

BUSINESS GLOBALIZATION AND INTERNATIONALIZATION OF ORGANIZATIONS – THEIR MAJOR IMPACT WITHIN THE MANAGEMENT OF ROMANIAN ORGANIZATIONS

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Rezumat: Globalizarea afacerilor și internaționalizarea companiilor sunt două dintre componentele esențiale ale schimbării. Efectele lor structurale au implicații profunde în managementul organizațiilor. „Aceeia care nu se schimbă vor avea surprize neplăcute”, spunea cunoscutul om de știință Peter Drucker. Afectate de aceste fenomene sunt companiile ale căror încercări nu sunt sistematice, coerente și abordate în mod științific. Acest lucru implică adaptarea misiunii companiei, strategii noi, noi sisteme informaționale de management (luând de asemenea în considerare distanțele, impactul multiculturalismului), noi structuri organizaționale, noi modele de optimizare a deciziilor, adaptarea la toate funcțiile managementului și ale organizațiilor – managementul în general.

Abstract: Business globalization and the internationalization of companies are two of the essential components of change – irreversible phenomena, which continuously amplify and diversify their ways of manifestation. Their structural effects have profound implications in the management of organizations. “Those who do not change will face unpleasant surprises”, the renowned scholar Peter Drucker used to say. The consequences of failing to adapt the management to the rate of change are obvious on a day-to-day basis. Affected by such phenomena are particularly the companies whose attempts to adapt are not systematic, cohesive, and scientifically approached. Business globalization results from the narrowing of internal markets and the attractive effect of specific aspects of the global market insufficiently considered until the present moment. These aspects ensure competing positions for all the elements in the market, as well as new advantages on all level, such as markets of resources, of technologies, and top management of knowledge.

Key words: Business globalization, internationalization of companies, management, Romanian organizations

Introduction

The internationalization of the companies and, more specifically, their emergence on the global market, is not only a purpose per se, but also has reactive and proactive motivations that must be carefully valued, the decision for their revaluation being one of the most fundamental, advantageous, as well as one of the riskiest options – depending on the level of scientific background.

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This decision involves the adaptation of the mission of the company, new strategies, new information management systems (taking into account the distances, the impact of multiculturalism, etc.), new organizational structures, new models for the optimization of decisions, the adaptation of the methodological system of management, adaptation of all functions of management and all functions of the organization – thus, of the management in general. This is the object of this paper.

Therefore the globalization must be addressed as a **characteristic and dominant phenomenon of the contemporary world**, because the local, national and regional issues **radiate** and form this phenomenon that enforces a **change in the perception and general philosophy on existence and development**, in all fields of human activity.

All these mutations are generated by **objective causes**, which if are not taken into consideration, expose companies to risks whose effects are yet **incommensurable**. Below you can find just a couple of those causes:

- **Globalization of science and technology**, as a result of the freedom of knowledge transfer. Within knowledge the secret is no longer important, but the rapidness they are converted to a competitive advantage.
- **Globalization of the identification and the use** of resources in general.
- **Globalization of marketing activity**, extending to a global level.
- **The creation of a global financial system**, through internationalization of the banking activity, financial institutions world-wide, free circulation of capital, liberalization and stimulation of foreign investments.
- **Globalization of the communication infrastructure**, which facilitates communications and transactions in real time, facilitating the economic and financial flows, in a ground-breaking rhythm.
- **A more profound impact of the activity of world-wide organizations** (for example the World Trade Organization).
- **The effect of the tendency of increase of the regional economic integration** (as an example the UE extension).
- **Deepening of international labor division and deepening** of interdependencies between national economies etc.

The globalization of economic life is significantly reflected by the evolution of worldwide trade, by the global character of the market strategies – **which take into account the market globalization** – by the creation of a global economy built on transnational interdependencies, in all **fields of activity**: production,

trade, services, finance etc., carried out in a new business environment, **more complex and more dynamic, challenging** for more performing initiatives, achieved through free trade and in a intercultural and multicultural context.

These mutations are already **reflected** in the **increase of international trade**, which outgoes in a significant rhythm, the industrial production and the gross internal product (GIP) (the international trade has increased 80 times in the last 50 years, while the industrial production has only increased 10 times, and the GIP over 9 times), **which means** that a great portion of the production is achieved through imports, this **magnifying the global exchanges and deepening the international labor division**.

The mentioned evolutions **have not balanced, but have accentuated** the power of Western Europe, USA and Japan which together hold **approximately 60% of the worldwide trade** (approximately 38%, 15% and 7%).

They get great advantages because of these evolutions that would have to be taken into consideration by other countries and companies, **first of all as a challenge**, for the weight increase of the internationalized production, starting from the fact **that in the mentioned areas and countries the gross internal product weight (GIP) of this type of activity is very high and has accelerated increase tendencies**. In the same manner should be treated the international serviced that are offered.

The conclusions draw attention on the fact that **although internal factors are the most important**, the performance of the national economy and companies is **contingent** more and more on the **performance of the participation in the worldwide circuit of material and intangible values**, in the development and utilization of **knowledge**.

International business, in this vision, **needs a certain managing technique**, an **international management**, which is the **management of international business**; it appears within relations between states, between non-governmental organizations and between national enterprises with **different cultures**.

The main mutations that have to take place within companies' management are mainly the **following ones**:

- **Restructuring** of the entire provision activity and adjustment of managing equipment.
- **Appropriate** organization of the market activity, which implies the creation of appropriate structures for production and distribution of products and services, in a new perspective.
- **Restructuring of the communication activity**, especially within market research and within promotion of businesses on the international market.

- **Adapting** of products and services to the new markets and demands.
- **Restructuring** of the entire activity within **business negotiation** which takes place in a different environment.
- **Improvement and adapting** of the decision system to the new conditions and demands.
- **Restructuring of the entire business contracting activity**, for the same reasons.
- **Selecting and combining**, in accordance with other criteria, of the managing methods and techniques.

Taken separately or as a whole, these **mutations have direct and profound effects within the management of organizations**, which is easily apprehended, thus **imposing a new vision** over their future, over international trade, over object conception and operationalization, over their subsystems and management functions, **aspects that I will return upon**. All these and many more, **are motivations to accelerate the internationalization process of the organization**, and are grouped into **two major segments**:

- **Reactive motivations**, those that represent the answer to the demands and problems; they are certain and actual and have appeared within the organization, like competition (local, national and regional, as well as general, which forces the organization to be in a permanent quest for new markets, otherwise remaining with open production capacities, and per ensemble discontinuing its development), access to resources, to technologies, to effective management;
- **Proactive motivations**, those that are the result of development strategies, especially the strategies for the creation and better use of competitive advantage, strategies to strengthen its position on the market, promotion strategies etc.

The internationalization of the organization, in this context, **imposes great modifications within all management subsystems** (information, organizational, decision, methodological), within all **management functions** (provision, organization, coordination, training and control) and also within **all functions of the organization** (research-development, production, commercial and marketing, financial and human resource); all these functions are to be addressed especially from the point of view of the demands resulted from the economy, the organization and the management based on knowledge.

The internationalization process of the organization can not take place by chance, as a necessity generally accepted, but in a **scientific manner, on the basis of a new mission and strategy**, which imply **the following steps**:

- **Determine, using an analysis – SWOT analysis – the potential of participation to the international economic business.**

- **Establish the ways** of participating to international business that bring advantages to the organization and that can be fulfilled.
- **Choose the types of strategies** for the entrance and maintenance on international markets.
- **Internationalization of the organization** in a multicultural and international context.

Determination of potential

The organization's potential to participate to the international businesses, is mainly given by the following components:

- **The available production capacities** and their performance in comparison with the demands imposed by international activities.
- **Technical and qualitative level of products** that can be manufactured and offered.
- **The possibilities of technological cooperation for renewal, diversification and modernization of products.**
- **Financial capacity** to invest in auxiliary costs and activities implied by the international activity (market research, training of specialized people, supplementary logistics etc.), which can be recovered in time.
- **Professional capacity** of the staff and of the specialized people the company can bring, in order to do market research and to promote its business, especially on long or average term, and the adjustment of the offer by standardization, selective adjustment or differentiation.

Therefore, **the decision to emerge on the international market** is a complex and responsible one and its substantiation starts with this diagnostic analysis for the determination of its own potential.

Establishment of the methods to participate to international business

Romanian companies can emerge on the international market through all methods by which a business can be promoted; **these are in a permanent diversification.** The best know methods of commercial international businesses **are:**

- **Export of goods and services**, which refers to their selling on the international market, with advantages and disadvantages that need to be well known and managed.
- **Import** of raw materials, tools, installations, modernization products etc, and the re-exportation of all these, after their processing, with higher prices and profits; this is a more competitive method.
- **Selling of the usage right of a technology, or selling of technological**

knowledge, by which the goods can be reproduced, identically or more even better and can be sold on international markets, this being seen as a more advanced export of intelligence method.

- **Movement of production**, the technology transfer abroad, in order to manufacture and sell the products and services there; this is seen as a more complex international trade method, which implies better results and higher efforts for the company, but also a more solid position on the international market.

- **Creation of production and sale departments abroad** (branches, subsidiaries, joint-ventures etc), this being seen as a more solid presence of the company on that market, and has to be prepared as such. The accomplishment is done through direct investments which have to rely on a long-term option, rigorously substantiated. We're talking about new entities created abroad, either as structures of the main company (branches, offices etc), or as autonomous legal persons (subsidiary) with a long-term institutionalized base, which are performing commercial operations (import-export), but also manufacturing.

- **International trade with commercial services**, the so-called invisible trade (transport services, insurance, tourism etc) which renders more valuable the technical, material and national foundation.

- **Combined exterior trade operations (re-exportation, pair-off commercial operations etc)** that aim the international techniques of revaluating the exchange opportunities and the profit increase.

- **Strategic alliances** for manufacturing and selling on international markets, which is the most modern and performant method for the valuation of your assets on international markets. They are based on long-term relations, materialized into proper common strategies and may exist as associations, corporations, joint ventures etc.). They all have a main wide-spreading objective, such as the creation of new objectives and turnkey deliveries, by means of institutionalized cooperation.

Going back to the materialization of advantages and disadvantages of all methods presented, we would like to give the below examples:

- **Direct export has the following advantages: high profit** acquired by avoiding the establishment of specialized structures, experience in marketing, flexible adaptation to the market, promoting the brand etc. it also has its limits such as higher commercialization expenses that can be covered by a certain export volume, higher risks caused by the unknown, the need of certain specialized structures, which require some costs (compartments, export directions, agencies abroad, relations, logistics, expenses with administering of sales etc.).

- **Indirect export:** manufacturer – mail-order house – external client, therefore the manufacturer transfer to the mail-order house the commercialization activity, this having certain implications, such as the loss of some advantages, but also the avoidance of certain disadvantages, both easily perceptible.

- **Export through a commission agent:** manufacturer – intermediary – external client, with the same mentions in regards to advantages and disadvantages.

- **Exterior trade companies,** characterized by high specialization in marketing, negotiations, promotion, contracting, execution, the relationship being the following: manufacturer – exterior trade company – external client. Those companies are built by different principles: by trades, by geographical areas; by mixed principles, etc.

Of course depending on their potential and opportunities, **companies may use these methods and modalities** to emerge on international markets **individually or collectively, simultaneously or combined**, depending on the performance and abilities of the staff or of the specialists. Each method has of course its **advantages and disadvantages**, and the success of their combination is the amplification of advantages and the compression of disadvantages.

Internationalization strategies of organizations

Depending on market researches, on general strategies, on opportunities, **organizations can use a large variety of internationalization strategies.** We present below some of these strategies and their **main** characteristics and demands.

The global strategy

This is the organization's general strategy adapted to the demands of its internalization. It represents a general option for long-term development and naturally has to foresee the development trends, the strategic objectives for development, the necessary resources and the main methods used to accomplish its goals.

Active development strategy

This is a strategy through which organizations try to actively intervene to influence or to shape some environmental elements, to counteract the competition, resorting to offensive, even aggressive actions.

Passive development strategy

This is a strategy through which organizations adapt to the modifications that occur in the business environment, inclusively at a technical or technological level.

Innovative development strategy

This is a strategy recommended by specialists, within the context of change and of the organization's orientation towards the client, the context of an economy, organization and a management based on knowledge. They say that innovation has to be transformed "from a gleam of ideas" into a continuous production of ideas and innovations. It is as well a means of building and turning operational the active development strategy, presented above. The innovation doesn't limit to the technical and technological side of the organization, but aims all domains of activity within the organization. (Research-development; Manufacturing; Sale; Financing; Usage of modern management methods and techniques etc.). It essentially refers to the rapid incorporation of the results of scientific research within the manufacturing and sale activities, through accentuation of the influence of the qualitative factors of development.

Extensive and intensive – extensive strategies

For a long period of time organizations have chosen within competition the extensive modality, in order to conquer the markets, through amplification of the product and services offer, for an improvement of their situation on internal and external markets.

As the degree of saturation on the market started to increase and the competition accentuated, as the results of the technical and scientific progress grew and diversified, the intensive and intensive – extensive strategies gained ground, and development and diversification mingle with specialization.

Concentration strategies

They have been formulated to create a highly specialized offer with a high modernity coefficient, accomplished through a high degree of resource processing, along with the extension of activity in new sectors, which assure a diversity of users and markets and access to competitive technologies.

Organic Growth Strategies

They aim the growth mechanism by division and regrouping, thus creating new units, that value more the earned experience, oriented towards new users and more competitive markets.

Vertical Integration Strategy

It has been formulated to facilitate the integration of organizations into new domains of activity, both upstream and downstream of the traditional object of activity, following mainly accentuation of the specialization of these new integrated structures.

Market Strategy

It is a strategy specialized on the general problems on the market, and has importance within the context of change and of the organization's orientation towards the client. The strategy aims mainly the optimization in the relation organization-market, starting with the assumption that these can influence each other in a convenient manner. It is a general market strategy, that integrates the other know strategies: price strategy, distribution strategy etc.

Differentiation strategy

It has been created to differentiate the market segments, in order to treat them selectively and to satisfy them better.

Undifferentiated strategy

The strategy starts from the premises that the organization addresses to the entire market, trying to reach its objectives without rendering valuable its dissimilarity. It tries to impose itself through other methods: sale methods, price levels, promotion and distribution systems etc. It is specific especially to monopolies, which impose themselves through novelty of products and services.

Skimming strategy

It is chosen by companies which follow mainly a profit on short-term. During this time they chose products with a short life cycle, accessible markets, limited investments, usually small ones, and distribute its product in a large geographical area. It is mainly suited for consumer goods.

Penetrating strategy

It is a strategy necessary for markets that are difficult cu penetrate, that are profitable on a long term, that imply important investments. It is recommended with products that have a long manufacturing cycle, with equipments with a high degree of standardization. It is a sophisticated strategy, based on cost-benefit analysis, on complex market researches, on technological supremacies, on selling of high value products, which most of the times are strategic products.

Dumping strategies

They are conquering strategies through prices; when they establish the final price, it is below the cost level and this is usually non-loyal competition. They aim is a quick cash-flow, or a long term control of the market. Markets are therefore accessible only through price.

Operating strategies

They aim the markets that are relatively not consolidated, with high prices whose access involves a progressive investment in time, and are suitable for long life cycle products; they pursue a long-term profit.

Strategies specific to multinational organizations

The strategies **reflect the international and global orientation of these organizations and have a complex typology.**

a) **Strategy of the source subsidiary**, which is the source of resources or services, and has as a main strategic objective the capitalization of the advantage of the lower cost.

b) **Strategy of the subsidiary with functional autonomy**, which refers to a subsidiary with the same object of activity as the main company, but autonomous, which is controlled by the main company only by property relations, by technological supply. The subsidiary pursues to promote the object of activity of the main company, on international markets. Joint ventures can be created, and they can function together on the external market.

c) **Complex integration strategies**, that aim not only the internationalization of manufacturing but of the other activities and functions of the main company (research and development, financial, human resources management etc.)

d) **Technical and financial strategies**, that have as a strategic objective the promotion of technical advantages and financial opportunities

e) **Global strategy** aim the new multinational organizations, which have a global vision over the market and over competition; they have a global activity in business, their activities are based on high technology, they get added value from many countries and locate their activity through informatics technologies. Other characteristics: international centralization of capital; structuring in strong international holding groups, which tend to dominate sectors of the business activity; global integration of manufacturing;

f) **Strategic alliances** – when the main organization is a multinational company and can be at the same time, competitor in some activities and partner in other activities (for example, within research and development)

Internationalization strategies of small and medium-sized organizations

It is said that small and medium-sized organizations don't harmonize well with the strategies of multinational companies, as they have certain characteristics: size, small capital, simple and incomplete structures etc.

Still they have high chances of internationalization, especially those that have a great experience in their activity; those in the manufacturing industry; those that have a technological advantage (licenses, brands etc.). **Here are the strategies that suit them:**

- a) **Niche strategy**, where they have the supremacy (licenses, innovations etc.).
- b) **Concentration strategy** where they can use their internal performance on the international market.
- c) **Differentiation strategy** where they can serve the users better than the big organizations.
- d) **Mixed strategy**, combined strategies, global approach, at the small and medium-sized organizations, especially from a technological and informational point of view (for example if they don't know that since January 1, 2007 the "most-favored-nation" clause is no longer available, they will have a big surprise, therefore they first need knowledge strategies).

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The essential element in the elaboration of strategies remains the competitive potential of the organization, which depends on **the dimension and quality of resources** it has available, the so-called "**critical mass**", which can be technical, commercial or of research, which is the minimum dimension required to participate with changes in a competition.

Organizations that **cannot reach this** level have a low competitive capacity and often **approach markets of a secondary interest**, or get involved in different activities by outsourcing production or sub-contracting etc. in order to find **customers who have been neglected by the other competitors**. In the practice of exporting companies we often find the **association strategy** to reach the critical mass. For this they create **common informational groups** on the external markets, associations (for transport and flow of business papers) and even ad-hoc alliances in order to **win political credibility and to negotiate from a common platform** with the authorities, for the purpose of diminishing some commercial restrictions etc.

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Considering the complex and dynamic conditions in which international commercial activities take place, strategies have to **permanently be compared** with the evolutions and the objectively outlined perspectives and when the conclusions require, they must be reorganized and reoriented on time. Also it is

essential that for these types of situations, companies have **reserve strategies**; therefore they must be flexible from this point of view.

Internationalization of the organization in an intercultural and multicultural context

We are referring to the implications within management, of the emergence of organizations on international markets, **in a cultural diversity**, in an environment where one can find different national and enterprise cultures, **which have developed in time**, under the impact of culture and business environment where they appeared and grew. We're also referring to the **impact over managers, as bearers of the enterprise and national culture**, of the other cultures they or their teams encounter on the international markets.

Not taking into consideration this impact within the management of the organization is now **one of the major risks in business**, which visibly accentuates in the future.

On the other hand, the internationalization of the organization **depends on its dominant mentality** and on the mentality of its managers.

The relations between organizations and state, and between the organizations and other states and other organizations assumes the **interference and interaction between different cultures**. Their organizational culture comes into contact with the culture of other entities therefore their management is done in an environment characterized by cultural diversity.

When business is done on a global extent the culture must be taken into consideration on many levels:

- **Global level**, when we take into consideration the differences between regional cultures for example the Occident, the Orient;
- **International level**, when we take into consideration the difference between national cultures (American management, Japanese management);
- **Corporate level**, when we take into consideration the cultural difference organizations meet on the market;
- **Organization's level**, when we take into consideration the cultural difference between the organizations it confronts with on the market.

Taking into account that many times culture is confounded with civilization, we remind you about the opinion of the Romanian inter-war specialist, Anton Dimitriu, who made a delimitation, of great use, without any retort even today, which is this: **“the civilization represents all material works of the collectivity, and the culture represent all spiritual works”**.

Selma Legendof, an authority in this domain, defines **culture** as **what remains once you have forgotten what you've learnt, and the civilization** as the particular type of society, which makes it distinct of the other ones, the culture being formed of ideas, customs produced by a certain society.

Irrespective of approach, one can draw a conclusion over culture as being a collective intellectual phenomenon, a means of existence of a group, community or nation and has the following characteristics.

- **Acquired character** (it is not inherited, but it is learned by knowledge and experience).
- **Collective character**, not being specific to individuals but to a collectivity.
- **Symbolic character**, being in people's minds and is manifested together with them.
- **Structural character**, therefore it is an integrated universe, with a specific structure.
- **Persistent character**; it is transmitted from one generation to the other, through knowledge and experience.
- **Dynamic character**, it changes even though there objections.

Culture is influenced by many categories of factors, which define the cultural domains (national, industrial, functional, professional etc.).

The functional and professional domains are combined and a distinct social category emerges – the experts; they represent a specific superior culture and they will be the human species of the widest interest in the future.

- **Culture** as a whole, has to be **approached in a systemic manner**, and has the following subsystems.
- **Symbols**: images, objectives, with distinct significations.
- **Standards of behavior**, interpersonal relations inclusively.
- **Rituals, collective activities**, which are not mandatory, but the success comes from fulfilling them.
- **Cultural practices**, practical sum of what was shown above.
- **Values**, the essence of what was shown above.

The concept of **organizational culture**, although it has a great importance in management these days and it is not disputed, has a pretty short history, and became of interest only beginning with the **7th decade of the last century**, being

brought into attention by the fact that the **Nippon companies** have a better origin in their culture.

A major contribution to the rapid spread of the landing of organizational culture was brought by **T. Peters and R. Waterman**, through their best seller “In Search of Excellence”, where they illustrated in many examples the **correlation between the characteristic of organizational culture and the performances of some of the most competitive organizations in the worlds.**

It is acknowledged that **at a country’s level**, we may define **four categories of cultures**: national, economic, on economic activity branches, organizational. Two of them have a major importance in management: the **national culture**, a defining element for a nation, which marks intensively the evolutions of each country, and the **organizational culture**, a component and a major determinant of the state, functionality and performances of every organization, no matter of its nature. They influence each other, but are under the influence of the other two.

The organizational culture is a decisive condition within the success of organizations on the global market. It is a great chance for their internationalization, through assimilation, innovation and creation, through the capitalization of cultural difference and of similitudes, through a new, attractive and performant behavior.

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Putting into practice these mutations and demands, companies become different, from many points of view. These “points of view” have to be carefully chosen and with professionalism, following elaborate studies of compared management and specialized literature, written especially after 2000, with reference to the organization of the future, management of the future, strategic management, the economy, organization and management based on knowledge etc. There are more than 70 titles on the list we have created. But we must not neglect Peter Drucker’s opinion according to which:

“One must not search for an ideal organization, but must create one based on purposes, people and cultures. We need an organization that can be reconfigured, that can continuously go from one strategy to the other.”

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We close our approach, within a reasonable printing space by synthesizing the main ideas.

The reason of our paper lays in the reality that the society of the twenty first century irreversibly evolves towards the globalization and internationalization of organizations, as a result of the fact that on one hand, **internal markets become**

too small, and on the other hand, **global markets** leave room for all competitors and **advantages for all of us**. It is natural for the management of organizations, especially of economic ones, **to adapt to these realities**, as fully and as fast as possible.

Before these perspectives, we consider **it's useless to bring any arguments to emphasize** that these mutations can be scientifically managed, only through a **Management of international Business**, which is systemic and integrated in a performant General Management. This being said, we no longer insist on this matter.

We insist on emphasizing the need that **each management segment**, like the Management of International Business, has to be defined and accomplished starting from the General management and making the necessary adjustments. We believe that this is the only scientific approach, which observes the treating of management as a system, with all its subsystems, as a **whole**.

Any management segment has to have as foundation, the object of general management, its general components and the components of organizational management, the functions of general management and the functions of the organization; all these have to be then individualized to a certain management segment and eventually completed with conceptual innovative particular elements, that General Management doesn't have.

We consider that the modernization of the management of Romanian organizations and its adjustment to all major phenomena of contemporary world has to be made only in the above manner; otherwise it will miss its purpose and finality.

This is the reason we have chosen to **approach** the Management of International Business, with consistency and firmness, from the perspective of business globalization and internationalization of organizations, from the point of view of **the improvement of the object of general management** (Management Science, Scientific Management, Management Processes, Management Relations, Principles of management and Management as an economic, synthetic discipline), **improvement of the components of organizational management** (Information System, Organizational System, Decision System, Methodological System), **improvement of management functions** (Provision, Organization, Coordination, Training and Control, Audit, Evaluation – taking into account the new functions derived from knowledge-based management), **improvement of all functions of the organization** (Research-Development, Manufacturing, Commercial and marketing, Financial-Accounting and human resources – **taking into account the new requirements derived from the knowledge-based economy, organization and management**).

Business globalization and internationalization of organizations are realities of the contemporary world and we consider that the approach of the issues we made reference to, will be useful to everybody with its general part, and to students, MA students, Ph.D. students, with its detailed elements, for their degree dissertations, and not last to specialists from economics, who are the first and the most interested in the management implications of these profound contemporary phenomena that are continuously changing.

Glossary of Terms

-Business Globalization – it is a characteristic prevailing phenomenon of the contemporary world that makes all events, the state of local, national, regional affairs, irradiate at long distances, thus radically modifying the perception and general philosophy of existence and development in all fields and domains of human activity, especially in management.

-Internationalization of Organizations – refers to the emergence process of organizations on the global market, the decision for internationalization being a one of the most significant and responsible decisions within a company lifecycle.

-Mission of the internationalized organization – represents the essential purposes and the view over the international evolution of the organization, the fields and domains of activity that differentiate it from other companies, on the global market.

-Internationalization strategy of the organization – it is the global instrument the company uses to carry out its previsions and mission on the global market, decisively influencing the efficiency and effectiveness of the interface with the systems it belongs to.

-Culture – represents the total amount of spiritual works (according to Anton Dimitriu), or what remains once you have forgotten what you've learnt (according to Selma Legendof).

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