

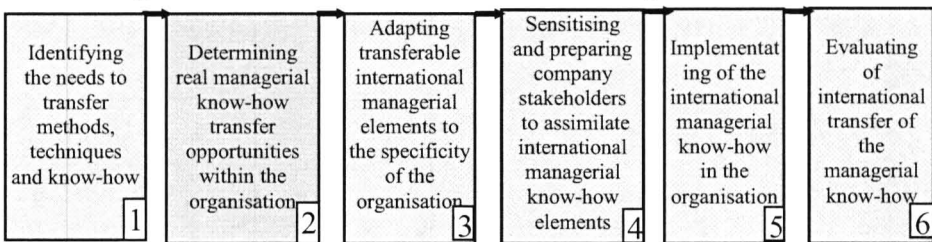
CULTURAL DIMENSION OF INTERNATIONAL MANAGERIAL KNOW-HOW TRANSFER

Without any doubt, one of the main modalities of the manifestation of the activities' internationalisation is **the intense international managerial know-how transfer**. With almost no exceptions, the most competitive companies in the world are characterised by large-scale practice of international managerial know-how transfer.

With all its frequent usage, managerial know-how transfer is a difficult process that, often, does not determine realisation of the functionality and performance objectives at the level of the respective companies. Among causes that generate such a situation, the ones referring to **cultural differences between involved organisations are among the most important ones**.

In order to contribute to overcoming these difficulties by companies, we have elaborated **a guide for international managerial know-how transfer**. Within six phases (see figure no. 1) the guide presents, logically structured, the main elements that are recommended to be analysed and solved by managers and organisers inside companies when they perform an international managerial know-how transfer, **stressing on cultural elements**. If cultural aspects are neglected, then managerial know-how elements will not be adapted to organisation's organisational culture and managerial system specificity and neither integrated adequately inside them.

Figure 1
Stages of the transfer of international managerial know how



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1. Identifying the needs for transferring international managerial know-how methods and techniques

1.1 Objectives

Within this first stage, the following **objectives** are intended:

- a) Identifying the company's needs to modernise the overall managerial and cultural approaches as well as those of the organisation, and its main components;
- a) Establishing managerial methods and techniques able to be used in firms in other countries that should be introduced in the organisation, in order to enhance its functionality and performance.

Achieving these objectives is incumbent on a team made up of in company managers and specialists with local and international experience and open to the new ideas in management.

In order to achieve the above-mentioned objectives, it is necessary to carry out a **general analysis of the firm**, which should mainly consider:

- Establishing the strong points of the organisation as a whole, focusing on its economic, managerial and cultural aspects;
- Determining the weak points of the organisation as a whole, mainly examining the same elements as for the strong point analysis;
- Identifying the main opportunities, especially of economic and managerial nature, in the national and international context in which the organisation is operating;
- Identifying major financial, commercial, technical, informational, cultural, social or political threats apparent or foreseeable for the next period for the respective organisation.

1.2 Phase content

Carrying out an overall analysis, the prospective evaluation of the functionality, culture and of the potential performances of the organisation is ensured.

Starting from these elements, a focused analysis of the organisation is done, strictly from the point of view of the know-how needs. This can be done in various ways. Thus, an analysis at the **level of managerial functions** can be carried out, the results of which should be entered in a table like the following one. The analysis should start from the strong and weak points previously identified, viewed in the perspective of the opportunities of the organisation context. It will be aimed at identifying, as concretely and precisely as possible,

- the managerial approaches, methods and techniques to be introduced,

- the managerial approaches, methods and techniques which should be improved, and the way to improve them;
- the outdated managerial approaches, methods and techniques within the organisation that need to be replaced and their replacements.

Special attention should be paid to identifying elements concerning the managerial functions as a whole, and groups of them. Due to their wider scope and to their integrating character, such elements generally have a major impact on the overall management of the organisation, and on its operation and performances.

Table 1
Managerial transfer needs according to managerial functions

No.	Managerial Functions	Transfer Needs	Observations
0.	1	2	3
1.	Prevision		
2.	Organisation	-	
3.	Motivation	-	
4.	Coordination	-	
5.	Evaluation		
6.	All or several managerial functions	-	

The starting point in the analysis is represented by the strengths and weaknesses identified, taking into consideration the threats and opportunities faced by the organisation. The analysis should established the following elements:

- the managerial approach, methods and techniques which are missing and should be implemented
- the managerial approach, methods and techniques which should be improved and the ways to do
- the managerial approach, methods and techniques used in the organisation which are obsolete and should be replaces.

A special attention is recommended to the identification of the elements regarding all the managerial functions or group of them. Because of their integrative role and comprehensiveness they have usually a major impact on the entire management and the organisation functionality and performance. An alternative analysis approaches the *management system in the perspective of its main components*. We recommend to structure the analysis and the results as in Table 2. It is to be noted that the needs of transfer of the four managerial subsystems of the organisation are considered in a sequence. After that, the Human Resource Manager position is analysed: indirectly involved in every managerial sub system, it still requires separate consideration, due to its high specificity and its considerable influence on the firm. Naturally, the investigation has to be focused on the management of the or-

ganisation as a whole, the know-how transfer needs at this level often having a decisive impact on the organisation.

Table 2
Managerial transfer needs grouped according to components of the managerial system

No.	Managerial functions	Transfer Needs	Observations
1.	Decision making sub-system	-	
2.	Methodological-managerial subsystem	-	
3.	Informational sub-system	-	
4.	Structural – organisational sub-system	-	
5.	Human resources	-	
6.	Organisation management system as a whole	-	
7.	Organisational culture		

A thorough and systematic analysis is essential, no matter what method is used. It should concentrate on the causes generating the weak points of the firm and its management and culture – with a view to eliminating them – and respectively, those responsible for the strong points, so as to consolidate and develop them. This should be correlated with the opportunities and the threats originating both in the national and especially in the international context of the firm. Special attention should be paid, under the circumstances of a fast and intense internationalisation of the economic activities (and not only them), to the international opportunities to be perceived and capitalised on. Under circumstances when many needs for managerial know-how transfer are identified, it can be beneficial to establish a hierarchy according to their use for the firm, and to the influence they can have on its future evolution. Out of all the transfer needs, four or five are chosen, that are considered to have a decisive positive impact on the increasing of the functionality and performance of the firm, taking into consideration the organisational culture characteristics. Identifying the main needs of managerial know-how transfer is decisive for the success of the operation as a whole.

2. Determining real managerial know-how transfer possibilities within the organisation

2.1. Objectives

The previous stage offers – if properly carried out – a complete set of managerial needs of the company to be met by national transfer, possibly ordered according to their impact. In fact, they represent an assembly of “wishes” derived from concrete organisational and cultural realities. However, there is no doubt that not all of the identified needs can be met, due to

various limitations, mostly at the level of resources and conditions. Within this stage, the objectives are as follows:

- determining the organisation's real capacity to absorb elements of managerial novelty that meet its requirements
- Identifying effective managerial elements in other countries that can be transferred and implemented successfully within the organisation.

2.2 Phase content

In order to determine the real possibilities of managerial know-how transfer from other countries, the needs of the organisation should be analysed in the perspective of three categories of elements – availability, receptiveness and resources – first at the level of the organisation. An instrument to use is the grid in Table 3. To be realistic, this analysis should also consider the major impact elements in the national and international contexts. Frequently, recourse is made to specialise consultants having the necessary information and qualification, in order to achieve that.

Here is how to proceed: every significant need is analysed, specifying the forces in the organisation – managers, executives, compartments, elements of organisational culture etc.- in favour of the change and those against it. The estimation is done starting from their interests in satisfying the respective necessity and from their specific systems of values and behaviours in the framework of the specific organisational culture. The results are entered in Columns 2 and 3. The next step is to assess the additional resources required to satisfy these needs. If it is the case, the additional resources are decided on. They can be human, technological, material and, of course, financial. In the last column, Number 5, other major elements, not mentioned in the previous columns, are entered, that condition a real transfer of managerial know-how from other countries.

Table 3
Analysis grid of the managerial needs of the organisation

No.	Managerial needs to satisfy	Supporting forces	Adverse forces	Available resources	Observations
0	1	2	3	4	5
1					
2					
3					

When the table is completed, a systematic assessment of each **necessity is carried out, to determine those that can be effectively met**, taking into consideration the culture and managerial conditions within organisation. These are entered in a separate list, and are approached simultaneously, according to their impact on the organisation. To that effect, Tab.4 can be used. It is very important to fill in Column 2, where the elements having major favourable or unfavourable influence in meeting the respective needs are

specified, among them the elements referring to the organisational culture being very important.

Table 4
Needs of International managerial know how that can be satisfied

No.	Needs of managerial know how transfer	Key factors	Observations
0	1	2	3
1			
2			
3			

At the end of this stage, the needs of transfer proven to lack real possibilities to be met in the current and the following periods are removed. However, they are yet to be considered in the future, so they will be entered in a table as follows:

Table 5
Needs of managerial know-how transfer that cannot be met

No.	Needs of managerial know-how transfer that cannot be satisfied in one year	Observations	Needs of managerial know-how transfer that cannot be satisfied in the next years	Observations
0	1	2	3	4
1				
2				
3				

The column 1 is filled with transfer needs that are impossible to be taken into consideration at a present, but after which it is appreciated that they became achievable. The column 3 is filled with the other managerial needs that can't be satisfied in next years and will be reexamined through the achievement possibilities after one year. Columns 2 and 4 serve for noting the elements with major impact over those needs, which will have to be considerate in the future. The evolutions of these elements will determinate the feasibility of managerial solutions for satisfying those managerial needs. **So the second stage identified the needs of know-how transfer that can be satisfied at the present and in the future** through existing resources and conditions of organization and for which there are appropriate managerial elements in other countries, in order to be transferred.

3. Adapting the transferable managerial elements to the cultural and managerial organisation specificity

3.1. Objectives

The main objectives to be achieved in this phase are the following:

To establish the conditions and the corporate culture modifications corresponding to the managerial elements which are the target of the international managerial know-how transfer.

To find out the necessary modifications in the content and use of the new managerial elements, taking into consideration the company's potential, managerial, corporate culture and economic specificities.

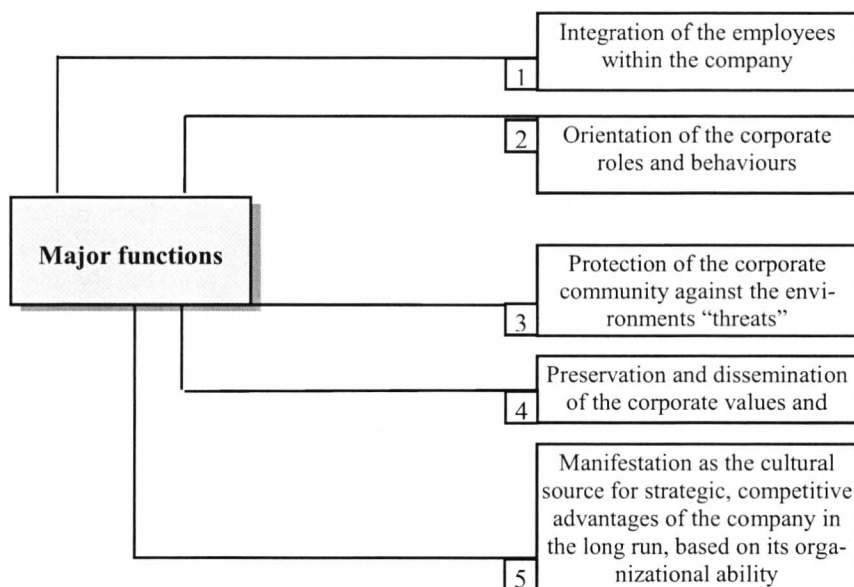
To ensure the managerial bases in order to integrate with increased efficiency the managerial know-how elements that are to be transferred within the company in its entire managerial system.

In order to achieve these objectives adequately, this phase is made up of two Main parts – corporate culture and managerial – each of them corresponding to two sub phases.

3.2 The corporate culture sub-phase

This phase starts from the 5 functions fulfilled by the corporate culture of any company (see figure 2), which undergo changes under managerial know-how transfer.

Figure 3
The functions of corporate culture



The next step is to identify and evaluate one by one each variable which influences the corporate culture of the respective company, establishing the characteristics and specific demands regarding the managerial elements that will be the target of the international transfer. The analysis takes into account the elements included in table 6.

Table 6
The influence of the cultural variables on the managerial elements of the company

No.	Variables	Brief description of the variable	Specific requirements regarding the managerial elements to be transferred in the company	Observations
0	1	2	3	4
1	Company history			
2	Owners			
3	Managers			
4	Employees			
5	Company size			
6	Technique and technology used			
7	Informatisation degree of activities			
8	Economic condition of the company			
9	The business cycle of the company			
10	The company's mission and objectives			
11	The company's management system			
12	The judicial-institutional environment of the company			
13	The economic environment of the company			
14	The national culture involved			

Filling in this table is a really complex process, which involves a considerable effort and much knowledge. Undoubtedly, two categories of specialists— in management and corporate culture- must contribute and cooperate tightly

in analysing and formulating the managerial requirements typical for each variable. In the analyses that were carried out on the first 11 variables are in the foreground, these being endogenous to the company and having the greatest impact upon the know-how managerial transfer. However, the impact of the variables 12-14 mustn't be underestimated either, they being exogenous to the company. The national culture of the respective country always has a major effect upon the international transfer of managerial elements, especially when it is substantially different from the national cultures where the former come from. The other two exogenous variables - the juridical-institutional and economic environment respectively- always has a major influence upon the managerial domain. It has to be noticed that in Central and Eastern European countries these variables have a much amplified impact and importance due to the differences among them and their counterpart from the developed countries and to their fluidity and dynamism, generated by the reshaping efforts corresponding to the national context, according to EU standards.

In the ending of this sub phase the influences of the variables are synthesized outlining the **major changes that will be necessary at the level of the main components of the company's corporate culture:**

- the corporate culture symbols typical of the company
- the prevailing components in the company
- the rituals and ceremonies used in the company
- the personnel's status and roles
- stories and myths specific to the company

For each component of the corporate culture the main anticipated changes are indicated, these being presented in a table like the following one.

Table 7
The main changes in the company's corporate culture

No.	Corporate culture components	Main necessary changes	Observations
0	1	2	3

We emphasize as really difficult to fill in this table because of the intangible nature of the corporate culture elements. in order to surpass this difficulty, it is necessary that those who are in the analysis team have considerable knowledge and abilities in the corporate culture field, and managerial too. Often it is necessary to call on professional consultants specialized in the corporate culture field and human resources management having multicultural know-how and competences.

3.3 *The managerial sub phase*

This period has as a main content the attempt to find out the adjustments necessary to each managerial means, method, technique, which is transferred in the company, to the specificity of the corporate culture and the national culture involved. Actually each managerial element mentioned is considered and the content changes within it are established. These changes must be reduced to a minimum as they can lead to changed in the “de facto” rationality and efficiency of the respective managerial methods, techniques, etc.

Secondly, for each managerial element the managerial usage changes are outlined, taking into consideration the specificity of the company. The changes are usually much more numerous, with their help trying to adapt the international managerial elements to the real situation in the respective company. At this level neither effort nor changes have to be saved, because this is the only way in which the specificity of the national and organisational culture can be taken into account. When the respective changes completely reflect the above mentioned specificities, two beneficial effects are to be found at the corporate culture level: decrease of the phenomenon of rejecting the managerial novelties and receptivity increase of the managerial and executive personnel towards the new managerial means, methods, techniques that are introduced in the company.

In the ending of this sub phase, carried on according to the above mentioned elements, the content and the results of the analysis are registered in table 8.

Table 8
Adjustment of the managerial elements which are the target of international management transfer

Nr.	Managerial transfer means, methods and techniques	Content changes	Usage changes	Observations
0	1	2	3	4

If the managerial elements to be transferred are very numerous, then they are grouped according to the components of the company's managerial system, where there will be integrated:

- the decision-making subsystem
- the methodological-managerial subsystem
- the informational subsystem
- the structural-organisational subsystem
- the human resources management subsystem
- the company's managerial system as a whole

Such a way of grouping them is advantageous because the moment when the managerial changes will be made, it will be easy to be correlated with the whole of elements that make up the involved managerial component/system. Thus we can facilitate the increase of the overall functionality of each managerial component, and, at the same time the increase of the entire company's performances.

In big companies, highly decentralized, it is also advisable to group the managerial elements or be transferred, irrespective to their nature, into organisational divisions. Table no. 9 can be very helpful in this respect.

Table 9
Managerial elements to be implemented grouped into organisational subdivisions

NR.	Organisational subdivision	Transferred managerial elements	Observations
0	1	2	3
1	General manager		
2	Economic manager		
3	Technical manager		
4	Compartment X		
5	Compartment Y		
...			

No matter the way in which they are grouped, it is important that no managerial element is omitted, and the forecast adjustments reflect sufficiently the corporate culture and national specificity, facilitating the increase of the company's performances/results in the short, medium and long term.

4. Sensitising and preparing the stakeholders and the company for the assimilation of the international managerial know-how elements

4.1 Objectives

The main objectives that have to be achieved at this stage are:

- a) To make the company's stakeholders become aware of the necessity of making the international managerial know-how transfer.
- b) To create willingness and receptivity in the stakeholders towards the international managerial know-how implementation
- c) To ensure the technical-material and human resources for the international managerial know-how implementation
- d) To create a corporate climate favorable for changes
- e) To make the company's employees assimilate the new managerial elements, so that they become capable of putting them in practice.

4.2 The sub phase of stakeholders sensibilisation

The assimilation of the new managerial elements has to be preceded by numerous and various preparatory decisions and actions. These can be divided into two sub stages or phases: to sensitive the stakeholders, and especially the employees, regarding the necessity and the suitability of the managerial know-how transfer, and, respectively, the preparation itself for putting it in practice.

The sub stage or phase of sensitizing the stakeholders has to be started from the very first stage of initiating the international managerial know-how transfer. The executive management of the company, which usually initiates the international know-how transfer, informs about this action and about the goals they have in mind, even before starting to identify the transfer necessities, part of them of the stakeholders:

- the owners or their representatives in the participating organisms (the board, the stakeholders' meeting, etc)
- the local union
- the managers
- part of the employees, especially the specialists and informal leaders.

The stakeholders' knowing about the beginning of the action and about the aimed goals is meant to generate a positive reaction towards the concern and the actions entailed by the managerial know-how transfer.

Besides this initial or 'starting' sensitizing of the stakeholders, a more comprehensive one is necessary for the stakeholders, and especially of all employees, as the new managerial elements that are going to be integrated within the company are identified. This is why it is advisable to make up a **sensitizing programme for the company's stakeholders** even before finishing the phase of adjusting the managerial elements to corporate specificity, the programme being structured into two parts. The first one refers especially to the company's personnel and it will contain the following **ways of sensibilisation**:

- meeting for informing the employees, usually organized according to the work place affiliation principle
- special face-to-face discussions with informal leaders, especially those who are usually reticent or even hostile to innovations and changes
- editing leaflets and/or minitapes which announce the managerial know-how transfer and its positive effects upon the company and the employees.
- presenting the managerial know-how transfer and its advantages in the company's mass-media (if this is available, of course)- newspapers, local radio or TV programmes, notice boards, etc.

The second part of the programme aims at the other stakeholders of the company- the owners, the banks the company co-operates with, local admin-

istration organisms, etc., this being more selective and diverse. The above mentioned stakeholders will be informed about the managerial know-how transfer from their own specific point of view and interest in the company. As a rule, making the international managerial know-how transfer will be presented as a key action meant to increase the functionality of the performances and the competitive advantage of the company. In the case of massive know-how managerial transfers, there may also occur changes in the respective stakeholders' relationships with the company, and then these have to be signalized in advance in order to make the necessary preparations.

4.3 The subphase of the stakeholders training in order to implement managerial elements

The stage of the stakeholders' preparation in order to implement the new managerial elements is based on a detailed plan or programme, structured into three domains or parts, according to the envisaged targets and the nature of the forecast actions. Table nr. 10 represent the matrix with recommendations for working out the preparation programme.

The most comprehensive and complex is the **corporate culture preparation** to accept and integrate the new managerial elements. Often, especially in the case of massive managerial know-how transfer, the company's corporate culture has to be entirely reshaped. It must be stressed that, the actions focus on the internal stakeholders - the managers, the employees, the union- the external stakeholders are not overlooked either, naturally starting with the owners, who, because of the decision making power they have, influence or may definitely influence the company's activity. Usually, it is necessary to a less extent to prepare the stakeholders- clients, suppliers, banks, etc.

The domain of providing the technical-material resources takes into account the necessary endowments for the new managerial means, methods, and techniques to work. Most often these refer to automates means of dealing with information, regarding to the hard, the soft and telecommunication. Rarely is other equipment necessary. Exceptions are the cases when the international managerial know-how transfer is made at the same time with the technical know-how transfer, here being necessary to renew the machines and measurement devices on a large scale. In order to ensure the technical-material resources necessary for the managerial transfer, two aspects are essential:

- to take stock from the very beginning of the needed resources, in order to avoid omissions;
- to get the equipments in time and test them up to the deadlines, so that putting the new managerial elements in practice is not delayed.

Table 10
Preparation programme for the international managerial know-how transfer

No.	Domains and stakeholders	Action	Targeted objectives	Person in charge	Time interval	Observations
1	Reshaping the corporate culture					
1.1	Owners					
1.2	Managers					
1.3	Union					
1.4	Performers					
1.5	Clients					
....						
2	Providing the necessary technical-Materials resources					
2.1	Owners					
2.2	Managers					
2.3	Employees					
3	Personnel's preparation					
3.1	Managers					
3.2	Performers					

The personnel's preparation, although the last, has a crucial importance. No new managerial element, irrespective of its value, creates the expected positive effects, similar to the ones in the company where it comes from, if it not well understood and assimilated by the company's employees. This is why it is recommended to organize preparation sessions different from the point of view of content, length, depending on the nature, complexity and difficulty of the managerial know-how, on the position, education level and employees' degree of involvement in putting it in practice and on the size and nature of the cultural differences between the receiving organisation of the managerial know-how and the provider organisation. Managerial practice shows that more frequent are the medium length preparation courses (1-2 weeks) and short length workshops - from 1-2 hours up to maximum 1-2 days. From a pedagogical point of view it is advisable to use on a large extent the active methods of preparation - case studies, simulations, tests, games, role-plays, etc- these having a strong applied nature. If the transferred managerial elements are highly complex, it is recommended that the managers and the specialists in management especially pay study visits to the companies where the respective elements come from.

Irrespective of the domain, it is essential to establish the objectives, the person in charge and the deadlines for each action. Doing this we create the necessary conditions for a comprehensive and efficient preparation of the company in order to assimilate the new managerial elements in a short period of time and to obtain the established performances.

5. Implementing of the international managerial know-how elements

5.1. Objectives

This stage is the most complex and difficult, as it deals with making real changes in the stakeholders' way of thinking, decision-making process, actions and behaviours, most of the stakeholders being the company's employees. The main **objectives** to be achieved are the following:

- To put in practice the managerial changes which make up the content of the managerial know-how transfer.
- To keep the managerial changes within the forecast economic, temporal and managerial parameters.
- To integrate the new managerial elements in the managerial system of the company as a whole and in its organisational culture.
- To increase the company's functionality and performances according to the foreseeing.

5.2 Implementation program

On the ground of sensitizing and preparing the human, technical-material, managerial and corporate culture resources, we can pass on to the managerial changes' introduction itself. Naturally, all these managerial mutations are part of an **action programme**, presented in the following tab. (see tab.11).

Table 11
Programme to put in practice the international managerial know-how transfer

No.	Special requirements	Actions	Involved compartments	Person in charge	Deadline	Observations
0	1	2	3	4	5	6
1	Corporate management as a whole					
1.1	-					
1.2	-					
.	-					
2	Management in certain domains of the company					
2.1	Commercial					
2.1.1	-					
2.1.2	-					
2.2	Financial					
2.2.1	-					
2.2.2	-					
2.3	Research and development					
2.3.1	-					
2.3.2	-					

As we can see from analyzing the content of the table, the action programme is divided into **two components**:

- actions that refer to the **company's management as a whole**. Such actions deal with implementing some complex systems or general managerial methods, such as management by objectives, management by budgets, management by exceptions, management by projects, management on product, etc.
- Specific actions focused on **certain components of the managerial system**. As an example, we can mention here the introduction of a new decision-making method (the decisional tree, or decisional simulation), changing the organisational system in the marketing field or starting up the public relations compartment.

For both categories of changes the involved compartments are indicated in order to be sure that the managerial novelties have been implemented in all the company's areas where they are needed.

It is very important to indicate, in the 2nd column, the specific quantitative and qualitative requirements, which the respective action needs from a human, technical-material, informational and financial point of view. Mentioning them helps to take them all into account in the right time. As in any professional action plan the person who is responsible for implementing the action has to be mentioned as well as the final deadline and - if the action is very complex- the intermediate deadlines.

There are **three essential elements** for the successful international managerial know-how transfer:

- the company's managers, led by the general manager permanent and direct involvement into the beginning, development and ending of the transfer
- the continuous supervision of implementation of changes, of respecting the cultural, informational, human, financial, etc. requirements
- the consolidation of the managerial changes by "corporate freezing of the new managerial configuration", by training, procedures, rules, regulations, etc.

It is essential to take into account all these elements in order to make a complete and efficient international managerial know-how transfer in the receiver organisation/company.

6. Evaluating of the international managerial know-how transfer

6.1 Objectives

Naturally, the last stage of the managerial elements transfer is the evaluation. The **specific objectives** taken into account throughout are the following:

- a) To establish the means by which the projected managerial changes have been performed
- b) To find out the deviations from the processes and forecast results and their causes

- c) To integrate the positive deviations into the final managerial configuration
- d) To eliminate the negative managerial deviations
- e) To identify the means of continuous perfecting the company's managerial system.

6.2 Evaluation ways

There are **two main ways** to evaluate the managerial know-how transfer:

1. **The ordinary evaluation**, throughout the functioning of the perfected managerial system, made by the managers of those departments where the transferred managerial elements have been implemented. In order to be efficient, it is advisable that this focuses on the main aspects and to be carried out periodically, usually towards the ending of the forecast periods -months, quarters, years.
2. **The special evaluation**, regarding all the managerial elements which were the target of the international managerial know-how transfer. In order to do this, it is advisable to form special teams, made-up of the senior and medium managers together with specialists who have dealt with the preparations and the project for the managerial changes.

The results of the evaluation have to be written in a table like the following one (see table 12).

Table 12
Synthesis of international managerial know-how transfer evaluation

Nr.	Deviations from the instructions	Causes	Effects	Observations
0	1	2	3	4
1	The company's managerial system as a whole			
1.1.	-			
1.2.	-			
...	-			
2	Commercial domain			
2.1	-			
2.2	-			
...				
3	Financial domain			
3.1	-			
3.2	-			
...	-			
4	Production domain			
4.1				
4.2				
....				
5	Research and development domain			
5.1				
5.2				
...				
6	Human Resources domain			
6.1				
6.2				
...				

Of course the identified deviations can be grouped in another way-using managerial subsystems, leading positions, etc. It is advisable to use that grouping considered to be the easiest and most efficient for the concrete situation in each organisation and from the point of view of the managers who lead the international know-how transfer. In the ending of this stage we **synthesize the decisions and the actions that are going to be taken and implemented**, these being structures into three categories shown in table 13. These elements regard both the managerial and cultural organisational parameters.

Table 13
Synthesis of the decisions and actions to be taken

Nr.	Decisions and actions	Responsible	Term	Observations
0	1	2	3	4
1	To eliminate negative deviations			
1.1 1.2 1.3				
2	To integrate positive deviations			
2.1 2.2 2.3				
3	Continuous managerial perfecting			
3.1 3.2 3.3				

The elements in table nr. 13 are analyzed and approved by the company's senior management, being implemented afterwards. It is essential that they focus on the weaknesses and strengths and be implemented completely according to the pre-established terms, taking into consideration the specificity of organisational culture. Thus, the international managerial know-how transfer in the company is consolidated, obtaining a performant and long-lasting corporate transformation, which has as support a creative culture, focused on the effort and performance.

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RESUME

L'internationalisation des activités-l'une des tendances les plus importantes de nos jours—est la principale composante du transfert international de savoir-faire managérial au sein des organisations de différents pays. La réalisation du transfert est un processus particulièrement complexe, à forte dimension culturelle. Les similarités et les différences culturelles entre les États et les organisations qui fournissent et celles qui reçoivent le savoir-faire managérial, ont un impact majeur sur le contenu du savoir-faire transféré et sur les fonctionnalités et la performance de l'organisation de réception. Dans cette étude, nous présentons un mini-guide pour effectuer le transfert international de savoir-faire managérial, structuré en six phases: identification des besoins de transfert de la gestion des méthodes et des techniques et des savoir-faire managérial; détermination des possibilités réelles de transfert de savoir-faire l'intérieur de l'organisation, adaptation des éléments de gestion

transférables à des spécificités culturelles et managériales, sensibilisation des parties prenantes et de la société et préparation à l'assimilation par l'encadrement du savoir-faire international, mise en œuvre de l'encadrement du savoir-faire international; évaluation de la gestion internationale du savoir-faire. Pour chaque phase, les objectifs qui doivent être atteints de même que leur contenu sont spécifiés. Une attention particulière est accordée aux éléments se rapportant à la culture organisationnelle de remodelage de l'organisation qui reçoit le savoir-faire managérial d'autres pays, de sorte que les difficultés engendrées par les différences culturelles entre pays sont estompées et capitalisées. Le savoir-faire managérial international qui permet le transfert a de fortes dimensions managériales et culturelles. Il constitue un instrument méthodologique innovant dans la littérature de gestion, avec ses avantages et ses inconvénients.

ABSTRACT

Internationalisation of activities – one of the most significant tendencies nowadays – has as a main component the international transfer of managerial know-how among organisations from different countries. Accomplishment of the transfer is a particularly complex process, with a strong cultural dimension. Cultural similarities and differences between states and organisations that provide and the ones who receive managerial know-how, have a major impact on the content of the transferred know-how and on the functionality and performance of the receiving organisation. In this study we present a mini guide for performing international transfer of managerial know-how, structured in six phases: identification of the needs of transfer of managerial methods and techniques and of managerial know-how; determination of the real know-how transfer possibilities inside the organisation; adapting managerial elements transferable to organisation's cultural and managerial specifics; stakeholder's and company's awareness and preparation for assimilation of the international managerial know-how; implementation of the international managerial know-how elements; evaluation of the international managerial know-how transfer results. For each phase, objectives that must be accomplished and their content are specified. Inside these a special attention is given to elements referring to remodelling organisational culture of the organisation that receives the managerial know-how from other countries, so that the difficulties generated by the cultural differences between the countries of the respective organisations are dimmed and cultural similarities are capitalised. International managerial know-how transfer guide has strong managerial and cultural dimensions, it represents an innovative methodological instrument in the managerial literature, with its inherent advantages and disadvantages that develop from this situation