



Guide for international transfer of managerial know-how

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Abstract

The present study represents one of the first attempts at the world level, for elaborating a guide for realization of managerial know-how international transfer. At the basis of the guide there is the author experience of over 20 years in the field of comparative management. The guide structures in 6 stages the main elements that have to be taken into consideration by managers in order to achieve an effective transfer of valuable management elements from a company, that belong to a certain culture in a company that works in another culture. The guide represents an operational methodological instrument of a high pragmatic utility for the managers, in the context of internationalization intensification.

There are, at present, numerous elements speaking for the need to carry out a vast international transfer of managerial know-how. In fact, this represents a major component and an essential outcome of the globalizations of activities.

In current managerial practice, and this happens in the developed countries as well, the managerial know-how transfer is conceived and applied in an extreme variety of ways, not only from the point of view of the content - which is absolutely normal – but also methodologically. Most of the methodological and applicative approaches, extremely diverse; reflect unbalances as regards the degree of awareness and understanding of the international, cultural and managerial phenomena, as well as of mastering the methods, techniques and operation rules of complex organizational changes. The respective companies reflect these unbalances in the various degrees of rationality the international transfer of managerial know-how is approached with, and, implicitly, in the quality of the performances scored.

Under these circumstances, we believe it is very useful, even of paramount importance, to elaborate a guide for carrying out international managerial transfer¹. The starting premise is that achieving a transfer of international managerial know-how basically represents an organizational transformation, and, as such, it should consider all the elements specific for such transformations, as they are specified in Figure 1.

1. General coordinates of guide elaboration

In the elaboration of the guide for international transfer of managerial know-how we will consider the following **objectives**:

a) To encompass the main elements to be considered when managerial know-how transfer is attempted in a single methodological approach

b) To approach the essential elements underlying the effective achievement of international managerial know-how transfer in a logical manner.

c) To present the methodological and applicative elements that guide managers and specialists in achieving an infusion of performant managerial elements from other countries in their own organisation in an operational and pragmatic way.

d) To conceive the guide as an all inclusive methodological applied construction, basically applicable to all situations of managerial know-how transfer among organisations that carry out their activities in different national contexts

e) by selecting, correlating and using the elements incorporated in the guide, a maximisation of the effectiveness of managerial know-how transfer and of the performances of the receiving organisation is aimed at, both directly and indirectly.

In order to meet these objectives, the guide is structured in several **stages**:

- Stages of carrying out the international managerial know-how transfer
- Typical difficulties in the process of managerial know-how transfer
- Rules to consider in conceiving and implementing the international managerial know-how transfer

¹ Nicolescu, I. Verboncu, Management, Editura Economica Publishing House, Bucharest, 1998, p. 429

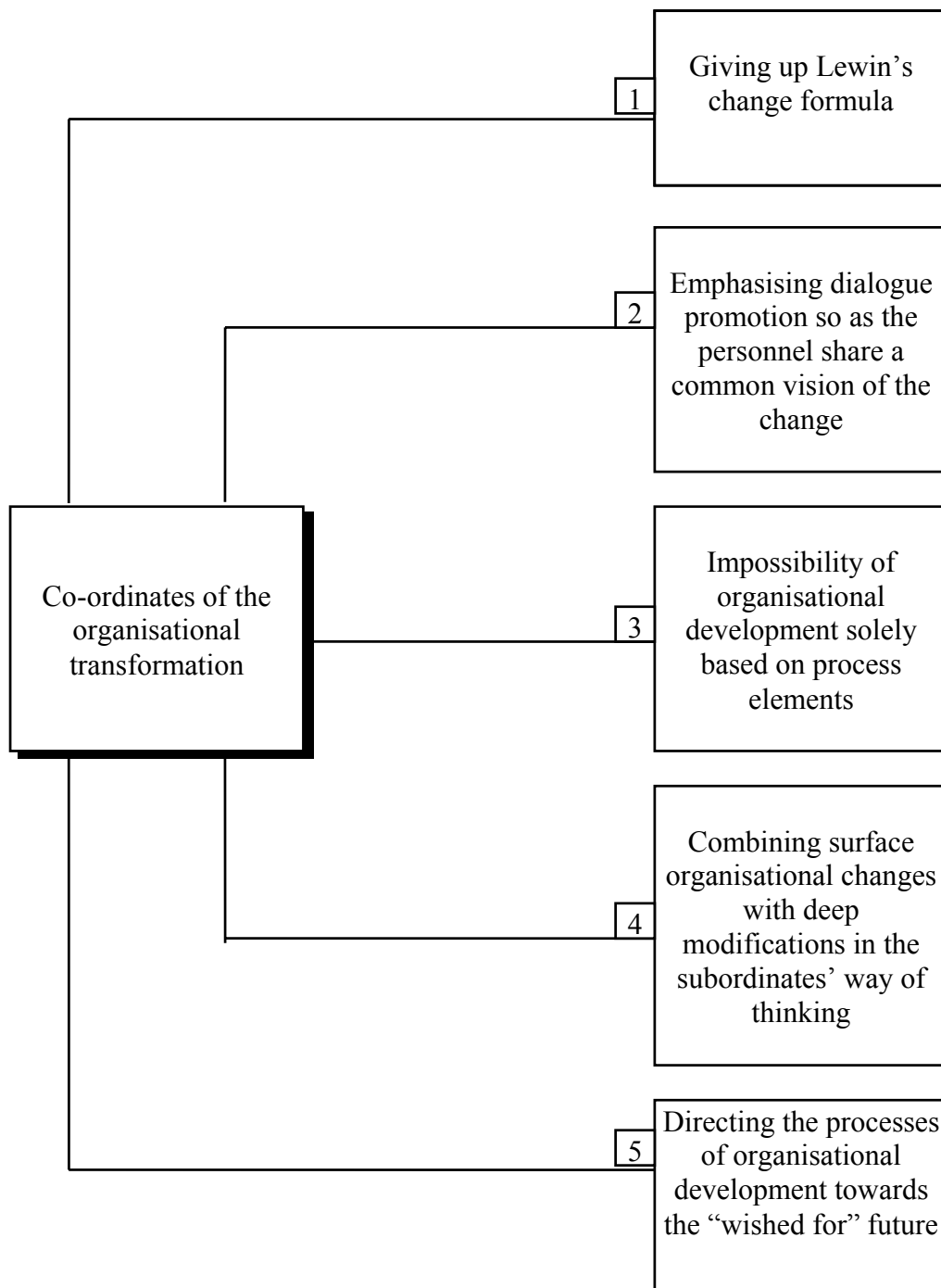


Figure 1 Organisational transformation coordinates

Evidently, the sections are not to be considered as separate entities, but in their interrelationship, in a holistic vision, as making up a methodological operational system, centred on achieving notable organisational transformations.

This guide falls under the consecrated typologies of compared management. As such, its potential role and functions and its relations with other major methodological

elements - in the context of the main international compared management approaches - can be understood more completely.

In Hans Schollhammer's typology, the guide belongs to the empirical pragmatic orientation, being pluri-dimensional, norm setting and generalising. This classification is based on the following arguments: the guide is conceived as a pragmatic instrument for analysing the information involved in the international transfer of managerial know-how, aiming at an increased rationality and effectiveness of the implied processes. It is pluri dimensional, as it has in view all major aspects involved – managerial, cultural and economic – at the level of the management, of the organisation as a whole, and in the respective national context. Basically, the guide is a complex generalised methodology for the transfer of managerial know-how, as such having a norm setting and generalising character.

In the view on the typology of compared management studies of the famous specialists Child, Tayeb and Lane¹, the guide should belong to the category of adaptive studies: it approaches culture as an evolving system and focuses on adapting organisations to contextual evolutions, while management is treated as the key factor in conceiving and making operational the processes of managerial know-how international transfer. Finally, if we refer to J. Secherst², the guide can be classified under I type studies, as it considers the interrelationship culture-management, focusing on its managerial and sociological dimensions.

Although the psychological and anthropological elements are not ignored, they can only be considered tangentially, due to their prevailing theoretical descriptive significance, and especially to the pragmatic managerial economic end use of the guide.

2. Stages of the managerial know-how international transfer

As already pointed out, the managerial transfer is a particularly complex process from various points of view. Consequently, it is necessary to embark on a hard working methodological endeavour in order to carry it out. Its effectiveness is conditioned by the structure of the processes involved, in a multi stage operational system. The stages are synthetically mentioned in Figure 2.

¹ Lane, Ch., *Management and Labour in Europe*, Edward Elgar, Adlershot, 1989, pg. 27-29.

² Secherst, J., *On the Death of Theory in Crosscultural Psychology*, Amsterdam, Swets and Zeilinger, 1977, pp. 73-82.

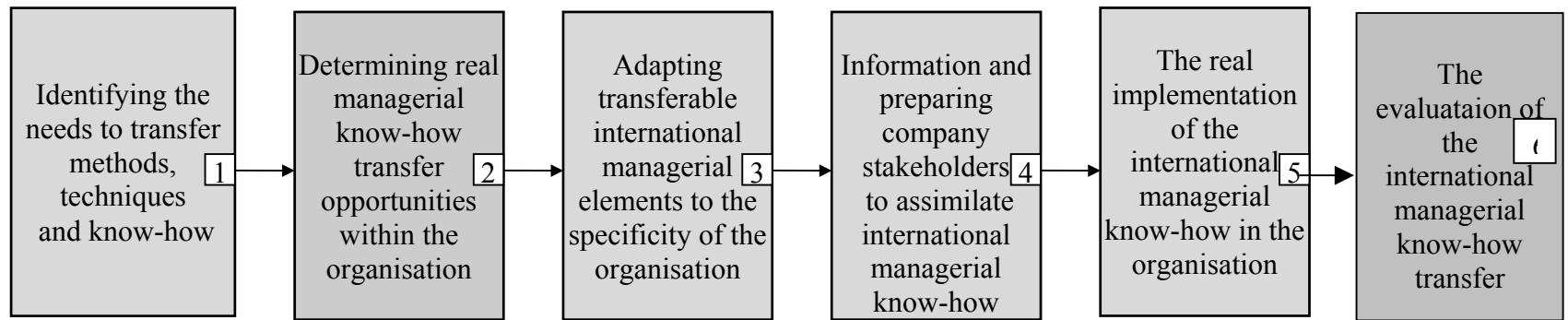


Figure 2 Stages of the transfer of international managerial know how

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

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

- a) Identifying the company's needs to modernise the overall managerial 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.

Carrying out an overall analysis, the prospective evaluation of the operativeness 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 to 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

0	1	2	3
1.	Prevision	- - -	
2.	Organisation	- - -	
3.	Motivation	- - -	
4.	Coordination	- - .	
5.	Evaluation	- - -	
6.	All or several managerial functions	- - -	

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 No. 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 organisation 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

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

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 – 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. This is particularly topical for the Central and East European countries. The cause is the gap separating these countries from the countries in the European Union and the former’s tendency to integrate into

this powerful international economic, managerial and political community, very likely to become first in the world during the first decades of the third millennium.

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 an enhanced operation and performance of the firm. Identifying the main needs of managerial know-how transfer is decisive for the success of the operation as a whole.

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

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 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.

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 No. 3. To be realistic, this analysis should also consider the major impact elements in the national and international contexts. Frequently, recourse is made to specialised consultants having the necessary information and qualification, in order to achieve that.

Table 3

Analysis grid of the managerial needs of the organisation

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

Here is how to proceed: every significant need is analysed, specifying the forces in the organisation – managers, executives, compartments, 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. 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,.

When the table is completed, a systematic assessment of each necessity is carried out, to determine those that can be effectively met. These are entered in a separate list, and are approached simultaneously, according to their impact on the organisation. To that effect, Table no. 4 can be used.

Table 4

Needs of International managerial know how that can be satisfied

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

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.

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

Crt. 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 considered in the future. The evolutions of these elements will determinate the feasibility of managerial solutions for satisfying those managerial needs.

So the second stage assure the needs establishment 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 sources in other countries¹.

2.3. Adopting transferable international managerial elements to the specificity of the organization

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 subphases.

The corporate culture sub-phase starts from the 5 functions fulfilled by the corporate culture of any company (see figure nr. 3), which undergo changes under managerial know-how transfer.

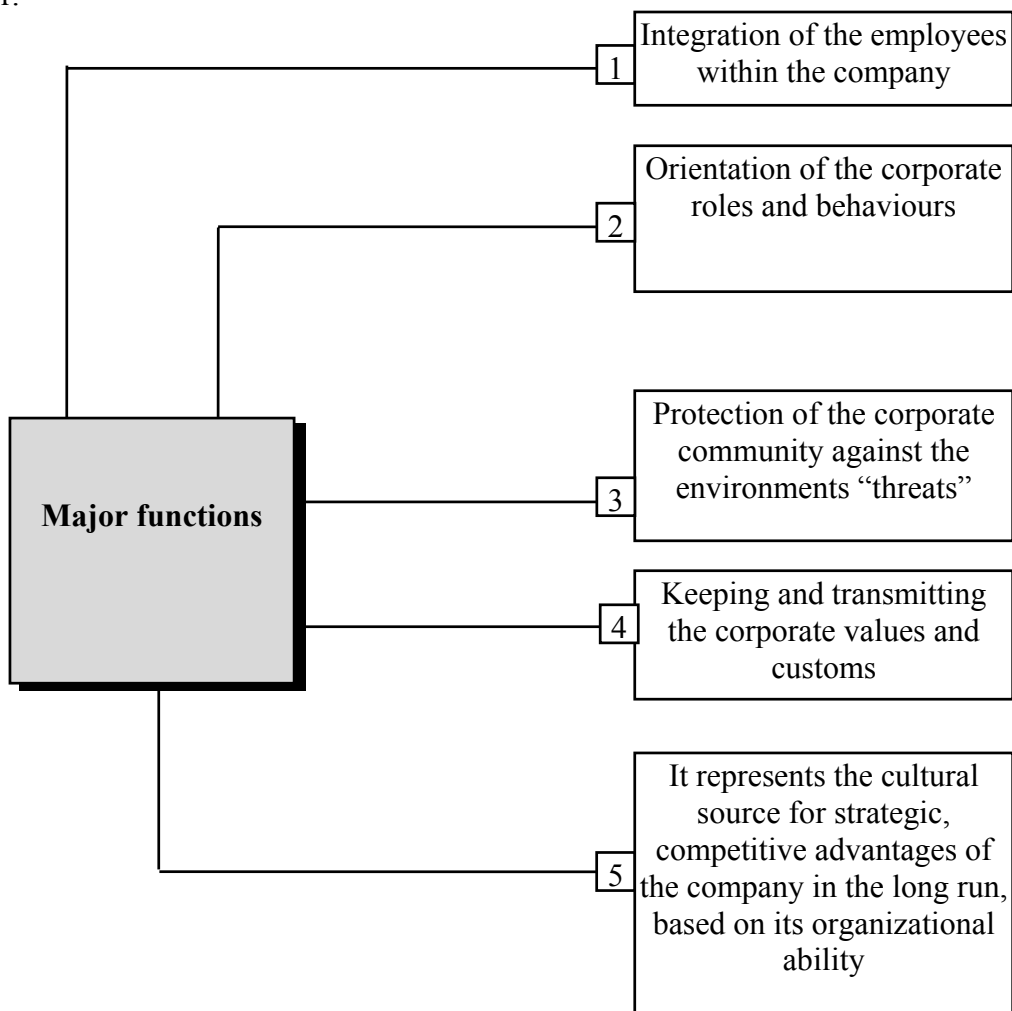


Figure 3 – The functions of corporate culture

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 nr. 6

Table 6

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

Nr. Crt.	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 exogene 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.

In the ending of this subphase the influences of the variables are synthesised 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

Nr.	Corporate culture components	Main necessary changes	Observations
0	1	2	3

We emphasise 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 specialised in the corporate culture field and human resources management.

The managerial subphase 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 changes 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 subphase, carried on according to the above mentioned elements, the content and the results of the analysis are registered in table nr. 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 the following will be integrated:

- the decision-making subsystem
- the methodological- managerial subsystem
- the informational subsystem
- the structural-organisational subsystem
- human resources
- 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 decentralised, it is also advisable to group the managerial elements or be transferred, irrespective to their nature, into organisational divisions. Table NR. 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.

2.4. Information and preparing the stakeholders and the company for the assimilation of the international managerial know-how elements

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 favourable for changes
- e) To make the company's employees assimilate the new managerial elements, so that they become capable of putting them in practice.

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 substages or phases: to sensitise 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 substage 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.

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' sensitising 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 **sensitising 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:

- meeting for informing the employees, usually organised 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 administration 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 signalled in advance in order to make the necessary preparations.

The substage 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 represents the matrix with recommendations for working out the preparation programme.

Table 10

Preparation programme for the international managerial know-how transfer

Nr.	Domains and stakeholders	Action	Targeted objectives	Person in charge	Time interval	Observations
0	1	2	3	4	5	6
1	Reshaping the corporate culture					
1.1	Owners					
1.2.	Managers					
1.3.	Union					
1.4.	Performers					
1.5.	Clients					
....					

0	1	2	3	4	5	6
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 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.

As far as the internal stakeholders are concerned- managers and performers especially- there are concrete actions to change the symbols, the rituals,, behaviours, myths, etc. according to the nature and the specific requirements of the new managerial elements, which usually clearly emphasise quality, profit, market, informatics, responsibility, competence, motivation, involvement, flexibility, 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 automatised means of dealing with information, regarding both the hard and the soft. 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.

The personnel's preparation, although the last, had 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 organise preparation sessions different from the point of view of content, length, depending on the nature, complexity and difficulty of the managerial know-how, and on the position, education level and employees' degree of involvement in putting it in practice. 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.

2.5. The implementation of the international managerial know-how elements

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:

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

On the ground of sensitising 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 table (see table 11)

Table 11

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

NR.	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	-					
0	1	2	3	4	5	6
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 analysing 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;
- a continuous supervision of putting in practice the managerial changes, of respecting the informational, human, financial, etc. requirements;
- 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.

2.6. The evaluation of the international managerial know-how transfer

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.

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

1. The common 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 synthesise the decisions and the actions that are going to be taken and implemented, these being structures into three categories shown in table nr. 13.

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. . ..				

The elements in table nr. 13 are analysed and approved by the company's senior management, being put in practice afterwards. It is essential that they focus on the weaknesses and strengths and be implemented completely according to the preestablished terms. Thus, the international managerial know-how transfer in the company is consolidated, obtaining a performant and long-lasting corporate transformation.

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