
URBAN MANAGEMENT BETWEEN EXPECTATIONS AND DISAPPOINTMENTS

Prof. PhD. Mircea Alecsandru UDRESCU (mirceaudrescu@yahoo.com)

Artifex University from Bucharest

Lecturer PhD. Alina GHEORGHE (alina20eu@yahoo.com)

Artifex University from Bucharest

Abstract

Smart urban development is a topical issue in Romania, and not only. The need for urban expansion is necessary, however, in order to support local and national communities, which focus on opportunity, representativeness, national symbolism and tradition, the protection of the environment must be taken into account, but also the rational and responsible use of available funds. In this sense, in the specialized literature are targeted two managerial coordinates, which are interconnected conditionally: urban development and intelligent development. In our view, the two phrases specific to the general theory of general management form a unitary whole, in the sense that intelligent urban development is the result of intelligent urban management, and intelligent urban management is a guarantee of intelligent urban development. Such a methodological requirement cannot be manifested in situations where the administrative management does not have national, regional, zonal and local visions, viable strategies, normative directions, etc., which leaves open the way for an urban management according to the "principle that it goes any way".

Key words: *urban management, intelligent urban development, social efficiency, economic efficiency.*

JEL codes: M0, R1, R5

Introduction

Management is a notion of maximum generalization, which suggests a set of systems, methods and working techniques, which aims to achieve the objectives. But these tools are valuable only if there is the will to use them and science in applying them, to the most diverse areas of social and economic life. Therefore, urban management can be considered a state of mind, consisting of attitudes, skills, intellectual components - which act as a catalyst in triggering and maintaining the application of methods and techniques to support decision-making decisions that underlie a development smart urban planning. The surrounding reality, not only in terms of urban development, but provides sufficient examples in which intuition wins over

the method, regularity over effectiveness, improvisation or routine over realism, dogmatism over pragmatism, and traditional practices prevail in the face of scientific methods. In a universal environment, it is always said that management shows us why one country is poor and another is rich, but also why one social community has a modern urban infrastructure and others a poor and inadequate one. The difference is given by order, discipline, legality, efficiency, effectiveness, economy, responsibility, good faith, ethics, integrity, etc. Country management is found in good governance, and all these are expressions of intelligent urban management. Therefore, in our study we try to suggest some of the directions in which to act, so that urban management is no longer confined to the limits of management, it is possible.

Literature review

The media abounds with articles, comments, views, analyzes, discussions, etc. about managerial performance, in the most different fields: administration, education, public finances, commercial companies, autonomous administrations, ministries, so on. Beyond any field of activity, the management of the urban environment is by far the one that creates the most acute appreciations about management, power and responsibility. Everywhere we want an efficient management, and maybe because of this, we appreciate that there is no person who does not show accusation towards someone who, in urban planning, is guilty of disregarding the rules of civic coexistence, especially the uneconomical spending of few available resources. If one tries to determine the performance in management, there are enough attitudes that consider that there are areas of activity in which managerial performance must be accepted „so in general”, with some approximation, especially in administration, education, army, so on. ., but also domains, especially the urban ones, in which it is conditioned by the achievement of quantifiable and well determined parameters. This dual vision generates a nebulous perception of management, suggesting that there would be a management that appreciates approximately, according to the criteria of each and no one, but also a responsible management of short-term, medium-term and long-term solutions, corresponding to its specificity, which are found in quantified results. In other words, one can consider a management that has a disguised, less precise responsibility, and a management responsible for the finality of human action.

In the specialized literature, management expresses the coherent set of knowledge about the processes and management relationships of the organization (company), which generates stability in the system, principles, methods and management techniques, whose use ensures the optimal use of human, material and financial potential. available, and the manager is the person who exercises

the attributes of management by virtue of the objectives, competencies and responsibilities specific to the position he holds.

As a process, the management of the organization is responsible, in essence, for: the objectives to be achieved - ie to know, to clearly define what is to be achieved, what results must be obtained and in what priority; managing the means to achieve the goal - to know if the goal can be achieved, with what means and what are the processes of transforming the means available until the goals are achieved; analysis of actual results - determine correctly how the goal was achieved; comparing the final result with the predicted one and drawing the final conclusion from which to result if the objectives were fulfilled in good conditions or less well. Unfortunately, social practice shows that there are many organizations that do not pay full attention to these four stages of managerial processes, ie do not have a well-defined strategy of action, there is no realistic planning, do not watch over wasteless management and well-designed control is not encouraged. Although management must make rational, coherent, effective, efficient and innovative thinking and actions, they are often not clearly foreseen, not appreciated by cost and revenue centers, objectives are overestimated and means are underestimated, especially in public structures. Mainly, the purpose of management is given by economic efficiency, in the sense that any organization must achieve its objectives, but with the lowest costs, in terms of efficiency, and social effectiveness, which is the very *raison d'être* of any organizations. Therefore, modern management has to deal with two major inconsistencies, namely: the widening gap between the novelty of the problems faced by organizations and the maintenance of traditional methods of thinking, decision-making and asset management, which are too often called upon, and the resulting distortion between the existence of new methods of managerial approach and their still limited use in practice.

Of course, the management of any organization must be appreciated through the competent analysis of quantifiable results. From this perspective, such expressions can only be confusing: the situation of our country is not well appreciated due to the performances in agriculture, health and, especially, in agriculture. Or, quite often, the company's performance did not live up to expectations. Formally, performance means "Result (particularly good) obtained by someone in a sports competition; pp. ext. outstanding achievement in a field of activity. The best result obtained by a technical system, a machine, a device, etc."¹

1. XXX The Explanatory Dictionary of the Romanian Language, Academy Publishing House, Bucharest, 1975, p. 676. The same definition in Florin Marcu, Constant Maneca, Dictionary of Neologisms, Academy Publishing House, Bucharest, 1978, p. 809.

By generalization, performance cannot be confused with any result, with any achievement, regardless of the field of activity. Undoubtedly, performance is only those particularly good results.

Obviously, aiming at the field of urban management, the performance is equivalent to the fulfillment of the objectives in the conditions in which the quantifiable indicators must approach the superlative. In the conditions of the market economy, the company that obtains profit can be accepted as a performance, especially if it is the result of a favorable dynamics of increasing labor productivity and reducing expenses.

For simplification, we consider that a company (organization) is efficient if, mainly, the production and economic-financial indicators are efficient.

The productive activity, focused on physical indicators, is efficient if the company (organization) obtains and capitalizes on the planned products or services, in the agreed volume, structure, quality and terms, respecting the requirements and requirements of labor protection, environment and human health. the products (services) are intended. Production indicators show what is produced, in what volume and with what labor productivity, and they are performing insofar as they are superior to other productive entities in similar conditions.

The economic-financial component must express, in essence, the profitability of the company (organization) and the evolution of the degree of liquidity, thus rendering the value image of its financial efforts. Profitability indicators reflect a state of performance when the provisions on profit and rate of return have been met and exceeded, not only by total activity, but also by types of activities, as well as by each type of product obtained and capitalized. The degree of liquidity consists of the indicators that show the structure of the balance sheet assets and liabilities, the correlation between the economic means from the balance sheet assets and the financial resources involved in their constitution from the balance sheet liabilities. Overall, a firm is efficient in terms of liquidity, insofar as it can easily pay off short-term debts, especially from its own revenues, while maintaining high confidence in business partners and state institutions in its ability to withstand the market. Of course, these indicators show the economic and financial situation of the company (organization), but this situation reflects the managerial capacity to adapt the organization to environmental changes. Management is mainly appreciated as a set of systems, methods and working techniques, through which objectives are set and their fulfillment is pursued. But these tools are only valuable if there is a will to use them. Therefore, management can be considered a true state of mind, consisting of attitudes, skills, intellectual components and skills

that play a catalytic role in triggering and maintaining the process of applying methods to achieve goals.

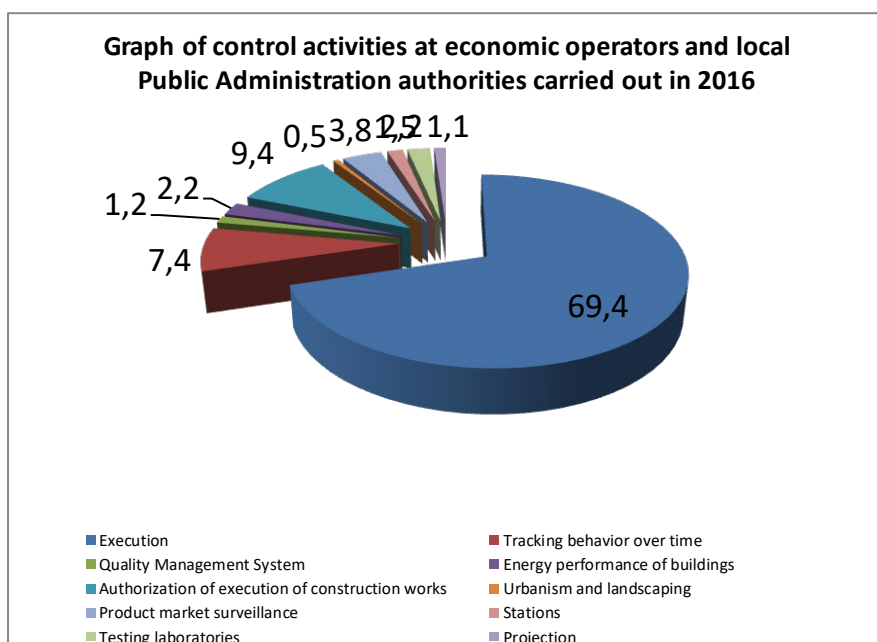
The characteristics of the mood that animate the efficient management are: a prospective mentality - of permanent adaptation of the organization (company) to change; a methodical and scientific mentality - every problem has a scientific, rational solution; an economic mentality - which involves knowing the limits of resources, risk and threat analysis and designing all actions according to the principles of effectiveness and efficiency, a social mentality - the ultimate goal is consumer satisfaction and satisfaction of their employees. Although the surrounding reality provides sufficient examples in which intuition wins over the method, regularity over effectiveness, improvisation or routine over realism, dogmatism over pragmatism, and traditional practices prevail over scientific methods, managerial performance must be based on pre-factum established performance indicators, to which post-factum results can be reported.

After all, the management of Romanian urban planning is an example of management focused on the principle „it is possible”. A simple look at Romanian villages and towns brings countless evidence in the sense that urban management, over time, has fallen into traps such as: elected leaders did not create perennial values, but wanted to be themselves stars; they did not understand that the essential principle of leadership is the cultivation of trust, goodness, beauty and usefulness, and not the imposition of power; they did not listen to the genius of the specialists, but made them patch up what they had done badly; they failed to integrate socially through respect and consideration and did not leave behind things that radiated admiration and emotion; they did not understand that the most important factors of success are desire, talent, method and effort; did not set stimulus goals and did not cultivate the emotions of the demiurgic delegation; they did not use the symbols of their own social culture and cynically tarnished good faith; they did not understand that the competitive advantage comes from cultivating value, not from offering generic products; they did not put into practice the dowry of values of the moment and remained in the public consciousness only as themselves that did not rise to the level of expectations, so on.¹

The urban management is obliged to ensure the perspective of a civilized coexistence, through zonal urban plans, but also to administratively ensure the good observance of the legislation in urbanism, through effective controls. Only through the control activity, the existing competent bodies communicate publicly the following control directions, as follows: control in

1. Selection after Mark Eppler, The pitfalls of management, Polirom Publishing House, Bucharest, 2007, p.5-11

design, control in execution, control regarding the monitoring of the behavior in operation of constructions, control regarding the implementation of quality management system in constructions, control of compliance with energy performance of buildings, control of the authorization of construction works, control of the construction products market, of concrete production stations, asphalt mixtures, mineral aggregates, as well as of analysis and testing laboratories in constructions, control of the public works approval activity, and of petition settlement activities, so on. Overall, such a managerial control effort may have the expression contained in the adjacent chart:



Source: Ministry of Regional Development, Public Administration and European Funds, Synthesis of the control and inspection activity carried out by the State Inspectorate for Constructions- I.S.C. in 2016, p.23,<https://www.isc.gov.ro/files/2017/Control%20si%20sinteza/2016-T4%20SINTEZA.pdf> accessed at 15.10. 2020

Triumphalist analyzes develop on their own, to impress, not to persuade. For example, in the above summary, we can find: construction quality control occupies a share of approximately 50% of the total control activity performed at the level of territorial structures and includes controls on the factors involved in the design, execution and operation of construction works , as well as controls regarding the organization and implementation of the quality management system at economic operators with design and

execution activity in constructions. A number of controls were carried out at economic operators with design activity in the field of constructions, finding many major and serious non-conformities regarding the elaboration of incomplete / non-compliant projects, which do not comply with the provisions of seismic design code P100-1 / 2013, which contain inconsistencies between the written and the drawn part, without details of execution or which do not comply with the appropriate quality level, with incomplete specifications, unverified to all fundamental quality requirements, for which a very small number of fines have been imposed.

Regarding the control in execution, thousands of controls were performed on investment objectives which are registered in the records of the county inspectorates in constructions, respectively of the Inspectorate in Constructions of the Municipality of Bucharest. Thousands of non-compliances were found, including: hundreds of contraventions, for which contravention sanctions were applied, but also major non-conformities or with a high degree of repeatability identified by the controls in the execution stage of construction works, such as: violation of the provisions of agreements / permits / building permit, non-fulfillment of obligations established by regulations and procedures developed in application of Law no. 10/1995, regarding the realization and maintenance of the fundamental requirements of the constructions; failure by investors to verify the execution of construction works by authorized site managers; construction of buildings without authorized technical specialists with execution; failure to ensure the conditions for verifying the works that have reached decisive stages; failure to comply with the measures ordered; non-compliance with the technical norms, the provisions of the technical design and the execution details, of those in the specifications; affecting neighboring or adjacent buildings; the non-arrangement of the temporarily occupied lands in order to bring them to the initial state, at the end of the construction works; making changes to existing buildings or changing destinations.

Following such triumphalist reports, no one is surprised that the country's localities are sinking into cociobism and dysfunction.

Conclusions

A simple discussion with a group of students or master students, which has as its subject urban management, highlights few achievements, countless dissatisfactions and points out a lot of shortcomings. Of the latter, we will dwell only on a few, which we consider to be obvious.

1. Lack of a national vision of national urbanism. No one can seriously say what Romania will look like in the next decades, in the next century, etc. The

basic principles of construction systems, of infrastructure design, of cultivating the national specificity are not known. Those who visit other countries find that certain cities have been designed since antiquity by renowned architects, who outlined the general lines of development, and the decision-makers decided on a variant of execution, which once adopted, was implemented by the work of tens of generations. Even the improvements made have been rigorously framed in the general context, by consulting other brand specialists of the moment. In other words, first the future was drawn and then construction began

2. Lack of a national strategy and viable vision support plans. In fact, it is very difficult to establish realistic and mobilizing strategies and plans, since there is no national vision on this issue. Everyone builds what they want, how they want and where they want. The access roads are specific to hypo transports, and the issue of public utilities is completely ignored. The laws of the nature of the location of buildings are knowingly ignored, so that in winter many homes are subject to insulation, and in other seasons, they are subject to flooding. In fact, in recent years, first the construction of utilities is built and then drawn, ie the present and the current interest have priority over the future and the general interest. The lack of regulation means that at the beginning of the 21st century, even in the country's capital, people live in harsher conditions than in the Middle Ages: without drinking water, without sewerage, without electricity, without gas connection, with wood heating, with unpaved streets etc. Moreover, the lack of regulation, especially the lack of civic responsibility, makes possible the emergence of tasteful, defiant constructions, which have only one social role: to show how strong and rich the owner is.

3. Lack of a normative offer for constructive development. For each historical or cultural region, the average citizen cannot refer to reference projects. The need for housing requires one-room, two-room, three-room apartments, so on. This need should be covered by a number of standard projects, in connection with which the person who wants to build can define his option. In this way, the construction of housing could enter a regulated framework, but also open to suggestions for improvement, which would reduce the process of uncontrolled emergence of huts, both in towns and villages, which have already given the name of „cociobism” style, current chaotic civil construction.

4. Lack of civic respect, which is manifested by engaging in works lacking the most basic common sense. As soon as an alley is paved, it is soon broken to replace a cold water pipe, then a hot water pipe, then a wiring network, so on. The phenomenon is so widespread that it has become something everyday, which is part of our organizational culture. To these aspects, we can add the frequent situations in which construction sites are opened, without multiannual financing, which makes the physical degradation of the constructive components endanger the very completion of the project.

5. Lack of a tourist perspective on localities, objectives and cultural areas or with historical resonance. Tourism has become the mass commercial phenomenon, with the greatest development in modern times. For many years, there have been countries that have established themselves by attracting millions of foreign tourists, who have made a significant contribution to sustaining a certain standard of living. For this, the urban management restores the cultural and historical heritage, builds buildings that project a certain cultural future, supports through infrastructure the promotion of stories of tourist interest. In practice, our country should also have national strategies for cultivating tourist routes, but each administrative unit should also develop and promote local and regional tourism, meant to complement, even compete, at the national level. National beauties are a heavenly gift. They are necessary, but not enough. The beauties of nature must be complemented by the cultural, spiritual and symbolic beauties of the inhabitants of towns and villages. And these things mean precisely urban positioning, which urban management must be constantly concerned with.

All these negative aspects are manifestations of poor management. They are found in as many social disappointments. That is why urban management, through the accumulations we expect, must become a source of good expectations, because “Usually, happy (satisfied) workers are simply a reflection of the mood of the one who lead”¹.

BIBLIOGRAPHY

1. Cibela Neagu, Mircea Udrescu, Managementul organizației, Editura Tritonic, București, 2008
2. Mark Eppler, Capcanele managementului, Editura Polirom, București, 2007
3. Napoleon Hill, Calea spre succes, Editura Curtea Veche, București, 2011, p. 207
4. Neamtu B., Abordari teoretice cu privire la managementul dezvoltării periurbane, Revista Transilvana de Științe Administrative 1(21)2008, pp.75-98, p 2, www.researchgate.net
5. Campbell, S., Green cities , growing cities, just cities? Urban planning and the contradictions of sustainable development in Campbell , S si Fainstein, S., Readings in planning theory, Blackwell Publishing , 2003.
6. Levy , J. M., Contemporary urban planning, 6 th edition, Prentice Hall: New Jersey, 2003
7. Sakrison, RG., 1995, *New urbanism , growth management and the effect on metropolitan water demands*, Publisher: American Water Works Association, Denver, CO 80235, United States of America, www.sciencebase.gov
8. Ministerul Dezvoltării Regionale, Administrației Publice și Fondurilor Europene, Sinteză activității de control și inspecție desfășurată de către Inspectoratul de Stat în Construcții- I.S.C. în anul 2016, p.23, <https://www.isc.gov.ro/files/2017/Control%20si%20sinteza/2016-T4%20SINTEZA.pdf> accesat 15.10. 2020

1. Napoleon Hill, The path to success, Curtea Veche Publishing House, Bucharest, 2011, p. 207