

# THE PROBLEMS OF MANAGERS TRAINING IN THE REPUBLIC OF MOLDOVA

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## ABSTRACT

*Republic of Moldova is a country with ancient traditions and all with a history of independence more than 19 years. Therefore, in this period are many issues that concern us at various levels, including those related to effective management. Training managers to operate in market economy conditions related to a number of features caused by country specific. At the same time, consider that at present, essential to the success of the transition is the change to go from the lower level of the enterprise and to propagate to the top. In this context we consider, the manager must appear and act as a promoter of change. This manager must be prepared to have the ability, knowledge and time necessary to change. In communication we mean that the preparation of specialists in higher education institutions in Moldova, particularly ASEM.*

Republic of Moldova is a country with ancient traditions and with a history of independence of only 19 years. Therefore, many issues that concern us at various levels, including those related to effective management are in this period.

The training of managers so that they could activate in conditions of market economy is related to a number of features:

First, there is a gap in managers training and in general in the preparation of business activity over a long period.

Our economy, as well as the economy of majority of post-socialist country, is characterized by instability.

Many managers, holding management positions in different structures have knowledge in various fields: technical, pedagogical, legal, medical etc. But fewer are those that lead a business with the professional knowledge of the problem.

The priorities in the management of the Republic of Moldova in this period are related to: economic restructuring, improving the autonomy of decision-making process, improving the regulatory framework for market economy, developing a reformed, oriented on performance and profit – management vision.

At the same time, we consider that it is essential to the success of transition the change to start from the lower level of the enterprise and be propagated to the top. In this context, the manager must appear and act as a promoter of change. A manager must be prepared, must have the ability, the knowledge and the necessary time to change.

The managers training in the Republic of Moldova is provided by the public and private higher education institutions. The Academy of Economic Studies of Moldova is the only training institution in the country specialized in economics and with the best prepared potential of pedagogues. In ASEM the managers training includes:

- General socio-humanistic training. Any leader, regardless of hierarchical level, first of all, must have general knowledge, which will characterize him as an intelligent, well prepared person.
- General economic training. Managers must be familiar with the basis of the economy, accounting, statistic methods etc.
- Special management training. In this context, attention is drawn to manager's profile, focusing on the practical training of managerial thinking, on the ability to perform market research, on the perception to reinforce the conceptual forces in order to ensure adaptability to market requirements.

Also attention is paid to management organization and to business development strategy, to profitable use of resources.

As of the human potential it is insisted on the necessity of operation with motivational elements that are focused on strengthening the climate for technological and labor discipline, focused on the results. At the same time with the concerns of valuing human resources, the manager has the obligation to take into account the needs of employees and to help develop their personality.

Along with human and material resources, the managers are trained to pay particular attention to an effective management of financial and informational resources. Thereby, in the financial management domain it insists on increasing the role of their scientific lever appealing to the financial culture in particular and to the economic culture in overall.

The graduates find employment in various sectors of the national economy, at the enterprise and ministerial level.

Also, the training of managers in institutions of higher education is not free of some problems.

The basic problem is to find ways to collaborate with the managers from the national economy. This cooperation is seen in several aspects:

- Making production or licensed internships in companies
- Inviting managers to lead courses;
- Organize various roundtables with the participation of managers.

We consider these ways of cooperation beneficial to all involved parties:

1. *Students* during their production and licensed internships may enhance their theoretical knowledge acquired at courses, may participate in the real economic life of the firm, they can see and analyze the problems that are facing the managers.
2. *Teachers*, have the possibility to approach the theory with the practice, to do not let appear a gap between these two components of the educational process;

3. *Business managers* have the possibility to select the potential personal for a future work in their companies. By this, the time and expenses for adapting a young employee to the company are essential reduced.

It would seem that now is the proper moment and the benefits are multiple. But it remains a problem as long as economic agents, business managers do not realize the problems of social responsibility and do not want to collaborate with higher education institutions in order to train young specialists.

Another problem, which is closely related to the previous, is the rapid rate of development of small businesses. In Moldova, there are currently 43,700 small business agents; the SME sector represents 97.8% of the total number of enterprises [2]. The biggest part of the businesses is of family type, in which usually the owner and the manager is the same person. So, for the person that is not an owner it is more difficult to engage.

A good training of specialists requires the creation of appropriate conditions. In the Academy of Economic Studies of Moldova are all the required conditions for the future specialists so that they could quickly integrate in the field of labor and to meet the requirements of a market economy. AESM has computer rooms with Internet access, a modern library, which is the richest in country by the number of economic headlines, a media library. What is lacking for the training of managers are the conditions under which they could apply their knowledge in practice, to test if their theoretical knowledge are appropriate to the practical work. The specific of managers training do not allow to have specialized laboratories in which this could be done (as in physics, chemistry, for example). A few years ago, during the existence of the large state enterprises, managers were more receptive to the needs of educational institutions. The companies had their own laboratories, where students together with professors were much closer to the real sector. Often the professor was the enterprise manager himself.

In fact, AESM tries to adjust to these conditions. It practices many case studies, simulated business games close to the real situation. In AESM was opened a business incubator where students can start a business, with free spaces provided by AESM and with consultations from AESM's professors.

We consider as a limitation of managers training the lack of opportunity to professors to perform practical stages. The internships in companies are accompanied by the same problems as in the case of students. Going abroad requires substantial financial resources. The main method of improvement the knowledge is the self – instruction, which is made from monographs, magazines. Again it appears a gap between the theory and the practice.

The specific of manager's activity in this century is the capacity to change fast. The manager must accept the change as a permanent state of the organization, as a way to adapt to the uncertainty of the external environment. To minimize the negative effects that may appear the manager must learn to anticipate them. For that it is necessary to study and to continuously improve the knowledge. In this issue we see some changes for the better in our country. Many of managers have realized the need to study. There are many training centers, usually private, which

allows them to update their knowledge. But there is no national program which would require to all the managers to pass regularly training courses. We believe that by this could have been avoided some of the local managers mistakes.

Problems in the managers training still exist. But we have learned that once the problem appeared it is necessary to find a way to solve it. But as it was mentioned we are in a constantly change, therefore we are ready to face the other challenges that will arise.

### **References**

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