

Aspects Concerning the Quality of Management Projects Designed for Restructuring the Economy

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Abstract

Half a century ago, Hunedoara was one of the most industrialized county in the country, and the main cities of these county based their economy on large enterprises, the metallurgy and mining industries. Due to the dependence of the population on the extractive and metallurgy industry, this territory was identified as fragile area characterized by industrial decline. The statistics of the last years show that Hunedoara's County economy is 10 times weaker than in 1985. According to the "Projection of the main economic and social indicators in territorial profit until 2019", drafted by the National Prognosis Commission, Hunedoara County will have an economic evolution relatively positive. At the county level, it is necessary to develop a general medium-term development plan that would provide a starting point and to set out the development principles of Hunedoara County, namely by attracting investors, which can would contribute to the restructuring of the economy by replacing dependence on the mining industry as a result of creating a variety of sectors, businesses and qualifications. In order to achieve these objectives, an important role in the implementation of projects is the quality of management, which involves the processes necessary to ensure that the project will meet the needs for which it has been undertaken. Project quality management includes all the activities of the general management function that determine the quality policy, the objectives and responsibilities they implement within the quality system by means such as: quality planning, quality control, quality assurance and quality improvement.

Key words: organisational culture; improvement; management; performance; change.

1. Introduction

Project Management is defined by the Project Management Institute as implementing the project-specific knowledge, skills, tools and techniques to meet or exceed the expectations and requirements of those involved in a particular project (Oprea, 2011). Authors Kezsbom and Edward, believes that project management is a process that gives contemporary organizations the unique vehicle that will drive them to change. When it comes to defining project management, the same authors start from the idea that project management is a combination of people, processes, techniques and technologies needed to successfully complete projects / programs (Kezsbom and Edward, 2001).

Project management is a tool for planning, coordinating, realizing and controlling complex activities in modern industrial, commercial, social, cultural and political structures. It can be said that today project management has become an orientation for all organizations, both for the public sector and for the private sector. Project management tends to become the main form of existence in the economic environment (Dobrescu and Pavel, 2014).

As it is known, Hunedoara County was a county of superlatives. Unfortunately, its development was unbalanced. The entire county depended on the welfare of only two industries: the metallurgy industry and the mining industry. When these two industries collapsed, the entire county lost its economic base. That is why a method of economic re-balancing of the county must be considered so that it does not depend on such a small number of branches of the economy. For a balanced, harmonious development, it is necessary to design coherent programs to encourage the development of alternative branches of the economy (http://winklerygula.ro/pdf/pdf_rmdsz.pdf).

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2. Analysis of the evolution of the main economic and social indicators in Hunedoara County

Hunedoara was, during 1950-1989, one of the most industrialized counties of Romania. Restructuring of the mining sector has led to the economic blockage of the entire area, as well as to the increase in the unemployment rate, because the area is a mono-industrial one. Now, the county through various actions, projects are trying to escape under the county label of the unemployed.

Workforce. The actual number of employees at the end of June 2018 was 114946 persons, 206 persons higher than in May and 3282 persons higher than in June 2017. The Table 1 represents “The actual number of employees“ at the end of June, 2018, according to statistical data provided by the National Statistics Institute of Hunedoara.

Table 1. The actual number of employees

The actual number of employees	June 2018	% in total
TOTAL COUNTY		
from which:	114946	100
agriculture and related services, forestry	3147	2.7
industry and construction	52175	45.4
Services	59624	51.9

Source: (http://www.hunedoara.insse.ro/wp-content/uploads/2018/08/COMUNICAT_iunie2018.pdf)

In Table 2, according to the data of the County Agency for Employment (AJOFM) Hunedoara, the total number of unemployed in the county reached 6755 at the end of June of this year, of which 3234 are paid and 3521 are not paid. Thus, in the records of AJOFM Hunedoara the unemployment rate is almost 3.73%.

Table 2. Total number of unemployed registered in 2017 and 2018

Years	Total No. unemployed	Total No. unemployed paid	Total No. unpaid unemployed	Unemployment rate %	Female unemployment rate %	Male unemployment rate %
2018	6755	3234	3521	3,73	4,13	3,38
2017	7898	3248	4650	4,36	4,54	4,2

Source: (<https://www.anofm.ro/statistica>)

Lower unemployment, more companies, these are the results of the latest report of Hunedoara County Bureau of Statistics. In the figure below, we can see that the unemployment rate registered in 2017 compared to 2018 is lower by 0.63%.

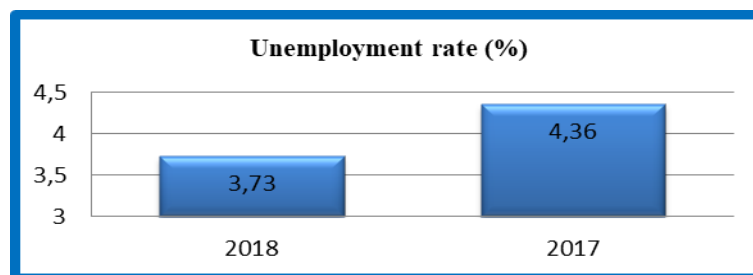


Fig.1. Unemployment rate 2017-2018

In Figure 2 is the total number of unemployed registered in 2017 and 2018, and there is a decrease in them from one year to another and we hope that this decrease will occur in the future as a result of the development of the business environment in Hunedoara County, funding opportunities, implementing projects to attract new technologies and equipment, and research and development activities, or increasing access to broadband and related services.

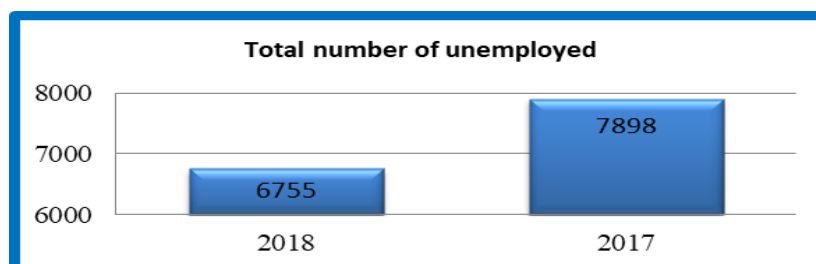


Fig. 2. Total number of unemployed 2017-2018

Industry. In Romania, in the years after the Revolution, about 1260 enterprises were closed, including several dozen enterprises in Hunedoara County. As the company is a basic link of the economy where the production of goods, the execution of some works or the performance of services according to the market requirements, their closure has led to an economic decline still felt to this day. Currently, 44298 companies are registered in Hunedoara County (<http://www.firme.info/hunedoara>). According to INS statistical data, industrial production in June was 8.6% lower than in May and 11.4% lower than in June 2017. In June 2018, the following developments were registered in June 2018, which we have represented in Table 3 and Table 4.

Table 3. Growth in industrial production, June 2018

Increases were recorded in the following branches:	-%-
Manufacture of textiles	+86.7
Manufacture of beverages	+86.1
Manufacture of other means of transport	+39.0
Manufacture of paper and paper products	+24.0
Manufacture of furniture	+18.4
Metal and metal products industry	+17.5
Manufacture of other non-metallic mineral products	+16.5
Other extractive activities	+16.0
Repair, maintenance and installation of machinery and equipment	+10.1

Source: (http://www.hunedoara.insse.ro/wp-content/uploads/2018/08/COMUNICAT_iunie2018.pdf)

Table 4. Decline in industrial production, June 2018

Decreases were found in the branches:	-%-
Manufacture of motor vehicles	-40,6
Extraction of coal	-26,6
Manufacture of wearing apparel	23,8
Production and supply of electric and thermal energy	-22,3
Food industry	-16,8
Manufacture of footwear, travel goods and leather goods	-14,4
Manufacture of electrical equipment	-11,5

Source: (http://www.hunedoara.insse.ro/wp-content/uploads/2018/08/COMUNICAT_iunie2018.pdf)

International commerce. In April 2018, goods were exported in the amount of 68339 thousand Euro, 15.7% less than in March 2018 and goods imported in the amount of 52136 thousand Euro, 17.7% less than in March 2018. The balance is 16,203 thousand Euro. During the first 4 months goods were exported amounting to 285826 thousand euro and goods imported in the amount of 221438 thousand euro were imported. The balance for the first 4 months is +64388 thousand euros.

Tourism. According to statistical data provided by the National Statistics Institute of Hunedoara, the number of tourists arrived in June 2018 was 16,726 (Table 5), with 1385 more than in May. The number of overnight stays in June was 32,624, 2637 higher than in May. The average number of nights per tourist was 2.0, the same as in May. For 6 months 2018 79503 tourists arrived, 12.4% more than in the first 6 months of 2017. The number of overnight stays in 6 months 2018 was 142,153, 0.3% lower than in the corresponding period of 2017.

Table 5. Arrivals in the tourism reception structures

Types of tourist accommodation structures	June 2018	% compared to the previous month	% compared to the corresponding month of 2017
TOTAL location, of which:	16726	109	102,1
Hotels	10242	107,9	95,2
Motels	438	99,8	151
Tourist villas	1865	109,1	117,6
Tourist cottages	440	99,1	143,3
Urban tourist boarding houses	1892	111,4	91
Rural tourist boarding houses	995	109	131,3

Source: (http://www.hunedoara.insse.ro/wp-content/uploads/2018/08/COMUNICAT_iunie2018.pdf)

The net use index of accommodation places was 22.4% in June, 2.2% higher than in May. For the economic recovery at county level, it is necessary to elaborate a general medium-term development plan, 2018-2023, to ensure a starting point and to set out the principles of development of Hunedoara County.

The strengths of Hunedoara County, which would help to change the economic course, would be to attract attention to tourism development as a new sector of economic activity, to focus investments on business incubators and business parks, to encourage the private sector - to develop SMEs.

3. Analysis of the economic restructuring strategies of Hunedoara County

The development of Hunedoara County, supporting the economic environment, ensuring decent living conditions for the inhabitants and at the same time respecting the unique natural environment are complex objectives, and their realization depends on a whole range of factors and the assumption of responsibility by both the public sector institutions, private agencies or non-governmental actors. Hunedoara County has developed a Regional Development Plan, which aims to guide the economic, social, territorial, balanced development of the county during the period 2014-2020, establishing access to European funds, sources of public and private domestic financing, as well as those coming from from other categories of donors, in the current context of Romania's membership of the European Union. The Regional Development Plan responds to the socio-economic development needs of Hunedoara County being at the same time correlated with the European, national and regional guidelines. Thus, it provides all local actors with a common framework and direction for action - a coherent set of priorities and objectives that can channel individual efforts and act synergistically in the community's interest.

The strategic directions defined in the Hunedoara County Development Plan 2014-2020 include the continuation of the strategies for the period 2007-2013, which indicate eight axes covering a wide range of measures in various fields, namely:

- Transport and Energy Infrastructure,
- Economic Competitiveness,
- Tourism,
- Territorial Cooperation,
- Rural Development,
- Development of Human Resources and Social Services,
- The environment and
- Urban development.

In addition to the Hunedoara County Development Plan, in 2009 was developed the Strategy for accessing the community funds at the level of Hunedoara County 2007-2013, which proposes an action plan for obtaining European financing by prioritizing the portfolio of projects of the local public authorities and developing the capacity necessary for the management of relevant projects.

Given the importance of the availability of non-reimbursable EU funds during the analyzed period, the financing contracts signed at the Hunedoara County level in 2007-2013 amount to over 680 million Euros. They have made an important contribution to achieving the strategic objectives identified in the county development plan. The fundings accessed during the 2007-2013 financial year were mainly obtained through the Regional Operational Program (30.64% of the total), respectively in Figure 3 we have presented the rate of use of the European programs in Hunedoara County during the period 2007-2013 and we have the Sectoral Operational Program Environment (29.61%), the National Rural Development Program (16.86%), the Sectoral Operational Program Increase of Competitiveness (12.97%), the Sectoral Operational Program Human Resources Development (9, 88%) and the Administrative Capacity Development Operational Program (0.04%).

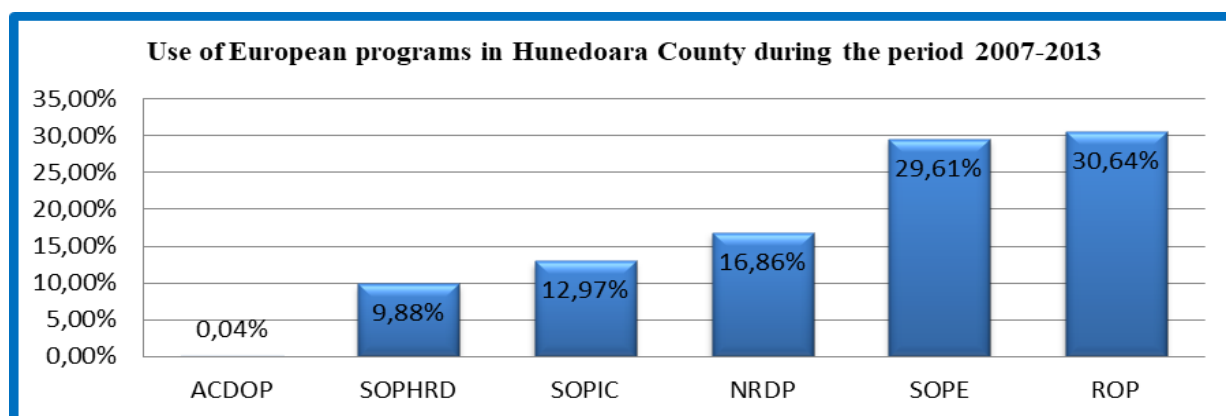


Fig.3. Use of European programs in Hunedoara County during the period 2007-2013

In the elaboration of the Hunedoara County Development Plan 2014 - 2020 were analyzed:

- Multiannual Financial Framework 2014-2020 of the European Union, Associated Financial Mechanisms or Partner of the European Union;
- Cohesion Policy 2014-2020 of the European Union;
- Financing programs of the Romanian Government;

- National Strategy for Sustainable Development of Romania;
- National Territorial Planning Plan;
- Master Plan of Transport of Romania;
- Western Regional Development Strategy 2014-2020;
- West Region Regional Development Plan 2014-2020;
- Waste Management Plan - Hunedoara County, approved by Decision no. 15/2015;
- The Territorial Interurban Territory Arrangement Plan - Deva - Hunedoara - Simeria, approved by Decision no. 142/2010;
- The tourism development strategy of Hunedoara County, approved by Decision no. 155/2010;
- County Strategy for Child Rights Protection - Hunedoara County, approved by Decision no. 65/2014;
- Master Plan on Extension and Modernization of Water Supply and Sewerage Systems in Hunedoara County by Decision no. 238/2014;
- The strategy for accessing the community funds at the level of Hunedoara County in the period 2007 - 2013, approved by the Decision no. 38/2009;
- Hunedoara County Development Plan 2007 - 2013;
- National Program for Rural Development and Rural Development (http://www.cjhunedoara.ro/documente/hotarari/2017/anexa%20hot%20131%20plan%20de%20dezv/SDJ_HD_rev_09.06_N.pdf)

In addition to the Hunedoara County Regional Development Plan, on July 12, 2018, Minister of European Funds, Rovana Plumb, presented the projects for the development of the Jiu Valley in Brussels.

The projects submitted to the European Commission for the development of the Jiu Valley are:

Transport infrastructure - opening of Jiu Valley:

- The road from Câmpu lui Neag to Herculane;
- Vâlcea-Voineasa-Petrila-Petroșani Road;
- DN66A - the connection of the cities of the Jiu Valley.

Jiu Valley Tourism Infrastructure:

- Jiu Valley ski area from East to West: Petrila, Petrosani, Vulcan, Lupeni;
- Museum, recreation, sports and adventure touristic complex "Retezat National Park" -Uricani.

Industrial development of the Jiu Valley:

- Industrial parks / business incubators - for all the localities in the Jiu Valley;
- Investments in the area's resources (coal and minerals - quartz).

The energy efficiency of Jiu Valley:

- Investments in the Jiu Valley district heating system by maintaining the production of coal, refurbishment;
- Thermal rehabilitation of blocks of flats;
- Rehabilitation of social housing in the Jiu Valley.

Support for the private environment Valea Jiului:

- Financing axis for the private sector - maximum 10% co-financing for job creation;
- Financing will target the areas of the Jiu Valley: rehabilitation / building of pensions / accommodation, agro-tourism; financing lines for processing wool, milk, meat, berries, mushrooms, wood, extraction of water;
- Start-up funding;
- Minimis aid for big investors.

Local development of Jiu Valley:

- Rehabilitation of small infrastructure for each locality (streets / sidewalks in former mining districts, parks, schools, etc.);
- Rehabilitation of public buildings, including those left in the mining and abandoned mining industry;

The social component of Jiu Valley (people and family in the spotlight):

- Social monitoring programs - social monitor employed at each town hall;

Ensuring the financing from the Romanian Government for co-financing projects from European and governmental funds accessed by the Jiu Valley.

Romania will also develop a strategy for implementing an appropriate integrated territorial investment instrument for the Jiu Valley region. In the same sense, the Ministry of Energy elaborated a draft Memorandum "The Hunedoara Energy Complex Company - Current Situation and Perspectives", to be promoted in the Government.

(<http://www.replicahd.ro/proiectele-pentru-valea-jiului-au-fost-prezentate-la-bruxelles/>)

4. Conclusion

If so far a number of development programs have been implemented in Romania, they have been selected in isolation, without an organic link between them and without an overall view. Hunedoara County faced some strange ideas, such as turning the Jiu Valley into a "tourism paradise" in just a few years. For this purpose, a number of tourist facilities have been created, but without a global vision.

For the harmonious development of the county, a holistic thinking is required, covering at the same time all the domains that are connected in the everyday life and which influence each other. Thus, we can not talk about infrastructure and environmental protection without talking about education, we can not talk about education without talking about transport infrastructure, we can not talk about tourism without environmental protection and a general landscape view of the area, etc. In life, all these elements are interconnected and mutually interrelated.

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