

**BABEŞ-BOLYAI UNIVERSITY**  
**FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION**  
**DEPARTMENT OF MANAGEMENT**

**PhD THESIS**  
**SUMMARY**

**THE MANAGEMENT AND COMMUNICATION OF CULTURAL  
ORGANISATIONS**

**Scientific supervisor:**

**Professor Anca Borza PhD**

**PhD student:**

**Kálmán (Kovács) Réka**

**Cluj-Napoca**

**2012**

**BABEŞ-BOLYAI UNIVERSITY**  
**FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION**  
**DEPARTMENT OF MANAGEMENT**

**PhD THESIS**  
**SUMMARY**

**THE MANAGEMENT AND COMMUNICATION OF CULTURAL  
ORGANISATIONS**

**Scientific supervisor:**

**Professor Anca Borza PhD**

**PhD student:**

**Kálmán (Kovács) Réka**

**Cluj-Napoca**

**2012**

**TABLE OF CONTENTS - SUMMARY**

**TABLE OF CONTENTS – PhD THESIS ..... 4**

**KEY WORDS ..... 7**

**INTRODUCTION ..... 7**

**PART I: LITERATURE REVIEW ..... 14**

**PART II: EMPIRICAL RESEARCH ON THE MANAGEMENT AND  
COMMUNICATION OF CULTURAL ORGANISATIONS ..... 15**

**FINAL CONCLUSIONS AND PERSONAL CONTRIBUTIONS ..... 15**

**RESEARCH PERSPECTIVES ..... 19**

**REFERENCES ..... 21**

# TABLE OF CONTENTS – PhD THESIS

## List of figures, tables and graphs

<b>INTRODUCTION</b> .....	1
---------------------------	---

<b>PART I: LITERATURE REVIEW</b> .....	10
--	----

<b>CHAPTER 1: CULTURE AND THE MANAGEMENT OF CULTURAL ORGANISATIONS</b> .....	11
--	----

<b>1.1. Culture</b> .....	11
---------------------------	----

1.1.1. Culture at social level .....	13
--------------------------------------	----

1.1.2. Culture at organisational level .....	23
--	----

<b>1.2. Cultural organisations</b> .....	33
--	----

1.2.1. Cultural organisations of the public sector .....	37
--	----

1.2.2. Cultural organisations of the private sector .....	39
---	----

<b>1.3. The management of cultural organisations</b> .....	42
--	----

1.3.1. Definitions and approaches .....	42
---	----

1.3.2. The functions of culture management .....	47
--	----

1.3.3. Dilemmas of culture management.	
--	--

Modern tendencies in culture management .....	58
---	----

<b>1.4. Conclusions</b> .....	64
-------------------------------	----

<b>CHAPTER 2: COMMUNICATION WITHIN ORGANISATIONS. CHARACTERISTICS OF COMMUNICATION WITHIN CULTURAL ORGANISATIONS</b> .....	66
--	----

<b>2.1. Definitions and approaches to communication within organisations</b> .....	66
--	----

<b>2.2. The communication process. Context and determining factors of communication</b> .....	69
---	----

2.2.1. Elements of the communication process .....	70
2.2.2. Communication networks .....	75
2.2.3. Feed-back in communication .....	76
2.2.4. Barriers to communication .....	80
<b>2.3. Functions of communication within organisations .....</b>	<b>84</b>
<b>2.4. Typology of communication within organisations .....</b>	<b>86</b>
2.4.1. External communication .....	88
2.4.2. Internal communication .....	92
2.4.3. Verbal communication .....	97
2.4.4. Nonverbal communication .....	100
<b>2.5. Communication strategies .....</b>	<b>104</b>
2.5.1. Definitions and approaches to communication strategies .....	104
2.5.2. Characteristics of internal communication strategies .....	107
<b>2.6. Characteristics of communication within cultural organisations .....</b>	<b>116</b>
2.6.1. Characteristics of external communication .....	117
2.6.2. Characteristics of internal communication .....	124
<b>2.7. Conclusions .....</b>	<b>137</b>

**CHAPTER 3: LEADERSHIP, MANAGEMENT AND COMMUNICATION  
WITHIN ORGANISATIONS .....** 141

<b>3.1. Definitions of leadership .....</b>	<b>141</b>
<b>3.2. Leadership and management .....</b>	<b>144</b>
<b>3.3. Leadership and organisational communication .....</b>	<b>146</b>
<b>3.4. Approaches to leadership .....</b>	<b>151</b>
3.4.1. The qualities or traits approach .....	152
3.4.2. The functional or group approach .....	152
3.4.3. Leadership as behavioural category .....	153
3.4.4. Leadership styles .....	154
3.4.5. Situational theories and contingency models .....	160
3.4.6. Transactional and transformational leadership .....	168

3.4.7. Inspirational leadership .....	169
<b>3.5. Conclusions .....</b>	<b>170</b>

**PART II: EMPIRICAL RESEARCH ON THE MANAGEMENT AND COMMUNICATION OF CULTURAL ORGANISATIONS ..... 173**

**CHAPTER 4: ANALYSING COMMUNICATION AND ITS INFLUENCE UPON THE MANAGEMENT OF CULTURAL ORGANISATIONS ..... 174**

<b>4.1. Research methodology.....</b>	<b>174</b>
4.1.1. Objectives and hypotheses .....	177
4.1.2. Research method .....	178
4.1.3. Establishing the sample method and the size of the sample .....	180
4.1.4. Questionnaire processing .....	182
<b>4.2. Findings and comments .....</b>	<b>183</b>
4.2.1. Sample structure .....	183
4.2.2. Analysis and presentation of research results .....	187
<b>4.3. Validation of hypotheses .....</b>	<b>238</b>
<b>4.4. Conclusions .....</b>	<b>241</b>

**FINAL CONCLUSIONS AND PERSONAL CONTRIBUTIONS ..... 244**

**REFERENCES ..... 252**

**Appendices ..... 269**

## **KEY WORDS**

Culture, cultural organisation, management of cultural organisation, organisational communication, external communication, internal communication, communication strategies, communication within cultural organisations, leadership.

## **INTRODUCTION**

The thesis, entitled “The Management and Communication of Cultural Organisations”, aims at an interdisciplinary perspective, presenting the characteristics of culture management on the one hand, and communication within cultural entities on the other. Starting with the literature review, the present study focuses on a quantitative research, based on a questionnaire and applied to a representative sample of 300 cultural organisations. The statistical population consists of both public and private cultural entities from the Centre Development Region of Romania.

### ***Outlining and Motivating the Research Field***

The management of cultural organisations is a relatively new domain, which, however, has started to gain ground nowadays, its appearance and evolution being probably determined by society’s development, as well as by the expectations of an increasing public. Despite the fact that, at first glance, management and culture may not represent an interest for the economic environment, it is obvious that cultural manifestations and events, along with the growing number of organisations, both from the public and private sectors, may lead to a series of benefits not only from cultural, but also from economic standpoints.

As the literature review reveals, cultural institutions, through their offers, may highly contribute to the economic and cultural development of a region (Rauhe & Demmer, 1994: 18-25). Moreover, the touristic exploitation of the patrimony can improve and even

enhance the image of the areas with high cultural potential. To confirm these ideas, it seems enough to think about locations, the names of which are strongly associated with cultural programmes. For instance, from the region included in our study, Sighișoara and Râșnov are the towns of the medieval festival; Sibiu is famous not only for being the European Capital of Culture in 2007, but also for the international theatre festival or for the jazz festival; Alba Iulia is linked to „Dilema Veche”, a cultural manifestation addressed to art lovers and readers; and Târgu-Mureș is known as the town of the Peninsula Festival. In a nutshell, as we have seen, cultural organisations, through their services, can project the image of a region. What is more, in some cases, these entities can develop or create the town brand.

Furthermore, as we all know, cultural organisations set as primary objective the promotion of artistic, aesthetic, moral and social values (Zecheru, 2002: 28-97). Therefore, we do not exaggerate if we sustain that these institutions are engaged in the education, intellectual stimulation and spiritual development of the consumers and implicitly of the population. In other words, due to cultural events, people's horizon may be enlarged, sensitiveness and empathy may be stimulated, the knowledge of the customers can be enriched, the target audience acquiring fundamental values like tolerance, respect, understanding, altruism, moral responsibility etc., aspects which may lead directly to society's development as well.

In the light of these ideas, it is quite clear why it was necessary for the science of culture management to come into being and to evolve. Moreover, in order to point out this view, we have to touch upon two main tendencies specific to our present society. First, on the economic and social scene, we can notice that a vast majority of cultural organisations are confronted with crisis situations in terms of their finances. These entities live from limited resources (Klein, 2001: 1-11) and, consequently, their day-to-day operation is becoming more and more uncertain. There is no doubt that, in order to overcome the impasse and to ensure the financial conditions, these entities need a professional managerial system, which relies on plans, objectives and strategies and which is oriented towards a clear mission. Second of all, since the creative industry is continuously



prospering (Klein, 2008: 9), cultural institutions are exposed to an even tighter competition. As a matter of fact, in this respect, we can talk about a “fight” not only for funds, but also for potential customers, aspects on which the survival of these organisations depends. By all means, this is the second reason why cultural entities require a solid management, on the one hand, and an efficient internal and external communication, on the other.

In particular, when examining the situation of cultural organisations from Romania, we can remark interesting phenomena. First of all, the local cultural entities do not present a long history as compared to the organisations from abroad. Still, the state-owned institutions can be regarded as exceptions, since these carried out activities also in communism. However, in this period, in the majority of the cases, we can rather speak about the existence of a politically engaged culture. In other words, culture in communism was a centralised domain, was controlled or even censored and served mostly the ideological interests of the society.

As far as the next stage in the evolution of the cultural organisations is concerned, we can ascertain that the changes in the 90’s brought about the freedom of art and culture. Obviously, access to a free culture has had its own consequences: the number of cultural organisations has risen rapidly and the civil sector has also commenced its activities. As a result, cultural associations, foundations and federations have appeared, providing a wide-range of services and trying to fulfil the cultural needs of diverse social strata.

From these perspectives, it has become imperative that cultural organisations from Romania too should lay a special stress on the principles of management. Since neither the public nor the private entities have gained enough experience, we believe that these organisations, in order to cope with the challenges, need a solid guidance based on the rules of management and on efficient communication. At the same time, we take the view that a professional leadership in the context of cultural organisations will definitely lead to positive results, will ensure the survival of these entities, will attract the hesitant and

reluctant customers, will give an impulse to economic development, will rewrite locations on the touristic map and, hopefully, will also guarantee quality.

These aspects have motivated us to initiate the present study. For this purpose, we set out to analyse what exactly culture management implies, how a cultural organisation should be run, and which leadership style is the most appropriate for their efficient functioning. Closely linked to these aspects, in our study we attempt to bring to light the characteristics of communication within cultural entities, together with the way this could be capitalised on in the best interest of these organisations. We consider that through the description of the above problems we shall find viable solutions which can be applied successfully by these entities. Moreover, we are convinced that, provided cultural institutions rely on an organised and planned management and communication, these will be able not only to conduct their specific activities, but also to attain superior performance.

### ***Present Knowledge in the Field of Study***

Concerning our theme, the management of cultural organisations, also referred to as management in culture and cultural management, we can note that there is a confusion in the usage of the terms, probably due to the novelty of the field. At first glance, in the Romanian language, the concept itself seems to provide multiple interpretation possibilities, a fact that may also cause several misunderstandings. In some cases, the notion of “cultural management” appears to be used in order to refer to the organisational (or corporate) culture of a company. However, in the English literature, the terms “arts and cultural management” or “culture management” offer a certain clarification and delimitation of this science. Yet this field of study is best defined in the German academic research, by the concepts “Kulturmanagement”, as well as “Kultur- und Kunstmanagement”, notions which exactly comprise the objectives of this science. Since the name of this domain may hint to different aspects of management, in this work, we have chosen to resort to the concept of “management of cultural organisations”, thus avoiding the possible overlaps of the term.

When examining our theme, we can observe the lack of empirical studies both nationally and internationally. The existing research is concerned, first of all, with the explanation and presentation of the concept, pointing out the controversial and apparently incompatible relationship between management and culture. Second, the literature review investigates the modified functions of management adapted to cultural organisations, emphasising the multiple responsibilities of the leaders (managers) who stay in contact with artists, consumers and financiers of culture. Considering the representative research in the domain, we need to reflect on the studies undertaken by Bendixen (2001), Heinrichs (1993, 2006), Klein (2001, 2004, 2008), Lenders (1995), Zembylas (2004) at international, and on the investigations carried out by Zecheru (2002) at the national level.

By contrast, concerning the second subject of our analysis, organisational communication, we can underline that it plays a key role in the academic research, this field containing an impressive number of studies. Among the theoreticians of organisational communication, we could mention Abric (2002), Armstrong (1991), Beger *et al.* (1989), Bruhn (1995), Clampitt (2001), Cooper & Argyris (1998), Guffey & Almonte (2010), Guffey *et al.* (2010), Kushal & Ahuja (2009), Lacombe (2005), Mumby & Clair (2006), Olivesi (2005), Samovar *et al.* (2012), Schermerhorn *et al.* (2010), Sinha & Reddy (1991), Stuart *et al.* (2007), Tompkins *et al.* (2009), Torrington & Hall (1995), etc., who in their work add new dimensions to the typology of communication, to its functions and to the communication strategies within organisations. Likewise, the Romanian research pays close attention to the investigation of this issue. Therefore, analysts like Nicolescu & Verboncu (1999), Câmpeanu-Sonea & Sonea (2005), Câdea & Câdea (1998), Cismaru (2008), Cornescu *et al.* (2003), Păuș (2006), Pânișoară & Pânișoară (2005), Prutianu (2000, 2008), Ursachi (2005), are actively engaged in the study of organisational communication in general, and in the investigation of the communication process, barriers to communication, feed-back and communication functions in particular.

As far as leadership is concerned, the literature review is also very rich in diverse studies. Thus, among the most important theoreticians of the field we can refer to Barnard (1997), Belbin (2000), Borkowski (2011), Fiedler (1997), Gastil (1997), House & Mitchell (1986), Lussier & Achua (2010), Mullins (2001, 2006, 2007), Northouse (2010), Stogdill (1997), Whetten *et al.* (2000), Williams (2006). This topic is not neglected in our country either; on the contrary, Romanian analysts as Borza *et al.* (2005), Cornescu *et al.* (2003) and Zlate (2004) have contributed substantially to this domain.

Nonetheless, from our point of view, the main deficiency of the studies based on organisational communication and leadership is the fact that these are applied chiefly to corporations and not to cultural organisations, entities which represent distinct features as compared to companies. What is more, although in the literature review one can come across research in both fields of study, namely in culture management and in communication, these two subjects are treated separately.

Therefore, we believe that our research, which lies at the crossroads between management, culture, organisational communication and leadership, will offer an interdisciplinary perspective, by embracing the numerous characteristics of these fields and, ultimately, establishing connections between them.

### ***Defining the research objectives***

The objective of this paper is to conduct both a theoretical and empirical research into the management and communication of cultural organisations. Starting with a conceptual framework, focusing on the management and communication of cultural organisations and on their leadership, we aim at a methodological approach which, first, confirms the theoretical information and, second, validates the research hypotheses from a statistical point of view.

For this purpose, we have set a series of theoretical and empirical goals, which constitute the main reference points of our thesis.

## *I. Theoretical objectives*

1. To highlight the aspects which characterise the management of cultural organisations, with special emphasis on presenting the functions of culture management, interpreting the concept of “culture”, as well as on classifying cultural entities.
2. To study organisational communication by reviewing its functions, typology, and by presenting the communication strategies, along with the description of the characteristics of communication within cultural entities.
3. To emphasise leadership and observe the relationship between leadership and management, leadership and organisational communication, as well as to investigate the different leadership styles in order to identify the most appropriate one for cultural organisations.

## *II. Empirical objectives*

1. To analyse how cultural organisations make use of their external and internal communication in order to promote their activities and, consequently, artistic and aesthetic values.
2. To study how those cultural organisations that adopt internal communication strategies can achieve a better performance compared to the entities which do not apply such strategies and also to identify the factors by which performance can be measured.
3. To investigate how the cultural organisations that pay a special attention to the planning and controlling functions of management can attain superior performance as opposed to the entities where these aspects are neglected.
4. To examine how external and internal communication can contribute to the performance of cultural organisations.
5. To consider the democratic style of management in order to discover its effects on external communication within cultural organisations.

In view of these objectives, the present study seeks answers to the above mentioned problems, attempts to establish connections between the different fields and, consequently, offers solutions for the improvement of performance within cultural organisations.

## **PART I: LITERATURE REVIEW**

The thesis is structured in four distinct chapters, the first three of which are of a conceptual nature, dedicated to the literature review, whereas the fourth one attempts to highlight how the theoretical considerations will confirm in the context of Romanian cultural organisations.

In the **first chapter** we focus on the notion of “culture”, underlining the anthropological and economic interpretations of culture at social level in general and at organisational level in particular. We also approach cultural organisations and observe their classification from the judicial point of view. Afterwards, we deal with the management of cultural organisations, explaining the concept and the specific activities characteristic of this field. In fact, by analysing the functions of culture management, we indicate how the techniques of general management can be tailored in the interests of culture. Finally, this chapter speaks about the dilemmas of culture management, generated by the economic dimension of culture, as well as by the cultural dimension of economy.

**The second chapter** explores the characteristics of organisational communication, with reference to the communication process, the context of communication and its determining factors. At the same time, this section brings to light the functions and typology of communication within organisations. Hand in hand with these aspects, the present chapter defines and classifies the communication strategies, with an emphasis on their functions. What is more, starting with the description of the external and internal environments of cultural organisations, this section will highlight the characteristics of internal and external communication within cultural entities. By outlining these topics,

we shall also enumerate the communication media which can be best used in relation with the target audience.

**The third chapter** looks at approaches to leadership, the relation between leadership and management and between leadership and organisational communication, as well as at the different categories of leadership styles.

## **PART II: EMPIRICAL RESEARCH ON THE MANAGEMENT AND COMMUNICATION OF CULTURAL ORGANISATIONS**

**The fourth chapter**, dedicated to our empirical research, draws up the hypotheses of the study, explains how the sample was determined and describes the methods used for data processing. In this respect, for an accurate interpretation of the research data, we conduct a descriptive analysis and then, based on the conclusions, we carry out a comparative study that validates our research hypotheses.

Concerning the methodology, the present study is based on a quantitative research. For this purpose, a questionnaire was compiled and applied to a representative sample of 300 cultural organisations of the public and private sectors in the Centre Development Region of Romania. The size of the sample was calculated with Taro Yamane's formula and the statistical processing of the raw data was performed with the SPSS 11.0 application.

## **FINAL CONCLUSIONS AND PERSONAL CONTRIBUTIONS**

Throughout our research we aimed to approach our subject "The Management and Communication of Cultural Organisations" from an interdisciplinary perspective, presenting the characteristics of culture management, on the one hand, and investigating communication within cultural entities, on the other hand.

With regard to the formulated hypotheses, both through the literature review and the quantitative research, we were able to observe a series of connections between the above mentioned phenomena:

- the relation between internal and external communication;
- the correlation between the planning and controlling functions (of management) and the performance of cultural organisations;
- the correlation between internal and external communication and the performance of cultural organisations;
- the relation between external communication and the democratic management style.

Based on these ideas, the final conclusions of our study reveal that there exists an important link between performance and management style, as well as between performance and communication within cultural organisations. In other words, as long as cultural entities rely on a professional managerial system and apply the scientific principles of management, they can obtain higher results. Moreover, provided cultural organisations focus on developing a planned, organised and efficient internal and external communication, they can achieve high performance. Last but not least, the findings of our research lead to the conclusion that the democratic manager is the one who can work closely with culture people, by building up a work climate that is favourable to the creation process, thus guiding the cultural organisation to success.

In the next step, we shall outline our contribution to the improvement of knowledge in the field, both at the theoretical and the empirical levels.

#### **I. At the theoretical level**

- Defining and classifying some of the key concepts regarding culture, management of cultural organisations, communication and leadership within organisations;
- Presenting the main dilemmas of culture adapted to management;



- Classifying cultural entities;
- Studying the organisational communication and the communication strategies;
- Analysing the characteristics of communication within cultural organisations;
- Examining leadership theories

## **II. At the empirical level**

Our contribution to the improvement of knowledge in the field is represented by:

- Conducting a descriptive analysis into: 1) external communication, 2) planning and controlling (as management functions), 3) internal communication, 3) performance and 5) management style in cultural organisations.

For this purpose, we analysed 1) external communication in cultural organisations with special emphasis on: a) the collaboration of cultural entities with other institutions, b) the promotion of the organisation and its activities, c) the promotion of corporate identity, d) the communication activities performed within these institutions. For the investigation of planning and controlling (as management functions) we took into account: a) the activity plan, b) the communication plan and c) the activity report. Regarding 3) internal communication we took into consideration the following issues: a) internal communication instruments, b) formal and informal networks and c) the existence of internal communication strategies. Similarly, we measured 4) the performance of cultural entities according to: a) the awards, scholarships, prizes, projects and nominations granted, b) the number of participants in cultural events and programmes and c) the number of invitations received to national and international conferences / tournaments etc. Finally, in this section we identified 5) the style of management preferred by cultural organisations, considering: a) the importance of feed-back, b) the employee initiatives, c) the staff's contribution to organisational success, and d) the correlation between internal communication and leadership style.

- Conducting comparative studies between: 1) internal and external communication; 2) internal and external communication within public and private entities; 3) formal and informal internal communication; 4) internal communication strategies and performance; 5) planning and controlling (as management functions) and performance; 6) internal and external communication and performance; 7) democratic management style and external communication.

With this comparative analysis we set out to identify 1) which type of communication, the external or the internal one, is most pronounced within cultural organisations. Closely related to this subject, we investigated 2) which type of communication, the external or the internal one, is stronger within public and private entities. We also examined 3) which networks, the informal or the formal ones, are more developed in internal communication. In addition, through the correlation between 4) internal communication strategies and performance we concluded that those cultural organisations that elaborated a communication plan, developed and applied internal communication strategies could achieve better performance than those entities which lacked such strategies. Furthermore, we presented the correlation between the activity plan (as a tool for forecasting and planning) and performance, as well as the relation between the activity report (as a tool for controlling) and performance, noting that there was a direct link between 5) planning and controlling (as functions of management ) and performance. Hence, we drew the conclusion that cultural organisations which paid greater attention to planning and controlling obtained superior results compared to other organisations, where these aspects were neglected. In fact, after comparing 6) external communication and performance, as well as internal communication and performance, we reached the same conclusion: a good internal and external communication contributed significantly to the performance of cultural organisations. Finally, when referring to 7) the relation between the democratic management style and internal and external communication, we noticed that cultural organisations run in a democratic style had a better internal and external communication than those led by authoritarian managers.

## RESEARCH PERSPECTIVES

In order to expand the research horizon, we make the following suggestions for further investigations:

- Carrying out a comparative analysis between cultural organisations and companies. The answers to: “Can cultural organisation communicate internally and externally as efficiently and professionally as corporations?” or “What exactly do cultural organisations need to learn from companies regarding management?” – could offer essential information both for companies and for cultural entities.
- Analysing cultural organisations through qualitative research methods (e.g. case studies, interviews) to more accurately evaluate and determine the management and communication of cultural entities. Through the close observation of these phenomena, we could obtain more complex results as to what functions or does not function well in these entities.
- Examining the positive models could lead to their adaptation by other organisations. Moreover, we could discover if a successful model from an urban area could be adopted by rural organisations as well, which – as our study shows – lag behind cultural entities from urban districts.
- Assessing cultural organisations, their management and communication from the standpoint of their services could demonstrate whether the cultural expectations of the target audience are met or not. In this respect, there are two important questions worth answering: “To what extent is the quality of cultural services affected by the growing number of private entities?” and “How can the cultural organisations of the private sector improve the quality of their services as compared to the state-owned (public) institutions?”

- Since our study describes a process, we take the view that it would be interesting to foresee what will happen on the Romanian cultural scene in the near future. Key issues to be discussed could be: “How will cultural organisations evolve in 10 years?”, “Will these become more efficient in terms of management and communication?”

To conclude, we hope that the present research has managed to provide new and useful insights into the communication and management of cultural entities from the Centre Development Region of Romania and believe that its findings could be capitalised on successfully by cultural organisations and by researchers in answering the questions above.

## REFERENCES

1. Abric, J.-C. (2002), *Psihologia comunicării. Teorii și metode*, Polirom, Iași
2. Agabrian, M. (2008), *Strategii de comunicare eficientă*, Institutul European, Iași
3. Allen, B. J., Tompkins, P. K., Busemeyer, S. (1996), *Organizational Communication, An Integrated Approach to Communication. Theory and Research*, Lawrence Erlbaum Associates, Inc., Mahwah, 383-395
4. Ambrus, Z. (2004), *Psihologia comunicării manageriale și organizaționale*, Presa Universitară Clujeană, Cluj-Napoca
5. Appleby, R. C. (1994), *Modern Business Administration*, Pitman Publishing, London
6. Armstrong, M. (1991), *A Handbook of Personnel Management Practice*, Kogan Page, London
7. Armstrong, M. (2007), *Cum să fii un manager și mai bun. Manual complet de tehnici dovedite și aptitudini esențiale*, Meteor Press, București
8. Babbie, E. (1995), *A társadalomtudományi kutatás gyakorlata*, Balassi Kiadó, Budapest
9. Backhaus, K. & Bonus, H. (2006), *Wahre Kunst oder Ware Kunst. Zum Verhältnis von Kunst und Marketing, Kundenorientierung im Kulturbetrieb. Grundlagen – Innovative Konzepte – Praktische Umsetzung*, VS Verlag für Sozialwissenschaften, Wiesbaden, 79-90
10. Badelt, Ch. (2002), *Ehrenamtliche Arbeit im Nonprofit Sektor, Handbuch der Nonprofit Organisation. Strukturen und Management*, 573-604
11. Bakacsi, Gy. (2000), *Szervezeti magatartás és vezetés*, KJK-KERSZÖV Jogi és Üzleti Kiadó Kft., Budapest
12. Barnard, Ch. (1997), *The Nature of Leadership, Leadership. Classical, Contemporary, and Critical Approaches*, Oxford University Press, Oxford: 89-111
13. Barry, J., Chandler, J., Clark, H., Johnston, R., Needle, D. editors (2000), *Organization and Management. A Critical Text*, Business Press Thomson Learning, London
14. Bartol, K. M. & Martin, D. C. (1998), *Management*, Irwin/McGraw-Hill, New York

15. Bazil, V. & Piwinger, M. (2006/2007), Gerüchte: Aktionen und Reaktionen. Über den Umgang mit Gerüchten, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 1, no. 1: 3-17
16. Beger, R., Gärtner, H. D., Mathes, R. (1989), *Unternehmenskommunikation. Grundlagen – Strategien – Instrumente*, Frankfurter Allgemeine-Gabler, Frankfurt am Main, Wiesbaden
17. Beilmann, M (1995), *Sozialmarketing und Kommunikation: Arbeitsbuch für eine Basismethode der Sozialarbeit*, Luchterhand, Neuwied, Kriftel, Berlin
18. Belbin, R. M. (2000), *Beyond the Team*, Butterworth-Heinemann, Oxford
19. Bendixen, P. (2001), *Einführung in das Kultur- und Kunstmanagement*, Westdeutscher Verlag, Wiesbaden
20. Berger, A. A. (2006), *50 Ways to Understand Communication. A Guided Tour of Key Ideas and Theorists in Communication, Media and Culture*, Rowman & Littlefield Publishers, Inc., Oxford
21. Berger, B. (2009), Comunicarea organizațională internă, available on-line at <http://www.pr-romania.ro/articole/comunicare-interna/142-comunicarea-organizationala-interna.html?showall=1>
22. Bertocci, D. I. & Bertocci, D. L. (2009), *Leadership in Organizations: There Is a Difference between Leaders and Managers*, University Press of America, Lanham
23. Bhardwaj, R. & Madan, P. (2009), *Role Models in Management (Leadership and Communication)*, Global Vision Publishing House, New-Delhi
24. Bik, O. P. G. (2010), *The Behavior of Assurance Professionals. A Cross-Cultural Perspective*, Uitgeverij Eburon, Amsterdam
25. Borkowski, N. (2011), *Organizational Behavior in Health Care*, Jones and Bartlett Publishers, Sudbury
26. Borza, A., Bordean, O., Mitra, C., Dobocan, C. (2008), *Management strategic. Concepte și studii de caz*, Editura Risopint, Cluj-Napoca
27. Borza, A., Ilieș, L., Lazăr, I., Mortan, M., Popa, M., Lungescu, D., Sonea, E., Vereș, V. (2005), *Management*, Editura Risoprint, Cluj-Napoca

28. Britannica Concise Encyclopedia, (2003), Encyclopedia Britannica Inc., Chicago, London
29. Bruch, H. (1993), Motivation und Führung, *Kulturförderung – Mehr als Sponsoring*: 419-427
30. Bruhn, M. (1995), *Integrierte Unternehmenskommunikation*, Schäffer-Poeschel Verlag für Wirtschaft, Stuttgart
31. Bryman, A. (1986), *Leadership and Organizations*, Routledge, London
32. Bryson, J. M. (2004), *Strategic Planning for Public and Nonprofit Organizations. A Guide to Strengthening and Sustaining Organizational Achievement*, Jossey-Bass, San Francisco
33. Buchholz, U. (2006/2007), Mitarbeiterbindung in Zeiten der Unsicherheit. Verständnis für Zusammenhörigkeit schaffen, statt Wir-Gefühl vergangener Zeiten beschwören, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 2, no. 1: 1-13
34. Burlacu, N., Graur, E., Morong, A. (2003), *Comunicarea managerială*, Editura Grafema-Libris, Chişinău
35. Câmpeanu-Sonea, E. & Sonea, A. (2005), *Comunicare, conflict și dialog în procesul managerial*, Presa Universitară Clujeană, Cluj-Napoca
36. Căndea, R. M. & Căndea, D. (1998), *Comunicarea managerială aplicată*, Editura Expert, București
37. Certo, C. S. (2002), *Managementul modern. Diversitatea, calitatea, etica și mediul global*, Editura Teora, București
38. Chamorro-Premuzic, T. (2007), *Personality and Individual Differences*, Blackwell Publishing, Malden, Oxford
39. Charteris-Black, J. (2007), *The Communication of Leadership: the Design of Leadership Style*, Routledge, Oxon
40. Chelcea, S. (2004), *Inițiere în cercetarea sociologică*, Editura Comunicare.ro, București
41. Cismaru, D. M. (2008), *Comunicarea internă în organizații*, Tritonic, București

42. Clampitt, Ph. G. (2001), *Communicating for Managerial Effectiveness*, Sage Publications, London
43. Cleary, S. (2003), *The Communication Handbook: A Student Guide to Effective Communication*, Juta & Co. Ltd., Lansdowne
44. Clegg, B. & Birch, P. (2003), *Arta de a-i conduce pe ceilalți*, Editura Polirom, Iași
45. Coman, C. (2001), *Relațiile publice. Principii și strategii*, Editura Polirom, Iași
46. Comstock, T. W. (1990), *Communicating in Business and Industry*, Delmar Publishers, New York
47. Cooper, C. L., Argyris, Ch. editors (1998), *The Concise Blackwell Encyclopedia of Management*, Blackwell, Oxford
48. Cornelissen, J. (2011), *Corporate Communication. A Guide to Theory and Practice*, SAGE Publications Ltd., London
49. Cornescu, V., Mihăilescu, I., Stanciu, S. (2003), *Managementul organizației*, Editura ALL BECK, București
50. Daft, R. L. & Marcic, D. (2008), *Understanding Management*, South-Western Cengage Learning, Mason
51. Daft, R. L. & Marcic, D. (2009), *Understanding Management*, South-Western Cengage Learning, Mason
52. Delhees, K. H. (1994), *Soziale Kommunikation. Psychologische Grundlagen für das Miteinander in der modernen Gesellschaft*, Westdeutscher Verlag GmbH, Opladen
53. Der Brockhaus. In einem Band, (2000), F. A. Brockhaus, Leipzig, Mannheim
54. DEX – Dicționarul explicativ al limbii române, (1996), Univers enciclopedic, București
55. Dixon, R. (1991), *Management Theory and Practice. Made Simple*, Butterworth-Heinemann Ltd., Oxford
56. Drucker, P. F. (1955/2001), *The Practice of Management*, Butterworth-Heinemann, Oxford



57. Drucker, P. F. (1974/2001), *Management: Tasks, Responsibilities, Practices*, Butterworth-Heinemann, Oxford
58. Dubach, E. B. (2004), Kultursponsoring, *Kompodium Kulturmanagement. Handbuch für Studium und Praxis*, 327-347
59. Duden. Deutsches Universalwörterbuch, (1996), Dudenverlag, Mannheim, Leipzig, Wien, Zürich
60. Duden. Wirtschaft von A bis Z. Grundlagenwissen für Schule und Studium, Beruf und Alltag, (2008), Dudenverlag, Mannheim, Leipzig, Wien, Zürich
61. Dwivedi, R. K. (1995), *Organizational Culture and Performance*, M D Publications PVT LTD, New Delhi
62. Ebert, H. & Konerding, K. P. (2005/2007), Wandel der Organisationskultur durch gesteuerte Kommunikation. Entwicklung eines ganzheitlichen Modells für ein Kommunikations-Controlling, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 2, 1-32
63. Ebert, H. & Piwinger, M. (2006/2007), Strategisches Managementwissen über Kommunikation. Versuch einer Systematisierung, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 1, no. 1: 1-31
64. Eckardstein, von D. (2002), Personalmanagement in NPOs, *Handbuch der Nonprofit Organisation. Strukturen und Management*, 309-335
65. Fairholm, M. R. & Fairholm, G. W. (2009), *Understanding Leadership Perspectives: Theoretical and Practical Applications*, Springer Science + Business Media, Vermillion, Richmond
66. Faust, T. (2006/2007), Storytelling. Mit Geschichten Abstraktes zum Leben erwecken, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 3, 1-28
67. Fiedler, F. E. (1997), Situational Control and a Dynamic Theory of Leadership, *Leadership. Classical, Contemporary, and Critical Approaches*, Oxford University Press, Oxford: 126-148
68. Gastil, J. (1997), A Definition and Illustration of Democratic Leadership, *Leadership. Classical, Contemporary, and Critical Approaches*, Oxford University Press, Oxford: 155-178

69. Gillet, S. R. & Morda, R. (2003), Effective Leadership in Tourism and Hospitality Organisations in the 21<sup>st</sup> Century, *Managing Employee Attitudes and Behaviors in the Tourism and Hospitality Industry*, Nora Science Publishers Inc., New York: 596-630
70. Gitman, L. J. & McDaniel, Carl (2009), *The Future of Business: The Essentials*, South-Western Cengage Learning, Mason
71. Gray, A., McGuigan, J. editors (1993), *Studying Culture. An Introductory Reader*, Edward Arnold, London
72. Goleman, D., Boyatzis, R., McKee, A. (2002), *The New Leaders. Transforming the Art of Leadership into the Science of Results*, Little, Brown, London
73. Guffey, M. E. & Almonte, R. (2010), *Essentials of Business Communication*, Nelson Education, Toronto
74. Guffey, M. E., Rhodes, K., Rogin P. (2010), *Business Communication: Process and Product*, Nelson Education, Toronto
75. Hagemann, G. (1990), *Die Hohe Schule der Motivation – materielle Anreize, offene Kommunikation, Mitwirkung -*, Moderne Industrie Verlag, Landsberg
76. Hamilton, Ch. & Parker, C. (1993), *Communicating for Results. A Guide for Business and the Professions*, Wadsworth Publishing Company, California
77. Hartley, P. & Bruckmann, C. G. (2002), *Business Communication*, Routledge, London, New York
78. Haviland, W. A., Prins, H. E. L., McBride, B., Walrath, D. (2011), *Cultural Anthropology: The Human Challenge*, Wadsworth Cengage Learning, Belmont
79. Heinrichs, W. (1993), *Einführung in das Kulturmanagement*, Wissenschaftliche Buchgesellschaft, Darmstadt
80. Heinrichs, W. (2006), *Der Kulturbetrieb. Bildende Kunst / Musik / Literatur / Theater / Film*, Transcript Verlag, Bielefeld
81. Hellriegel, D. & Slocum, J. W. (2007), *Organizational Behavior*, Thomson South-Western, Mason

82. Hermann, A., Schönborn, G., Peetz, S. (2004/2007), Von den Besten lernen: der Einfluss der Wertekultur auf den Unternehmenserfolg, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 1, no. 1: 1-24
83. Hill, Ch. & Jones, G. (2008), *Strategic Management*, Houghton Mifflin Company, New York
84. Hofstede, G. (2001), *Culture's Consequences. Comparing Values, Behaviors, Institutions and Organizations Across Nations*, Sage Publications, Thousand Oaks, London
85. Hofstede, G., Hofstede, G. J. (2005), *Cultures and Organizations. Software of the Mind. Intercultural Cooperation and Its Importance for Survival*, McGraw-Hill, New York
86. Holtsnider, B. & Jaffe, B. D. (2012), *IT Manager's Handbook. Getting Your New Job Done*, Elsevier Inc., Waltham
87. Horak, Ch. (1995), *Controlling in Nonprofit-Organisationen. Erfolgsfaktoren und Instrumente*, Deutscher Universitätsverlag, Gabler-Vieweg Westdeutscher Verlag, Wiesbaden
88. House, R. J. & Mitchell, T. R. (1986), Path-Goal Theory of Leadership, *Decision Making: an Organizational Behavior Approach*, Markus Wiener Publishing: 23-34
89. Hybels, S. & Weaver II, R. L. (2001), *Communicating Effectively*, McGraw-Hill Higher Education, New York
90. Ilieș, L. (2001), *Managementul firmei*, Editura Dacia, Cluj-Napoca
91. Ilieș, L. (2003), *Managementul firmei*, Editura Dacia, Cluj-Napoca
92. Iluț, P. (1997), *Abordarea calitativă a socioumanului: concepte și metode*, Editura Polirom, Iași
93. Ionescu, Gh. Gh., Cazan, E. (2005), *Management*, Editura Universității de Vest, Timișoara
94. Ionescu, Gh. Gh. (1996), *Dimensiunile culturale ale managementului*, Editura Economică, București
95. Jenks, Ch. (1993), *Culture*, Routledge, London
96. Johannsen, H., Page, T. G. (1995), *International Dictionary of Management*, Kogan Page, London

97. Juris, S. (2004), *Erfolgreiche interne Unternehmenskommunikation – Bedeutung, Zielsetzungen und Maßnahmen*, GRIN Verlag, Norderstedt
98. Jürgens, E. (2004), Öffentlichkeitsarbeit im Kulturbetrieb, *Kompodium Kulturmanagement. Handbuch für Studium und Praxis*, 421-449
99. Kádár, M. (2007), *A média, mint partner. Gyakorlati kézikönyv a médiával való kapcsolattartás módszereiről*, Kriterion Opus Könyvek, Cluj-Napoca
100. Keenan, K. (2002), *Ghidul managerului eficient. Cum să comunici*, Rentrop & Straton, București
101. Kempf, A. & Utard, J. M. (1992), *Communication d'entreprise et publicité*, Techniplus
102. Klein, A. (2001), *Kultur-Marketing. Das Marketingkonzept für Kulturbetriebe*, Deutscher Taschenbuch Verlag, München
103. Klein, A. (2004), Kulturmarketing, *Kompodium Kulturmanagement. Handbuch für Studium und Praxis*, 385-400
104. Klein, A. Hrsg. (2004), *Kompodium Kulturmanagement. Handbuch für Studium und Praxis*, Verlag Vahlen, München
105. Klein, A. (2008), *Besucherbindung im Kulturbetrieb. Ein Handbuch*, VS Verlag für Sozialwissenschaften, Wiesbaden
106. Klein, A. (2008), *Der exzellente Kulturbetrieb*, Verlag für Sozialwissenschaften, Wiesbaden
107. Kotler, Ph., Armstrong, G., Saunders, J., Wong, V. (1998), *Principiile marketingului*, Editura Teora, București
108. Kramsch, C. (1998), *Language and Culture*, Oxford University Press, Oxford
109. Kumar, N. & Mittal, R. (2001), *Organisational Behaviour*, Anmol Publications PVT., New-Delhi
110. Krizan, A.C., Merrier, P., Logan, J., Williams, C. (2011), *Business Communication*, South Western Cengage Learning, Mason
111. Kuper, A., Kuper, J. editors (1996), *The Social Science Encyclopedia*, Routledge, London, New York

112. Kushal, S. J. & Ahuja, S. (2009), *Business Communication*, V. K. (India) Enterprises, New Delhi
113. Lacombe, F. (2005), *Rezolvarea dificultăților de comunicare*, Editura Polirom, Iași
114. Lane, H. W., DiStefano, J. J., Maznevski, M. L. (2000), *International Management Behaviour. Text, Readings and Cases*, Blackwell Publishing, Oxford
115. Lappanits, Á. szerk. (2002), *A vezetés alapkérdései. Szöveggyűjtemény*, Comenius Bt., Pécs
116. Lazăr, I., Vereș, V., Mortan, M. (2002), *Management general*, Editura Dacia, Cluj-Napoca
117. Lehman, C. M. & Dufrene, D. D. (2008), *Business Communication*, Thomson South-Western, Mason
118. Lenders, B. (1995), *Kultur des Managements im Kulturmanagement*, Deutscher Universitäts-Verlag, Wiesbaden
119. Lesikar, R. V., Pettit, J. D. Jr., Flatley, M. E. (1993), *Basic Business Communication*, Irwin, Burr Ridge, Illinois, Boston, Massachusetts, Sydney
120. Longman. Business English Dictionary, (2007), Pearson Longman, Essex
121. Longman. Dictionary of Contemporary English, (2003), Longman, Essex
122. Lovelock, Ch. & Wright, L. (1999), *Principles of Service Marketing and Management*, Prentice-Hall, New Jersey
123. Lussier, R. N. & Achua, Ch. F. (2010), *Leadership. Theory, Application, & Skill Development*, South Western Cengage Learning, Mason
124. Mangler, W.-D. (2000), *Grundlagen und Probleme der Organisation. Arbeitsbuch für Studium und Praxis*, Wirtschaftsverlag Bachem, Köln
125. Martin, D. (1998), *One Stop Communication*, ICSA Publishing, Hertfordshire
126. Matei, L. (2001), *Management public*, Editura Economică, București

127. Mathis, R. L., Nica, P. C., Rusu, C. (1997), *Managementul resurselor umane*, Editura Economică, București
128. Mayerhofer, H. & Meyer, M. (2002), Projekte und Projektmanagement in NPOs, *Handbuch der Nonprofit Organisation. Strukturen und Management*, 457-487
129. Mărginean, I. (2000), *Proiectarea cercetării sociologice*, Editura Polirom, Iași
130. McGuire, J. B. & Rhodes, G. (2009), *Transforming Your Leadership Culture*, Jossey-Bass Business & Management Series and The Center for Creative Leadership, San Francisco
131. McQuail, D. (2003), *A tömegkommunikáció elmélete*, Osiris Kiadó, Budapest
132. Mefalopulos, P. & Kamlongera, Ch. (2004), *Participatory Communication Strategy Design. A Handbook*, SADC Centre of Communication for Development, Rome
133. Mendenhall, M., Punnet, B. J., Ricks, D. (1995), *Global Management*, Blackwell Publishers, Cambridge
134. Mihalcea, R., Androniceanu, A. (2000), *Management. Fundamente. Interferențe. Studii de caz. Soluții*, Editura Economică, București
135. Mohan, M. L. (1993), *Organizational Communication and Cultural Vision. Approaches for Analysis*, State University of New York Press, Albany
136. Morschett, D., Schramm-Klein, H., Zentes, J. (2010), *Strategic International Management. Text and Cases*, Gabler Verlag / Springer Fachmedien, Wiesbaden
137. Moss Kantner, R. (2000), *Organizația viitorului*, Teora, București, (în Fundația Drucker)
138. Mullins, L. J. (2001), *Hospitality Management and Organisational Behaviour*, Pearson Education Limited, Harlow, London
139. Mullins, L. J. (2006), *Essentials of Organisational Behaviour*, Prentice Hall / Pearson Education Limited, Harlow, London
140. Mullins, L. J. (2007), *Essentials of Organisational Behaviour*, Pearson Education Limited, Harlow

141. Mumby D. K. & Clair R. P. (2006), *Organizational Discourse, Discourse as Social Interaction*, SAGE Publications Ltd, London, 181-205
142. Naidu, N. V. R. & Rao Krishna, T. (2008), *Management and Entrepreneurship*, I. K. International Publishing House, New Delhi
143. Nelson, D. L. & Quick Campbell, J. (2011), *Organizational Behavior: Science, the Real World, and You*, South-Western Cengage Learning, Mason
144. Neményiné Gyimesi, I. (2006), *Hogyan kommunikáljunk tárgyalás közben?*, Akadémiai Kiadó, Budapest
145. Neville, B. & Dalmau, T. (2010), *Intervening for Cultural Change in Organizations*, Karnac Books Ltd, London
146. Nicolescu, O. & Verboncu, I. (1999), *Management*, Editura Economică, București
147. Northouse, P. G. (2010), *Leadership. Theory and Practice*, SAGE Publications, California
148. Nunez, C., Nunez Mahdi, R., Popma, L. (2007), *Intercultural Sensitivity: from Denial to Intercultural Competence*, Royal Van Gorcum B. V., Assen
149. Nurmi, R. & Darling, J. R. (1997), *International Management Leadership. The Primary Competitive Advantage*, International Business Press, New York
150. Olivesi, S. (2005), *Comunicarea managerială. O critică a noilor forme de putere în organizații*, Tritonic, București
151. Parlagi, A. P., Iftimoaie, C. (2001), *Serviciile publice locale*, Editura Economică, București
152. Pastor, I., Petelean, A. (2004), *Principiile managementului modern*, Editura Dacia, Cluj-Napoca
153. Păuș, V. A. (2006), *Comunicare și resurse umane*, Editura Polirom, Iași
154. Pânișoară, I. O. (2008), *Comunicarea eficientă*, Editura Polirom, Iași
155. Pânișoară, G. & Pânișoară, I. O. (2005), *Managementul resurselor umane. Ghid practic*, Editura Polirom, Iași

156. Petrescu, I. & Seghete, Gh. (1994), *Fundamentele practicii manageriale*, Editura Maiko, București
157. Petruț, M. (2005), *Basic Business Communication Skills*, Editura Argonaut, Cluj-Napoca
158. Petruț, M. (2007), *Basic Business Communication Skills*, Editura Argonaut, Cluj-Napoca
159. Pettinger, R. (1997), *Introduction to Management*, Macmillan Business, London
160. Pfister, J. A. (2009), *Managing Organizational Culture for Effective Internal Control. From Practice to Theory*, Pysica-Verlag, Berlin, Heidelberg
161. Piwinger, M & Ebert, H. (2002/2007), Vorfeldkommunikation – ein Plädoyer für einen Paradigmenwechsel, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 1, no. 1: 1-24
162. Pop, L., Harosa, L. M. (2006), *Drept civil. Drepturile reale principale*, Universul Juridic, București
163. Prutianu, Ș. (2000), *Manual de comunicare și negociere în afaceri*, Editura Polirom, Iași
164. Prutianu, Ș. (2008), *Tratat de comunicare și negociere în afaceri*, Editura Polirom, Iași
165. Pütz, H. (2005/2007), Erfolgsmessung in der Internen Kommunikation. Kommunikation – ein Schlüssel zur Steigerung der Mitarbeiterproduktivität und ihre Erfolgsmessung mit dem Steuerungs- und Messsystem INDEX INTERNE KOMMUNIKATION, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 3, 1-26
166. Rainey, H. G. (2009), *Understanding and Managing Public Organizations*, Jossey-Bass, San Francisco
167. Rauhe, H., Demmer, Ch. Hrsg. (1994), *Kulturmanagement. Theorie und Praxis einer professionellen Kunst*, Walter de Gruyter Verlag, Berlin, New-York
168. Rosinski, Ph. (2003), *Coaching across Cultures. New Tools for Leveraging National, Corporate & Professional Differences*, Nicholas Brealey Publishing, London
169. Rost, J. C. (1991), *Leadership for the Twenty-First Century*, Praeger Publishers, Westport



170. Rotariu, T. & Iluț, P. (2001), *Ancheta sociologică și sondajul de opinie. Teorie și practică*, Editura Polirom, Iași
171. Sadri, H. A. & Flammia, M. (2011), *Intercultural Communication. A New Approach to International Relations and Global Challenges*, The Continuum International Publishing Group, New-York
172. Samovar, L. A., Porter, R. E., McDaniel, E. R. (2010), *Communication between Cultures*, Wadsworth Cengage Learning, Boston
173. Samovar, L. A., Porter, R. E., McDaniel, E. R. (2012), *Intercultural Communication*, Wadsworth Cengage Learning, Boston
174. Schein, E. H. (2010), *Organizational Culture and Leadership*, John Wiley & Sons, Inc., San Francisco
175. Schermerhorn, J. R. Jr. (1996), *Management and Organizational Behavior. Essentials*, John Wiley & Sons, New York, Chichester, Brisbane, Toronto, Singapore
176. Schermerhorn, J. R., Hunt, J. G., Osborn, R. N., Uhl-Bien, M. (2010), *Organizational Behavior. Experience. Grow. Contribute*, John Wiles & Sons
177. Scheuch, F. (2002), Marketing für NPOs, *Handbuch der Nonprofit Organisation. Strukturen und Management*, 291-307
178. Scott, B. (1987), *The Skills of Communicating*, Wildwood House, Hampshire
179. Simon, H. A., Smithburg, D. W., Thompson, V. A. (2010), *Public Administration*, Transaction Publishers, New Brunswick, New Jersey
180. Simsa, R. (2002), NPOs und die Gesellschaft: Eine vielschichtige und komplexe Beziehung – Soziologische Perspektiven, *Handbuch der Nonprofit Organisation. Strukturen und Management*, 129-151
181. Singh, K. (2010), *Organizational Behaviour: Text and Cases*, Pearson Education in South Asia, New Delhi
182. Sinha, B. P. & Reddy, M. N (1991), *Organizational Communication. A Structural and Functional Analysis*, Mittal Publications, New Delhi

183. Smith, L. & Mounter, P. (2008), *Effective Internal Communication*, Kogan Page, London
184. Society for Human Resource Management (2006), *The Essentials of Corporate Communications and Public Relations*, Harvard Business School Press, Boston
185. Stogdill, R. M. (1997), Leadership, Membership, Organization, *Leadership. Classical, Contemporary, and Critical Approaches*, Oxford University Press, Oxford: 112-125
186. Stone, N. (1995), *The Management and Practice of Public Relations*, Macmillan Business, London
187. Stuart, B. E., Sarow, M. S., Stuart, L. (2007), *Integrated Business Communication in a Global Marketplace*, John Wiley & Sons Ltd., Chichester
188. Szeles, P. (2006), *Nagy PR Könyv*, Management Kiadó, Budapest
189. Szyszka, P. (2004/2007), Integrierte Kommunikation als Kommunikationsmanagement. Positionen – Probleme – Perspektiven, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 1, no. 1: 1-19
190. Şerb, S. (2000), *Relații publice și comunicare*, Teora, București
191. Tarța, M. (2006), *Comunicare financiară*, Editura ASE, București
192. Theaker, A. (2004), *The Public Relations Handbook*, Routledge, Oxfordshire
193. The Cambridge Encyclopedia, (1990), Cambridge University Press, Cambridge
194. The New Oxford Thesaurus of English, (2000), Oxford University Press, Oxford
195. Tompkins, J. (2007), *Bold Leadership for Organizational Acceleration*, Tompkins Press, Raleigh
196. Tompkins, P. K., Montoya, Y. J., Candrian, C. B. (2009), Watch Your Neighbor Watching You: Applying Concertive Control in Changing Organizational Environments, *An Integrated Approach to Communication. Theory and Research*, 370-386
197. Torrington, D. & Hall, L. (1995), *Personnel Management. HRM in Action*, Prentice Hall, London
198. Tosi, H. L., Mero, N. P., Rizzo, J. R. (2000), *Managing Organizational Behavior*, Blackwell Publishers Ltd, Oxford

199. Trompenaars, F. (1993), *Riding the Waves of Culture. Understanding Cultural Diversity in Business*, Nicholas Brealey Publishing, London
200. Trompenaars, F. & Hampden-Turner, Ch. (2005), *Riding the Waves of Culture. Understanding Cultural Diversity in Business*, Nicholas Brealey Publishing, London
201. Turner, P. (2003), *Organisational Communication: The Role of the HR Professional*, Chartered Institute of Personnel and Development, London
202. Upadhyay, V. S. & Pandey, G. (1993), *History of Anthropological Thought*, Ashok Kumar Mittal, New Delhi
203. Ursachi, I. (2005), *Management*, Editura ASE, București
204. Vahlens Großes Wirtschaftslexikon in vier Bänden, (1994), Verlag C. H. Beck, Deutscher Taschenbuchverlag, München
205. Velsor, E. V., McCauley, C. D., Marian N. R. (2010), *The Center for Creative Leadership Handbook of Leadership Development*, Josey-Bass, San Francisco
206. Verzuh, E. (2008), *The Fast Forward MBA in Project Management*, John Wiley & Sons, Inc., New-Jersey
207. Wagner, T. (2008), *Foreign Market Entry and Culture*, GRIN Verlag, Norderstedt
208. Watson, J., Hill, A. (2000), *Dictionary of Media & Communication Studies*, Arnold Student Reference, London
209. Webster's Third New International Dictionary of the English Language, (1993), Merriam-Webster, Cologne
210. West, R. & Turner, L. H. (2011), *Understanding Interpersonal Communication. Making Choices in Changing Times*, Wadsworth Cengage Learning, Boston
211. Whetten, D. A., Cameron, K. S., Woods, M. (2000), *Developing Management Skills for Europe*, Pearson Education Limited, Harlow-Essex
212. Wigfall, P. M. & Kalantari, B. (2001), *Biographical Dictionary of Public Administration*, Greenwood Press, Westport

213. Will, M. (1994/1999), Reputation & Communications Management, *Handbuch PR. Öffentlichkeitsarbeit & Kommunikationsmanagement in Wirtschaft, Verbänden, Behörden*, vol. 1., 1-17
214. Will, M., Alwert, K., Kivikas, M., Bornemann, M. (2006/2007), Wissensbilanzierung. Ein Kommunikationsprozess für den strategischen Wandel, *Kommunikationsmanagement. Strategien, Wissen, Lösungen*, vol. 1, no. 1: 1-25
215. Williams, M. R. (2006), *Mastering Leadership*, Thorogood, London
216. Winkler, I. (2010), *Contemporary Leadership Theories: Enhancing the Understanding of the Complexity, Subjectivity and Dynamic Leadership*, Springer-Verlag, Berlin, Heidelberg
217. Wood, J. T. (2008), *Communication Mosaics. An Introduction to the Field of Communication*, Thomson Wadsworth, Belmont
218. Wright, M. (2009), *Gower Handbook of Internal Communication*, Gower Publishing Limited, Farnham
218. Zaiț, D. (2002), *Management intercultural. Valorizarea diferențelor culturale*, Editura Economică, București
219. Zastrow, Ch. & Kirst-Ashman, K. K. (2010), *Understanding Human Behavior and the Social Environment*, Brooks/Cole Cengage Learning, Belmont
220. Zecheru, V. (2002), *Management în cultură*, Litera Internațional, București
221. Zembylas, T. (2004), *Kulturbetriebslehre. Grundlagen einer Inter-Disziplin*, VS Verlag für Sozialwissenschaften, Wiesbaden
222. Zlate, M. (2004), *Leadership și management*, Editura Polirom, Iași
223. <http://www.cultura.ro/Files/GenericFiles/MCC-StrategiaPCN.pdf>
224. <http://www.cultura.ro/LawsArchive.aspx>
225. <http://www.ccr.ro/default.aspx?page=laws/constitution>

226. <http://www.scribube.com/sociologie/psihologie/comunicare/STRATEGIA-DE-COMUNICARE63888.php>

227. [http://www.cdep.ro/pls/legis/legis\\_pck.ftp\\_act\\_text?id=22060](http://www.cdep.ro/pls/legis/legis_pck.ftp_act_text?id=22060)

228. <http://legestart.ro/Legea-504-2004-institutiile-publice-spectacole-concerte-%28MTMyMjMz%29.htm>

229. <http://www.legestart.ro/Ordonanta-de-urgenta-189-2008-managementul-institutiilor-spectacole-concerte-muzeelor-colectiilor-publice-bibliotecilor-asezaminelor-culturale-drept-public-%28MzIwODgz%29.htm>