of Pitesti Municipality which comprises: the main phases of social policy design: by means of diagnosis-analysis tool when designing the social policy; the ways to identify and solve the social issues and, of course, the aspects of social policy implementation. Just like in the other chapters, the end of this chapter has a whole series of findings and personal contributions of the author.

Of course, the ***“Social services, projects, programme and social planning within the City Hall of Pitesti Municipality”*** could not miss from the doctoral thesis, this being the fourth chapter approaching: the concepts, categories and institutional contents of the social services, the services in the field of education, health; the social services specialized on social work. At the same time, there are aimed and approached elements specific to the public services within the City Hall of Pitesti Municipality: their management, finance and assessment.

The management of social projects, programmes and planning, the social issues as source of social projects, programmes, and planning are also approached in this chapter. Regarding this chapter we have tackled: the need for a social project management against the current background, based on definitions and descriptions, from typology and the social project cycle to a designing project of the social organizational structure.

Also in this important chapter of the doctoral thesis, I have analysed the problem of social programmes as means of social intervention, presenting some definitions, the significance, urgency and benefits of applying them for the community of Pitesti Municipality and the specific elements for the managerial coordination of the actions included in the social programmes.

The partial findings and the personal contributions at the end of the chapter played the part of synthesizing the main characteristic elements of the social services, of the social projects, programmes, and planning within the City Hall of Pitesti Municipality.

An important part is played by the “*Communication in the social orientation and social management within the City Hall of Pitesti Municipality*” and thus this issue could not miss from the doctoral thesis, and it actually represents the fourth chapter of this thesis.

The chapter starts with the approach of the defining elements of the managerial communication concept, presenting the elements specific to each communication form: formal, informal, non-verbal, digital and analogue. The vertical, horizontal and oblique approach and the internal approach within the City Hall of Pitesti Municipality is not by-passed in this chapter. We also appreciate the idea underlined by the management staff, and also by the execution personnel within the City Hall of Pitesti Municipality, that on the professional plan, communication is an advantage in social orientation and social management.

Transparency of the communication process in the social orientation and social management within the City Hall of Pitesti Municipality, specific elements of the communication competence of the personnel within the local public administration institutions, external communication at the level of the local public administration institutions are also carefully approached issues in this doctoral thesis.

During my Ph.D training I have prepared a “*Selective scientific research on the social orientation and social management in the activity of the local public administration institutions. Analysis and action within the City Hall of Pitesti Municipality*”, the results achieved being included in chapter six of this thesis. The research aimed the essential, but also the specific aspects of the personnel with the City Hall of Pitesti Municipality

regarding social orientation and social management centered upon raising the citizens' satisfaction for the social services provided, for the manner the communication with the employees of the City Hall is being developed. The chapter presents: the need to carry out this research, the basic theoretical and methodological elements; establishing the type and methodology; the manner of structuring and performing the research and the margin of error; the manner of establishing the issues and the purpose of research; the manner of doing that; the results of the selective scientific research and data interpretation, as well as the findings and their capitalization manner.

The scientific research carried out considered covering an area of investigation aiming:

- social orientation and social management as very important activities in the middle of human interrelation within the same organization, between different organizations, between representatives of public institutions and citizens;
- outlining a scientific approach system of social orientation and social management in the institutions of public administration, especially with the City Hall of Pitesti Municipality;
- outlining possible evolution coordinates of the social management in public institutions in observance of the models and practices of the countries in the European Community harmonized to the circumstances in the Romanian public administration;
- identifying and implementing a proper social orientation management that will allow the public servant to act in the service of the citizen, involving him not only in expressing public opinions but also in decision-making process.

The vastness and variety of the issue under research imposed resorting to a *managerial scientific research methodology* that brought together an assembly of research and implementation methods, techniques, tools and procedures such as:

- studying the general and specialized references, domestic and foreign, with a view to getting to know the state and dynamic of the studied phenomena and processes and scientific substantiations of the research approach;
- reviewing a significant number of special studies that will allow the substantiation of an overview of the concepts of social orientation and social management, of the record of evolution adjusted for public administration and to also allow me to know the global phase of the research in the field;

- preparing sheets containing essential elements of the studies and researches carried out before my research approach in the area of social orientation and social management in public administration;
- using both quality (observation and interview) and quantity (experiment, poll) research methods, as well as specific communication research methods (content analysis).

The last chapter of the doctoral thesis contains the “*Synthesis of findings, opinions, solutions and personal contribution*” where I have presented both analytically and synthetically, elements essential to social orientation and social management in the field of public administration in Romania, as integral part of the European Union governance, which is one of the collocations that in time knew more bosses, and as one may suspect, more meanings, usually conflicting.

Also in this chapter I have presented the *synthesis of the original, personal theoretical and practical outcome*, of which I emphasize the following: an analysis of the social orientation management as both science and art; I have outlined the need that social management be considered a new subject matter when training managers in the local public administration; I have analyzed the manner in which the activity within the City Hall of Pitesti Municipality, is being structured as well as the public services a city hall of a municipality must provide; I have debated the need to approach social orientation in the social management as a major issue the modern society is facing, affecting directly and immediately, on an undetermined period of time, but also indirectly, on an undetermined period of time, the life of individuals, of collectives and society in general; I have tackled social orientation and social management from a systemic point of view, describing their specific elements; I have argued why the managers and the staff must and can grant special attention to social orientation under social management in order to solve the citizens’ problems; I have described the relevant and specific aspects of the significance of social policy as a priority of the City Hall of Pitesti Municipality, etc.

Also in this chapter I have presented the synthesis of *original practical contributions*, grouped on four directions: *managerial redesign; strategic managerial promotion; managers and management professionalization; reducing communication barriers as positive influence of social orientation under social management*.

The thesis has seven chapters, counting 424 pages, 63 tabels. 78 figures, 3 case studies, 9 schedules and 198 references. This structure allowed the follow-up of a logical research route from general (the social orientation and social management process, the public administration) to

particular (social orientation and social management in public administration) and even special (social orientation and social management within the City Hall of Pitesti Municipality) without neglecting though the feedback type relations that shall achieve global balance of the system and taking the most innovating and feasible measure which once implemented in the social orientation and social management system in public institutions shall ensure high performance.

CHAPTER 1

CURRENT PHASE OF THE SOCIAL ORIENTATION AND SOCIAL MANAGEMENT. THEIR PART IN KNOWING AND IMPACTING SOCIAL REALITY

The main issues envisaged in this chapter refer to:

- ✓ assessing the current phase of the structure and operation of the local public administration;
- ✓ defining the concept of local public administration;
- ✓ assigning the main principles of structure and operation of the local public administration;
- ✓ specifying the capacities of the local public administration;
- ✓ describing management specific elements in the local public administration;
- ✓ determining the chronology of social orientation and social management evolution;
- ✓ highlighting the part of social orientation in the management of local public administration;
- ✓ detailing the main objectives and priorities of social orientation in the management of the institutions in the local public administration;
- ✓ reviewing the management of social orientation as science and art;
- ✓ emphasizing the core and purposes of social management;
- ✓ arguing the need for the concepts of social orientation and social management to emerge and develop as required subject matter in the training of managers in the local public administration;
- ✓ reviewing social management as a deep interdisciplinary and multidisciplinary field.

The end of the chapter contains some partial findings and personal contributions to the issues approached.

The Social Action Theory has an important place in conceiving theoretical grounds and practically carrying out the management of social action. In sociologic thinking this social action concept was introduced based on a very thorough scientific substantiation by Max Weber who defined social action as “human action (no matter if it is external sau internal, coincides with the non-intervention sau patient attitude) which, according to the hypothetical person who acts or the group they act in, in accordance with other people’s action or towards it.” We conclude from the above definition that in Weber’s apprehension social action has two

features: firstly it must be rational, conscious and secondly it must target the behaviour or other people that may be: collaborators, acquaintances, individuals or an undetermined crowd.

The principles of local public administration can be found in the legislation mainly made of article 2(1) of Law 215/2001 with subsequent amendments and supplements, the provisions of Law 67/2004 on the selection of the authorities of the local public administration, amended by Law 35/2008, both organic laws, as well as the provisions under art. 3, letter a) of the Framework Law no 195/2006 on decentralization².

The management of public institution must truly have an European dimension. Thus, "...the European professional management, regardless of the level it is placed at, aims one or more purposes, one or more objectives, it is dynamic, shows initiative and responsiveness towards changes, gives heed to the managerial organization-related issues in the field of planning, motivation, participation, decision-making process and control"³.

In the view of Prof. H.C. Ion Petrescu, Ph.D., the managerial process is the activity of the subjects of management reunited under a certain structure directed towards achieving the purposes of that institution, on the way of achieving certain positions and by using some methods and principles of the proper management.⁴

Social orientation developed in the management of the institutions under the local public administration may be considered an efficient tool for achieving a balance of interests between the business environment and the interests of the state and of the local community, exercising a positive effect upon investments both for investors, and for the subjects in the social environment.

Public servants are used to working in an environment powerfully dominated by a centralized managerial structure, in a closed environment where initiatives come from a higher level and where they cannot overstep their responsibilities, trying to improve the system. But the personnel is poorly motivated and trained to follow instructions and reflect upon their logic.

Public administration regarded as communicational organization is a generous subject matter and maybe one of the greatest interest in these

² Petrescu, I., *The Manager Profession from an European Point of View*, Expert Publishing House, page 9

³ Petrescu, I., Muscalu, E., *Treaty of Public Management*, Publishing House of the „Lucian Blaga” University, Sibiu, 2003, p.268

⁴ On the concept of management process in: Zorleţan, T., Burduş, E., Căprărescu, G., *Organizational Management*, Economica Publishing House, 1998, p. 20-27

times when Romania, recently become a member of NATO and the European Community. Social orientation and social management must be deemed as maximum relevance processes at the level of the institutions of the local administration, the systemic conception playing a significant part in reviewing the place and role of the managers in finding viable solutions for community problems.

Social action is different from the social contact preceding it and includes elements in figure 1.1.

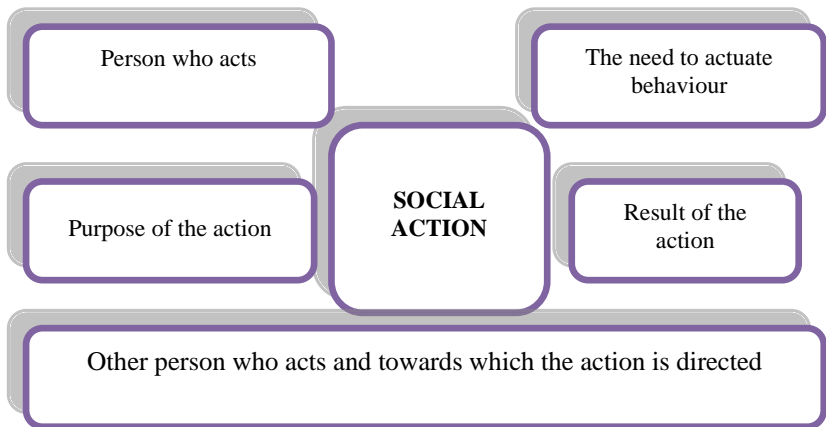


Fig.1.1. Elements of social action

Due to the complexity of social action, the work of the social manager is complicated, a work in which one must involve the art of cooperating with other people facing difficult psychological problems or people who find themselves in difficult life circumstances. The difficulty comes from the fact that the social manager is in a continuous conflicting state underlain by the continuous conflicts between natural and social. In such circumstances, the social manager, considering the internal life of his client and its living environment, must direct him towards respecting the existing norms and behavioural standards, turning them into internal motivations for social actions.

CHAPTER 2

SOCIAL ORIENTATION AND SOCIAL MANAGEMENT IN A PROCESS AND SYSTEMIC APPROACH

The managerial process has a special place under the local management system. That is why, under this chapter, I have carried out:

- the review of the social management as a process with particular traits and specific constitutive elements;
- the detailing of the process and structure of the social management as continuous interrelation;
- specifying the organizational elements of the social management as process;
- presenting the functions of the social management and their particulars;
- systemic review of the social orientation and social management;
- defining the core of the social management system;
- specifying the content of the social orientation and social management system;
- review of the social managerial system structure in the current phase,
- describing the object of the action of social management;
- pointing out the specificity of the principles of social management;
- studying interconditioning of the social management with the object of its action;
- emphasizing the relevance of the resources in the social management with appeal to the subjects of the social management, their structure and positions;

The chapter ends with a few partial findings and personal contributions to the issues under analysis.

The managerial process, unlike the *execution process*, where the labour force in the social institution acts upon the labour objects by labour means, is characterized by the fact that part of the labour force acts upon the other majority part with a view to attract it of an organized manner to the achievement of the objectives of the social institution. The *social and managerial process* is an assembly of interventions by which the manager foresees, structures, makes decisions and controls the activity of the social servants with the purpose of achieving the objectives of the institutions with

maximum efficiency and with social utility⁵.

The core of the social management process is about focusing human efforts with a view to coordinate joint work. This effort unfolds through time and space and is carried out as required combinations, determined by the division and cooperation of the social and managerial work.

The social and managerial process has a specific content. The study of this process required understanding of the manner in which the personnel is influenced in solving the social issues of the institutions.

The content of the managerial process *depends upon the main tasks* facing the social institution. It can be methodological, functional, economic, organizational, social and informational.

The methodological content of the managerial process, in considering the overall features of the social management activities and the specific features of the human activity implies 4 phases, namely: describing purpose, analyzing circumstances, determining the issue, making a decision.

In his work *Social Management*, Prof. H.C. Ion Petrescu, Ph.D. highlights the following *specific traits* of the managerial process in the social institutions⁶: a) dynamism; b) stability; c) continuity; d) consistency; e) ciclicity.

Process and systemic approach of the social orientation and social management can influence social actions within the public institutions in general and within the City Hall of Pitesti Municipality in particular, because by organizing the social and managerial process the following are aimed and carried out:

- ✓ the envisaged purposes which in the managerial process can act as analysis, control, incentive psychosocial or moral⁷ levers.
- ✓ considering the actual conditions when preparing the regulations and norms, by intertwining the general with the particular, the commonplace with concrete;
- ✓ the rational distribution of the activities by stages and phases and providing balanced circumstances for carrying out various operations of the managerial process;
- ✓ directing provision of information under the managerial process with a view to achieving in due time the required and sufficient volume of information;

⁵ On the concept of management process in: Zorlențan, T., Burduș, E., Căprărescu, G., *Organizational Management*, Economica Publishing House, 1998, p.20-27

⁶ Petrescu, I., *Social Management*, Expert Publishing House, Bucuresti, 2004, p.134-135

⁷ Petrescu, I., Cismaru, G., (2009), *The Manager in the Business World*, Tribuna Publishing House, Sibiu, p.366-380

- ✓ preventing the impact of the subjective factors in organizing the management of the social institution and ensuring it's carried out successfully even when the management staff changes;
- ✓ coordinating the managerial process through space and time with favourable outcome upon the economic development of the social institution; the rational intertwining of the regulations, norms, instructions, while considering the information factors of the social management;
- ✓ considering the particulars, characteristic traits and actual circumstances when structuring the social and managerial process.

Surveying the basic elements of the organizational structure, of their intertwining manner, of the correspondence between positions and compartments, of their nature, of the manner of allotment and responsibilities, of establishing the connections between the functional and operational elements, underlines *three types of organizational structures: hierarchical structure, b) functional structure; c) functional hierarchical structure.*

In solving social problems, one resorts to strategies, approached as overall orientations of the activities solving various issues. There are three categories of strategies required for every problem solving action: preemptive exploratory, preemptive-resolutive and executive. Resorting to strategies for the development of cognitive approaches means shifting the resolutive process into the field of behaviours.

The managerial mechanism, as an assembly of the ascendancy levers, reflects both the structural features of the social management and the particulars of its process. In the social management, choosing methods is the most important factor of the managerial process and significantly impacts its performance. At the same time, the particularities of the managerial system structure determines the use of methods to a great extent. As such, when it is fairly set, the structure impacts the rational and efficient performance of the managerial process.

In the end of this chapter's abstract we need to remind that in the optimum operation of the managerial system, an important part is played by the *authority of the social manager*. It represents the means by which the will of the collective is subjected to the will of the social manager⁸.

⁸ Petrescu, I., (2007), *Management of Reputation*, Expert Publishing House, Bucuresti, p.254

CHAPTER 3

SOCIAL POLICY AND SOCIAL MANAGEMENT WITHIN THE CITY HALL OF PITESTI MUNICIPALITY

This important chapter of the thesis contains aspects regarding:

- reasoning why social policy is a priority of the City Hall of Pitesti Municipality;
- the defining elements of the social policy and its components;
- the particularities of the social policy evolution in Pitesti Municipality;
- interconditions and interrelations between the social policy, the social management and their logistic;
- methodologic elements regarding the preparation of the social policy within the City Hall of Pitesti Municipality;
- aspects regarding the implementation of the social policy in the City Hall of Pitesti Municipality;
- ways for identifying and solving social issues.

As in the other chapters, in the end there are presented some partial findings and personal contribution to the approached issues.

Referring to the concept of social policies, Marian Preda⁹, defines them as “the activities/ actions developed by/ through the state (strategies, programmes, institutions, actions, laws) aiming to promote/ impact the wellbeing of the individual, family or community in a society, as well as of the wellbeing of the society as a whole.”

One of the primary requirements of the managerial deed is continuously being aware of the reality in its field of activity and not only. As Prof. H.C. Ion Petrescu, Ph.D. emphasizes, “The professional manager, irrespective of the level he is on, aims one or more purposes, one or more objectives, it is dynamic, exhibits initiative and responsiveness towards changes, gives heed to the managerial organization-related issues in the field of planning, motivation, participation, decision-making process and control”¹⁰.

⁹ Preda, M., *Social Policies*. In Pop, L., (coord), *Dictionary of Social Policy*, Expert Publishing House, 2002, p.598

¹⁰ Petrescu, I – *The Profession of Manager*, Lux Libris Publishing House, Brasov, 1997, p.24

Social policy is the science and art of using actively and in the best way, all the resources of the institution, in order to perform efficiently and effectively the social missions and objectives undertaken.

Social policy is “science” in terms of it being included in the science of social management. Similar to the genus proximus (social management), social policy is made mainly of specific principles and methodologies that are strict and rational, set in a special mechanism as presented in figure 3.1.



Fig.3.1. Social policy mechanism

To a greater extent than the social management in general, *social policy* is also “art”, its reference space also including “the *managerial intuition*” (as synthesis between experience and the “sense of new”), as well as the “*managerial will to change*” (as psychological availability and mental acumen of detecting and undertaking the optimal meanings and the desirable directions of change in education, in the social field).

From the point of view of the management of the City Hall of Pitesti Municipality, *social policy is at the confluence of the personnel management and the strategic social management.* In this complex view, both *social resources* and *purposes* of the managerial action within the social services are being configured.

Defined against policy, social management is *the managerial process of setting and implementing a social policy.* At the same time, social management is an enrichment of the political and social planning concept.

In tight connection to the social policy and the activity developed in this field by the social manager and servant, *we may systemize the logistic analysis in the following phases:*

- ⇒ directing the activities required for the programme on phases or parts, which forces the social manager and servant to think to the tiniest details about the actions that will be necessary;
- ⇒ highlighting the relations between the stages and phases where authority ratios are extremely important;
- ⇒ determining the required resources for each stage, phase where planning is expressed in terms of raw materials, personnel, end products, etc.
- ⇒ knowing the moment when each resource is available;
- ⇒ assessing the time required for achieving each stage;
- ⇒ establishing the exact data for the beginning and ending of each stage.

For such issues, the social manager may employ the critical path technique. Regardless of the tools he employs, it is the duty of the social manager to fully investigate the aspect of institution's development, adopting a proper behaviour in observance of the social policy and its integration in the components of the social reality.

The specialized literature divides the process of performing a social policy in “constitutive steps” and analyzes them individually¹¹.

Social policy includes two closely interdependent processes:

- ❖ system (social institution) *diagnosis* having the natural role of detecting the “state” features of the social structures and processes;
- ❖ *the prospective development* of the evolutionary state of the social institution by outlining the “alternative solutions” and “desirable states”.

At the same time, considering the circumstances when social policy is based and comes from a strict diagnosis of the current state, the *common stages to any design approach are: designing the social policy norms of the system; designing the institutional system of the social policy*, of the “execution levels” and if the “performing institutions”, stage that cannot leave out the *design of the social institution's management* (of the management “deeds” and “documents”).

The overall design meaning, the generic design phases in the social policy are fully applicable in the social institutions centred on competences.

Last but not least, one should note the phycho-social impact of competency. Explicitly opposing inertia and (social and professional) routine, the competency norm imposes itself as a “must” for each group and individual admitting the opportunity of keeping within the evolutionary trends of the system that incorporates them.

¹¹ Anderson, J., *Public Policymaking: An Introduction*, Boston, Houghton Mifflin, 1990, p. 35-37

CHAPTER 4

SOCIAL SERVICES, PROJECTS, SOCIAL PROGRAMME AND PLANNING WITHIN THE CITY HALL OF PITESTI MUNICIPALITY

The main issues approached in this chapter included a wide range of areas of activity of a city hall in general and of the City Hall of Pitesti Municipality in particular, among which:

- ◆ description of social service-related concepts, categories;
- ◆ detailing of the services in the field of education, health, specialized support;
- ◆ customization of public services within the City Hall of Pitesti Municipality;
- ◆ outlining social responsibility within the City Hall of Pitesti Municipality under crisis circumstances;
- ◆ analyzing the project, programme and planning management;
- ◆ describing planning as support to social management tackling its components.

As in the other chapters, in the end there are presented some partial findings and personal contribution to the approached issues.

The increase in the living standards of a human collectivity is determined by a significant number of factors, among which provision of social services by the authorized institutions. That is why approaching this issue in the context of optimal development of social orientation and social management is required.

As emphasized by some authors¹², social services represent the tools to achieve some social redistributive objectives. The term of social services aims a wide range of issues focusing on the participation of the members of society to the social life.

In terms of institutional content, social service includes¹³:

- the legal status or legal sanction of the activity of social protection by help of instructions and regulators;

¹² Pop, M.L., *Social Services*, op. cit p. 720 - 721

¹³ Comarov, E.I., ş.a. (sub red.) *Management of Social Work*, Neados Publishing House, 1999, p. 52-53

- organizational development of social protection and aiding institutions that can be typical or original, where the specific of conditions and particularities is found;

- practical performance of certain functions of social protection, aid, support, starting from the legal status and the organizational structure.

Underlying the structure and operation of the public service within the City Hall of Pitesti Municipality there are the following principles: decentralization, continuity, fairness, efficiency, adjustability, neutrality and quantification.

Given the complexity of the requirements of the citizens of Pitesti Municipality, there is a great variety of public services covering it, but also a great range of organizational forms such as: agencies, secretarial offices, institutions, administrations, sections, offices, regies, commercial companies, hospitals, schools, directorates, etc.

Regarding the public service for the citizens of Pitesti Municipality, Law no 215/2001 stipulates that these services can be set-up and organized by the local or county councils, in the main fields of activity, according to the specific or local needs, in compliance of the legal provisions and subject to the financial means they possess.

The fields in which the local public authorities in Pitesti have to provide public servuces are provided under annex 2 to Law 273/2006 (annex that can be amended yearly by the law on state budget or other regulations) and are structured as follows: *education; health; culture, leisure and religion; social work; dwellings; services and public development, environment protection; fuels and energy; transport; other economic actions; public safety and protection.*

Local public services can be managed directly by the local authority or can be delegated, under the law, to legal or natural entities.

In this chapter we have presented the structure of the social services provided to the citizens of Pitesti, established under the current legislations and the decisions adopted locally. In this context, the number of public budgetteers was generated by the number of budgetteers established by GEO no 63/2010, and the financial restraint determined by the provisions under GEO no 55/2010 led to the layoff of 208 individuals.

A simple but relevant and efficient enough to assess the quality of a public service provided to the local collectivity is the opinion poll.

In this view, in Pitesti, there is carried out yearly a poll to assess the citizens' satisfaction as regards the services provided by the municipality. The number of people interviewed was 806.

Thus, for years 2010 and 2011, the question “*How pleased are you with the following public services provided by the municipality*” led to the following results:

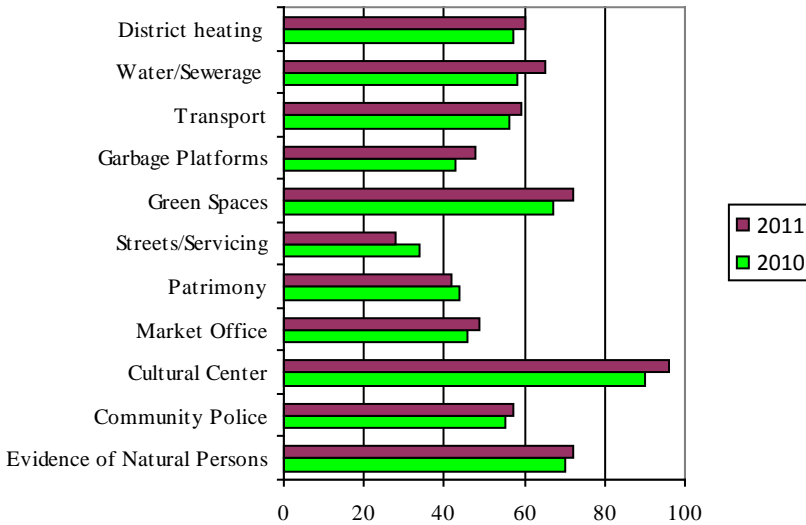


Fig 4.1. Chart evaluating the citizens’ satisfaction as regards the services provided by the municipality

The citizens are pleased with the municipality’s services, almost all services record over 40% pleased and very pleased citizens.

Within the City Hall of Pitesti Municipality, the social project management come into proeminence as *social management specialized field*, answering the requirement to cover actual practical request regarding the unitary and efficient coordination of some vast and complex activities in all the fields of social life.

On the one hand, the management of the local administration must provide the proper operation of the community public services, and on the other hand to generate economic development without which there cannot be social development.

CHAPTER 5

COMMUNICATION IN THE SOCIAL ORIENTATION DEVELOPED IN THE MANAGEMENT OF THE INSTITUTIONS WITHIN THE LOCAL PUBLIC ADMINISTRATION

This chapter incorporates issues as important as the ones before on the following topics:

- description of the defining elements of the concept of managerial communication;
- a reasoning about why communication should be an advantage in the social orientation activity in the social management;
- description of why it is necessary to ensure the transparency of the communication process in social orientation and social management within the City Hall of Pitesti Municipality;
- highlighting the specific elements of communication competences of the personnel working in the institutions of the local public administration;
- highlighting the specific character of communication within the institutions of the local public administration in the social orientation activity;
- analyzing the structure of the communication networks in the management of the institutions of the local public administration.
- describing the general communication charts in the management of the institutions of the local public administration, singularizing the local public administration in Pitesti.
- the main courses and methods of improvement communication in the management of the institutions in the local public administration of Pitesti Municipality.

The end of the chapter presents the main partial findings and personal contributions to the approached issues.

As already known, organizations can be impacted by continuous changes affecting the work, wellbeing and safety of the employees. Thus the need for change to be managed, which can be done only if the impacted persons are told the reasons and consequences of the change in such a manner that will understand and accept.

Renowned specialists such as Harold Laswell, Jean Stoetzel, Thomas Luckman, Jurgen Habermas, Marshall Mc. Luhan, Roger Mucchielli, Paul Lazarsfeld, and others contributed significantly to developing the communication theory and defining the concept. We stop examples here,

deeming that we have chosen a few complementary one of their multitude. They highlight actual aspects, namely the transfer of information, of ideas, knowledge, thoughts, the capacity of influence and the effects of communication, interpersonal relations, message comprehension, etc. As general elements to be found with most of the communication specialists, one must keep in mind the ones stating that, essentially, this is a *psycho-social process, a social relation of interpersonal information transfers, between individuals and group, but also between groups*. Thus, with psychological and social determinations, communication reflects upon individuals and groups sometimes with dramatic effects, depending on the position they hold within the social communication system. A fair, efficient, compliant with reality decision can never be made if the information communication system and networks don't work flawlessly.

Public communication is based on three communication cores: the administration, the media, the public.

Any administration shall be interested in the manner its public image is promoted and perceived, using media for communication. So, "...institutional communication is the one providing anchorage of the administration, organization in the daily economic and social reality"¹⁴.

The media presents itself as an amplifying core of the information submitted by the administration. A good media collaboration is always important to ease the information flow of the institutional communication, both within and especially without the institution.

Public relations within the City Hall are performed as follows: a) providing the information you wish to convey to the target public; b) providing answers to the questions that may arise regarding the conveyed message.

Media shall be publicly informed by providing press releases for the mass media, and the specialized media, both print and electronic. Thus, by the materials prepared for the respective institution, such as: newsletters, booklets, technical data leaflets, radio and televised spots, slideshows and even movies, shall enrich its image.

Increasing the performance of communication in public administration, the always current issue in a dynamic system such as public administration, implies *maintaining* communication channels, networks and structures *in a good working condition* between all the components of the organizational structure. The first condition to be achieved in this sense is *removing all obstacles in the way of communication*. We are considering here all the material, cultural, spiritual and psychological cruces. Also, in

¹⁴ Bertrand, C., J., 2001, *Introduction in the written and spoken media*, Polirom Publishing House, Iasi, p.37

order to improve communication in public administration, we deem Also, in order to improve communication in public administration, we deem *that several requirements should be complied with*, among which the most important would be:

- promoting the actions concurring to the raise of the intensity in the psychosocial field of communication. Through all channels, information flows must circulate with maximum speed and quality, so that the psychosocial field intensity reaches high levels. This implies also a high density of the communication network.

- balancing the ratios between the formal and informal structure of the institution. Mainly, this refers to strengthening of the part of hierarchical organization levels in the communication process, in parallel with the development of non-institutional ways of information transfer.

- attracting public servants in the act of participating in management and decision-making;

- activating the elements promoting the strengthening of ties within groups. We are talking about the managerial group, the groups of public servants, the professional groups in the administrative system which must reflect cohesion, solidarity, ability to react quickly and efficiently, competence and collective personality or syntality;

- promoting the interest for efficient communications in public servants;

- accessibility of the communication language and specification of the basic elements of the common message conveying and receiving code between the communication partners;

- increasing the role of the group in achieving control and self-control;

- varying the teamwork forms;

- improving the hierarchical structure so that descendant information shall follow the hierarchical line, and the subordinates not be informed before the person in charge (Pierre Jardillier);

- removing all sources of communication noise or jamming with a view to maintain accuracy and clarity of the message;

- ensuring decision-making transparency.

We may conclude that now, but especially in the future, *communication is the core of practical action in the social orientation activity in the social management*. We can even use the equal sign between it and the concepts of competent efficiency and prestige.

CHAPTER 6

SELECTIVE SCIENTIFIC RESEARCH REGARDING SOCIAL ORIENTATION AND SOCIAL MANAGEMENT IN THE ACTIVITY OF THE INSTITUTIONS FROM THE LOCAL PUBLIC ADMINISTRATION WITHIN THE CITY HALL OF PITESTI MUNICIPALITY

Selective scientific research regarding the social orientation and social management in the activity of the institutions from the local public administration set itself to highlight the distinctiveness of the components, dimensions and functions performed by the social management in the activity of the institutions with the public administration, with impact upon the general outcome such as:

- interface and thoroughness in managerial research
- psychosocioeconomic significance of human relationships, of collective opinion and morale by means of investigating managerial processes;
- psychosocial coordinates of communication and participation in managerial investigations;
- development of a practical-operational and content object thinking in the scientific managerial research;
- the role of transparency in the psychosocial side of the communication and participation process in the scientific managerial research;
- ethics in scientific research, technological development and innovation;
- the manner of expanding the increasing ways of the scientific research team;
- apprehension of the methods and techniques of scientific knowledge, as well as the role and importance of using information and communication in the process of investigation and identification of solutions for problem solving;
- organizing the writing, documenting and drafting of the scientific research report which is utterly necessary in the doctoral scientific research activity.

The main research objective is to raise the quality and efficiency of the actions regarding social orientation and social management in the activity of the institutions of the local public administration, in general, and of the City Hall of Pitesti Municipality in particular. This can be done by

identifying the elements referring to the performance of the public institution in relation to the citizens, institutions and similar organizations, by increasing the performance of social orientation and social management activities, as an effect of the intellectual capital promotion in the institutions of the local public administration and through a quick, efficient, pragmatic communication, as process of impacting social orientation in the social management within the public institutions.

According to the comprehensive connection between the scientific research and statistical research, using the statistical method was applied in the performance and assessment of the results of the queries on the significant features of the social manager in the public administration and the important problems regarding the manner in which organizational communication barriers manifest themselves within the City Hall of the Pitesti Municipality.

I have directed the research activity carried out within the thesis in three directions with the purpose of improving social orientation and social management in the activity of the institutions of the public administration, as follows:

1. research direction regarding the perception of the actors involved in the process of social management;

2. research direction regarding the effects of the intellectual capital upon the increase of the performance of the social orientation and social management activity within the local public administration in the Municipality of Pitesti;

3. research direction regarding the decrease of the communication barriers as a process of positive impact of social orientation in the social management within the City Hall of Pitesti Municipality.

From the research performed, it resulted that in Pitesti, social institutions are beginning to understand more and more the increasing role of the intellectual capital. Also, it is raising the stress upon the management of the quality of intellectual resources which are included on the list or parameters to be estimated, together with the tangible assets of the institution and its position.

We can also draw the conclusion that the manager of the City Hall of Pitesti Municipality has the social capabilities required to manage and administrate a public institution. This social manager is performance-oriented, tips the management balance to achieving projects in relatively short periods of time, know how to make himself heard and understood by people.

Also, the results of research showed the fact that the public social management in Pitesti is performance-oriented, and that is based on a series of correct decisions.

At the same time, the management of the City Hall of Pitesti Municipality valorizes the ability of people in its structures, the entire institutional process being strictly controlled.

Also, following the polls carried out, it was found out that the manager of the city hall is an undertaker never leaving anything at chance and who is involved actively in all the activities of the institution together with his subordinates.

As regards the employees of the city hall, one learnt that all the members of the institution work in compliance of norms and regulations well determined by laws and regulations.

At the level of the management of the City Hall of Pitesti Municipality a great importance is granted to the role of the intellectual capital. It is confirmed that always, people's knowledge and also their work habits, establish the development rhythm of the institutions in the local public administration in Pitesti.

One stresses more and more the management of quality for the intellectual resources included in the list of parameters to be estimated, together with the tangible assets of the institution and its position. The role of highly qualified labour force and of the innovating personality is continuously growing, and at the same time the training domains for the personnel are getting more and more complex. For the Municipality of Pitesti, it is very important to use the concept of intellectual capital in the reforming strategic objectives of the social institutions, in the fields of education and science which are the growing base for provision of the wellbeing of population of Pitesti and for incorporating the Municipality in the national economy as equal partner.

But the approaches on human capital quality management requires improvement especially on: the social management, monitoring and improvement of human resources, result-orientation, performance assessment regarding innovation and creativity of the personnel, etc.

Also, it is necessary that, within the City Hall of Pitesti Municipality be adopted a series of strategies of reducing the communication barriers by:

- stimulating the two-way communication: between the employees of the City Hall and the citizens of Pitesti;
- permanent use of feed-back in taking steps towards social orientation within the City Hall;
- increase attention to the language employed;

- cultivating and maintaining credibility of all the actions carried out;
- checking the correctness of the messages conveyed by the citizens of Pitesti;
- optimizing the information flow within the City Hall of Pitesti Municipality.

Also, one must not neglect preventing the occurrence of involuntary errors or which are caused in the communication process within social orientation.

CHAPTER 7

SYNTHESIS OF CONCLUSIONS, OPINIONS AND PERSONAL CONTRIBUTIONS

As concluded from the thesis, the social orientation in the management of local public administration institutions may be regarded as an effective instrument for achieving a balance of interests between the interests of business environment and state and local community, having a positive effect on investments both for investors and for actors in the social environment.

The study confirmed the hypothesis No. 1, in the sense that knowledge and influence of the social reality, social orientation and social management can and should play a major role by applying the organization and functioning principles of local public administration, having regard to the particularities of the local public administration management. Social orientation and social management should be considered processes of major importance at the level of local government institutions, the systemic concept having a special role in analysis of the place and the role of managers in finding viable solutions to solving the community problems. At the same time, the analysis carried out showed that the procedural and systemic approach of social orientation and social management are likely to influence the social actions at the level of public institutions in general and of Pitesti City Hall, confirming the hypothesis no. 2.

As I pointed out the organization of social managerial process aims at and carries out: the proposed purposes which may act in the management process as psychosocial or moral leverages for analysis, control, stimulation; taking into account when drawing up the rules and norms of the concrete conditions, through the interweaving of general facts with particular ones, of specific with actual, rational distribution of activities on stages and phases and ensuring of balanced conditions for achieving the various operations of the management process; orientation of management process to ensure on time obtaining of necessary and sufficient quantity of information; preventing the influence of subjective factors in the organization of social institution management and ensure it successfully even under the replacement of the managing team; coordination of management process in space and in time with the favorable consequences on the development of social institution's economy; rational combining of regulations, norms, instructions considering the information and social management factors; taking into consideration the particularities, features and actual conditions in the organization of social management process.

Also, the link between the process and the structure of social management resides in the mechanism and methods of social institution management. In fact, the structure is the basis for constructive social management. As such, when it is just formulated, the structure influences rational and effective realization of the management process, the choice of methods representing the most important factor influencing the management process and influence it in an important way. At the same time, the peculiarities of the management system's structure determine to a large extent the methods' use.

Regarding the third hypothesis, research carried out during my doctoral training have demonstrated that social policy can and should represent the basis of social management systems or processes of any institutional level, what leads us to the conclusion that this hypothesis is confirmed. Also, in this context, we may strongly affirm that the correlation between the definition components and the essence of social policy rests on the following statements I reiterate below.

The relationship between the definition components and the essence of social policy is based on the character and concept of welfare state whose content consists in the care to create the necessary conditions to ensure citizens with a dignified life and free development of their personality. This social orientation of state's activity is manifested in practical way in the social policy.

Also, social policy has an integrative object that resides in the base system of society, namely the social sphere of social life. Regarding the major components of this sphere, some specialists in the field include all institutions belonging to the unproductive branches of national economy: education, health, culture, social assistance.

Regarding the work hypothesis no. 4: "optimal management of social services, implementation of development projects and implementation of social programs by the staff of Pitesti City Hall ensures an increase of the living standard of citizens in Pitesti" is confirmed by the above mentioned.

A few arguments in summary:

- there are many segments of the activity of local public administration that use different databases, though those databases must contain the same elements. In fact whatever activities are managed in the same domain, they must be served by a database. That's why it is necessary an analysis of those tasks that use the same data to create a single database which can 'supply' all the activities of the sphere;
- local authorities are increasingly involved in solving increasingly complex problems the municipality is facing. Therefore their action areas are modified and even extended;

- the change of the socio-economic system, the problems that have arisen in the process of transition, the globalization of the economy and ultimately the global crisis have created difficulties in the life of the municipalities, and the decisions of decision-makers are particularly important for overcoming these problems;
- the management of the local administration should, on one hand ensure the proper functioning of public services related to the communities and, on the other hand should generate economic development, without which there can be no social development.

We can appreciate that the research justification for this thesis has revealed that also hypothesis no. 5 is confirmed, since knowledge and removal of communication barriers provides performance at a high level of professionalism of social orientation and social management in Pitesti City Hall. Here are some conclusions, such as:

- communication has a special role in the social management and social orientation, special attention must be given that local public administration employees know the forms and methods of communication as a means of correctly transmitting information and connection between its internal environment and the other subsystems of the social system;
- improvement of specialized computer systems to be used by the entire administration, with appropriate training of the staff user in this respect is very important; These actions are necessary because at the moment there are databases for each legal administrative entity as well as specific software for it, but for a more unified, operative, and costless running, it is necessary to build unique databases, shared 'on line' both by the users and the public concerned;
- establishment of a unique center for complaints so that these could be allotted in a unified way to the services that can solve them;
- at the same time, the establishment of a database with the workforce specializations at the level of municipality is also an important conclusion;
- design and implementation of a computer system for tracking the way of solving the complaints and referrals, including questions from the audience.

As I stated at the end of each chapter, the main theoretical original contributions are listed below:

1. Analysis of the management of social orientation from the perspective that it is both science and art;
2. I have spotlighted the need for social management to be considered as a new discipline in the preparation of managers of local public administration;
3. I have presented arguments in favor of the assertion that social management implies knowledge from many disciplines and fields of human knowledge;

4. I have supported the idea that public administrations work gains an 'project' type entrepreneurial dimension, by which a system of interests, delegation of responsibilities, operates such as the outsourcing of public services, and the implementation of programs for the development of localities;
5. I have analyzed the organization of activities at Pitesti City Hall, of public services which must be provided by a County residence City Hall;
6. I have detailed in the organizational structure of specialized Mayor's office the following types of functional structures according to activity load, complexity, importance and specifics, (division, service, desk, compartment), showing that the Mayor's office in Pitești is organized in five divisions, and twelve independent compartments, of which nine are directly subordinated to the Mayor and three directly to the Secretary;
7. I have argued the need for addressing the social orientation in social management as an important issue facing modern society, affecting directly and immediately, but also indirectly, indefinitely, the lives of individuals, collectives and of society as a whole;
8. I have presented the peculiarities of the social managerial process, defining its elements;
9. I have reviewed the process and structure of social management as a permanent interrelation, taking into account the particularities of social management functions;
10. I approached from a systemic perspective, social management and social orientation, presenting their specific elements;
11. I have detailed the structure of the managerial – social system at present, its area of coverage, the specificity of the social management principles and the importance of resources in social management;
12. I have underlined the role of psycho-socio-human components in the social orientation in the management of local public administration institutions, which can exercise a dominant influence over the process as a whole and the actions that compose it;
13. I have argued why managers and staff must pay and can pay particular attention to social orientation in social management of problem-solving for citizens;
14. I have presented the relevant and specific aspects of the meaning of social policy as a priority of Pitesti City Hall;
15. I have outlined the elements defining the social policy and its components with the peculiarities of its evolution in Pitesti;
16. I have showed the interrelations and linking among social policy, social management and their logistics;

17. I have submitted a methodology of elaboration and implementation of social policy in Pitesti City Hall which includes: main phases of social policy design: using diagnostic analysis in the design of social policy; ways of identifying and solving social issues and of course, aspects of social policy implementation;
18. I have argued why communication has a special role in social management and social orientation;
19. I have stressed the need to improve specialized information systems with the appropriate training of the staff user for this purpose is very important;
20. I have proposed setting up a unique Center for complaints to be allotted for resolution to the adequate services unit;
21. I have suggested building a database with workforce specializations at the level of municipality;
22. I have proposed the design and implementation of a computer system for tracking the way of solving the complaints and referrals, including questions from the audience, etc.

In terms of practical original contributions, we specify that the whole research in Chapter 6 of the thesis led to the validation of original theoretical results outlined above, and to the shaping of a remarkable number of suggestions/proposals/solutions from the respondents, which are of great value to social orientation management and social management in Pitesti City Hall. We believe that their implementation may lead to a substantial remedy of the actual development stage of social orientation and social management in Pitesti City Hall. In summary, the directions on which these practical solutions were focused are grouped as follows:

1. *Managerial re-engineering*
2. *Promotion of strategic management*
3. *Professional training of managers and management*
4. *Diminishing the communication barriers as positive influence of social orientation in social management*

Special attention should be given to knowledge by employees of local public administration of forms and methods of communication as a means of transmitting information and correctly linking its internal environment with other subsystems of the social system.

Within the thesis, I have tried to approach originally the problem of social orientation and social management in their scope and by the complexity of qualitative and quantitative research, I have tried to design a project validated by practice.

BASIC WORDS

public administration, local autonomy, communication, decentralization, social orientation, social services, strategy

* * *

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