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С. Бурнете, канд. екон. наук, проф.  
Університет "Лукіана Блага" Сібіу, Румунія

## ГРОШОВІ ПЕРЕКАЗИ МІГРАНТІВ: ЕКОНОМІЧНА ЛІНІЯ ЖИТТЯ, АЛЕ КРИХКА ПІДТРИМКА ДЛЯ КРАЇН, ЩО РОЗВИВАЮТЬСЯ

(КЕЙС БІЛОРУСІ, МОЛДОВІ ТА УКРАЇНИ (МАКРОЕКОНОМІЧНА ПЕРСПЕКТИВА))

Економічний розвиток насьогодні в глобальному масштабі сильно залежить від вільного руху факторів виробництва через національні кордони – в пошуках найвищої прибутковості, в разі капіталу, найвищої компенсації, в разі технологічних і управлінських можливостей, найбільшої заробітної платою, в разі фізичної праці і т.д.. Хоча останній вже давно перешкоджає рухатися політика стимулювання, що проводиться урядами країн базування з одного боку, а з іншого боку, бар'єри, зведені проти імміграції приймаючих країн. Легіони працівників різних навичок і вмінь прагнуть перебратися в розвинені країни, щоб знайти більш високооплачувану роботу, щоб зберігати значну частку своїх доходів і посыкати своїм родинам додому. У статті наводиться порівняльний аналіз з метою з'ясування впливу грошових переказів на економіку трьох країн колишнього СРСР: Білорусь, Молдова та Україна.

Ключові слова: міграція, притілів грошових переказів, країни-одержувачі, економічне зростання

С. Бурнете, канд. екон. наук, проф.  
Університет "Лукіана Блага" Сібіу, Румунія

## ДЕНЕЖНЫЕ ПЕРЕВОДЫ МИГРАНТОВ: ЭКОНОМИЧЕСКАЯ ЛИНИЯ ЖИЗНИ, НО ХРУПКАЯ ПОДДЕРЖКА ДЛЯ РАЗВИВАЮЩИХСЯ СТРАН

(КЕЙС БЕЛАРУСИ, МОЛДОВЫ И УКРАИНЫ (МАКРОЭКОНОМИЧЕСКАЯ ПЕРСПЕКТИВА))

Экономическое развитие на сегодня в глобальном масштабе сильно зависит от свободного движения факторов производства через национальные границы – в поисках наибольшей доходности, в случае капитала, высокой компенсации, в случае технологических и управлеченческих возможностей, большей заработной платой, в случае физического труда и т.д.. Хотя последнему уже давно препятствует двигаться политика сдерживания, проводимая правительствами стран базирования с одной стороны, а с другой стороны, барьеры, возведенные против иммиграции принимающих стран. Легионы работников различных навыков и умений стремятся перебраться в развитые страны, чтобы найти более высокооплачиваемую работу, чтобы сохранять значительную часть своих доходов и посыпать своим семьям домой. В статье приводится сравнительный анализ с целью выяснения влияния денежных переводов на экономику трех стран бывшего СССР Беларусь, Молдова и Украина.

Ключевые слова: миграция, приток денежных переводов, страны-получатели, экономический рост.

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A. Văcar, Lecturer, PhD  
"Lucian Blaga" University, Sibiu, Romania

## LEADERS AND PROJECTS – COMMON ISSUES

*This article is a small part of a long empirical and practical research and it began from the necessity of models to be followed in organizations and the way they can generate that expected behavior from others. Nowadays, projects seem to be the modern way of doing things in organizations because of their advantages. The article tries to present common issues between leaders and projects, both of them being as determinant factors for organizational success.*

*Keywords: leader, project, change, manager, employee.*

### Introduction

These two subjects are very much discussed these days. Leaders are outstanding persons that influence others about doing the right things at the right time and projects are the new way of implement change in organizations because of their characteristics.

According to Nicolescu [4] leadership is known as the process by which a person establishes a purpose or direction for one or more people and motivate them to act with competence and full dedication to achieve it. Also, leadership is one of the defining elements of successful people and is linked to the leader's personality, his ability to influence others, to generate interest, expectations, emotions, to attract the interest of those around him. This involves creating a vision, setting goals, determining the values and principles of action and much effort from all involved. In other word, modern leader succeed in making the transition from dependence to

interdependence and support the professional development of those around him [3].

A good leader stimulates creativity and initiative, emphasizes cohesion within the group, builds opportunities and knows how to harness the potential of those around him. At the core of leadership is teamwork, so it is imperative to build trust in team members by encouraging openness between team members, delegating simple and routine tasks, training for new leaders through support, advice and encouraging new initiatives.

In the opinion of Nastase [3], leader's common traits are: vision, courage, competence, credibility, creativity, communication, transparency, honesty, openness to learning and working with others. All these are considered to be the characteristics of successful leaders.

On the other hand, a project can be defined as a set of activities performed for a fixed period of time which

contribute to achieving a common goal and generally requires and investment of resources in order to meet specific objectives [1].

In the opinion of Ogreen and Troanca [5], project's common traits are: working with people, every project is in its own way unique, the project has a limited life, every projects promote change, it requires well-defined targets and in achieving of a project there are necessary a variety of resources.

From these perspectives given above and from others we can say that leaders and projects are determinant factors for organizational success by their characteristics.

Leaders have and know how to use the ability to influence others in order to obtain certain goal, they also know how to use the resources of the organization, and they are proactively. They are agents of change in organizations, giving direct solutions to the problems. Their special characteristics are empathy, authenticity, originality, taking risks, good communicator. The leader emphasis on relationship with people and building a strong and united team.

Projects have also involved resources, are the way of implementing change in organizations, have specific goals and targets in a specific period of time, it involves working with different people, they are unique, and communication is essential in the process of conducting the team.

#### The research objectives and methodology

In order to observe the use of projects in Romania there were interviewed employees from Romanian organizations through an online research to notice their opinion about operationalization and implementation of change in organizations where they work in. The

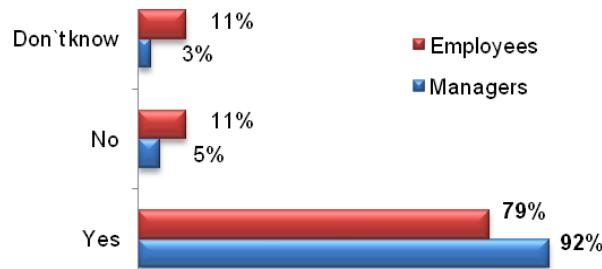
investigation was accomplished at national level with the aid and assistance of a market research company with national coverage and the inquiry form were filled using the Internet. The research shows that of the 103 analyzed employees, more than half of those surveyed were female (70%) and in terms of age and it was found that most of them are aged between 20 and 25 years (47%). Most of the respondents are university graduates, faculty level (49%), followed by those with master degrees. Most of the companies to which the respondents belong, are active in service, followed by commerce, the two areas dominating the market with a total share of 55% and most of these companies had in 2011 a turnover of over 10 million lei [11].

#### The results of the research

Below are given the results of the research conducted at national level, in order to capture the reality of Romanian companies about the way the use or not these concepts analyzed and to see if there are several common issues between them. From the hole research were extracted only some results in this article.

Building on experience gained in time but also understanding the concept of leadership as the role of leader exerted by one person with major influence on other people, according to the results of the research, the majority of managers and employees interviewed (over 78%) consider that leaders are agents of change (Fig. 1). As theoreticians consider leaders as agents of chance, this research proves the same thing.

**Do you consider that leaders are agents of change?**



**Fig. 1. The recognition that leaders are agents of change in organizations by respondents**

Source: authorial results

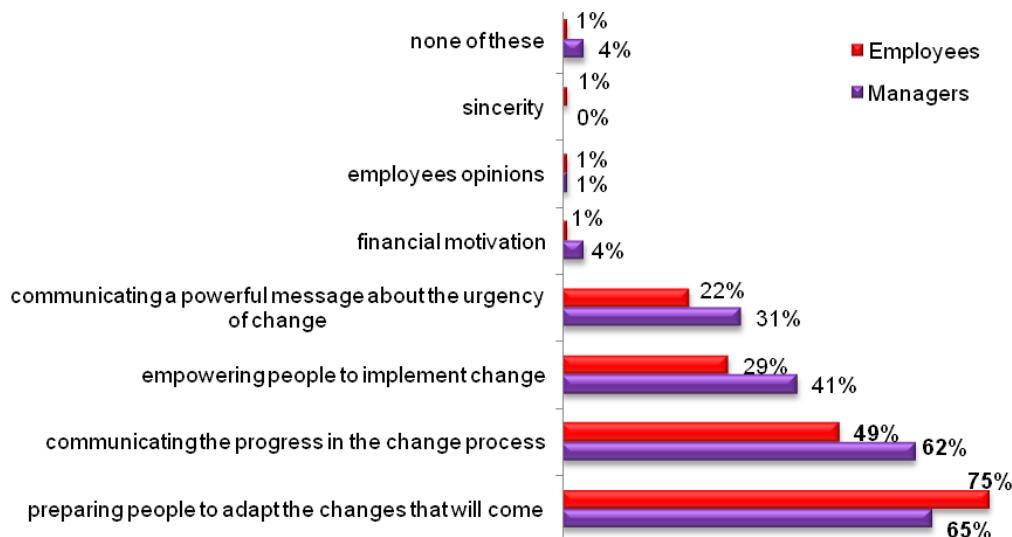
Once known the fact that leaders are determinant figures in implementing change in organizations, the respondents were requested to indicate which of the following actions will mobilize employees for change according to the realities from the organizations they work in. After interpreting the research results according to both managers and employees, the results are similar, highlighting the same point of view among the two target groups analyzed.

The majority of respondents consider that an effective way of determination and mobilization of employees in favor of change would be "the preparing people to adapt the changes that will come" (over 64% of respondents),

followed by action "communicating the progress in the change process" (over 48% of respondents), and then "empowering people to implement change" (over 29% of respondents), results presented in Fig. 2.

An important fact to mention is that from the options offered for analysis respondents pointed as most important the non-financial elements that can be used to motivate and determine change in organizations, rather than financial motivation that obtained only 4% in the present research. This result is extremely important because leaders, through their informal position in the organization, are able to mobilize the team they work with to act in favor of change, and not through financial rewards.

Thinking to the realities of the organization you work in, which of the following actions would mobilize employees to change?



**Fig. 2. Actions used in favor of change in organizations, from the perspective of respondents**

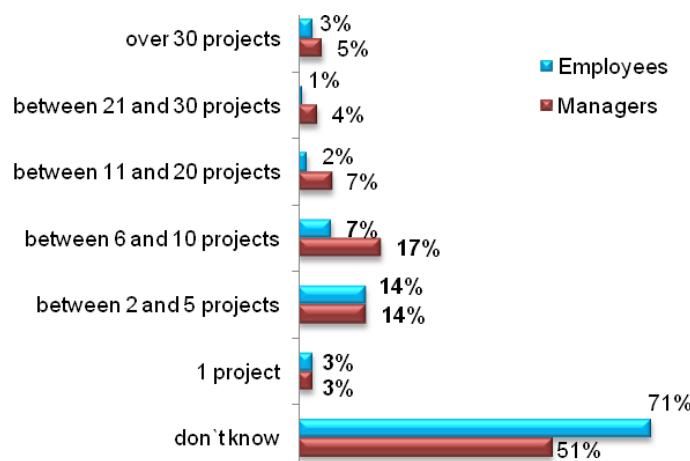
Source: authorial results

Specifically, change may take the form of projects in organizations. To understand the reality on the use of project management by organizations, projects known as the main element of operationalization and implementation of change, it is important to know the number of projects managed by Romanian organizations within one year.

In a significant majority, over 50% of analyzed respondents did not provide information about the number

of projects managed within one year. There might be various reasons about this fact, either they were not aware of exact data about the topic or unwilling to provide the answer or did not understand the importance of the question in the whole research. Dealing with the other part, most managers and employees indicated that in organizations where they work in, were managed on average between 1 and 10 projects per year (Fig. 3).

How many projects your organization runs on average per year?



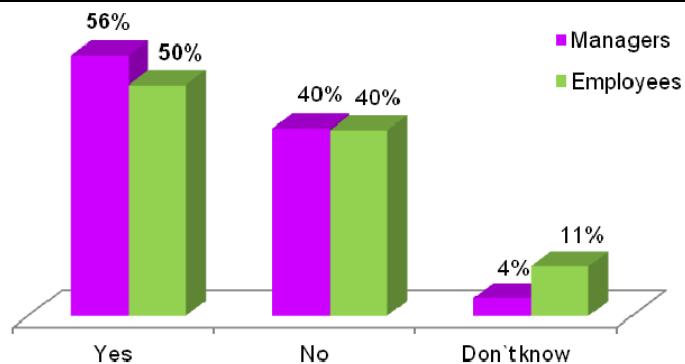
**Fig. 3. The projects undertaken in organizations within one year, according to respondents**

Source: authorial results

In the analyzed organizations, the majority of respondents, both managers and employees, consider that are enough encouraged actions of project organizing. This

is very important because in this way the organization can adapt to changes in the environment, the project is known as a way of implementing change (Fig. 4.)

**Do you think that in your organization actions of organizing projects are enough encouraged?**

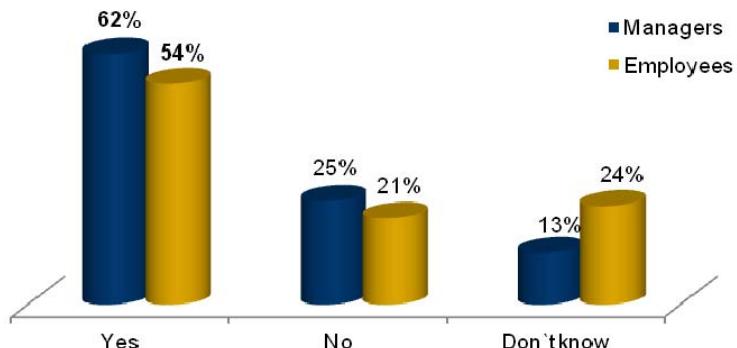


**Fig. 4. Encouraging organizing projects actions in organizations, according to respondents**

Source: authorial results

According to the research, in organizations there is a significant share of people who attended training courses in project management, over 50% of all personnel (Fig. 5).

**Are there trained personnel about project management in your organization?**

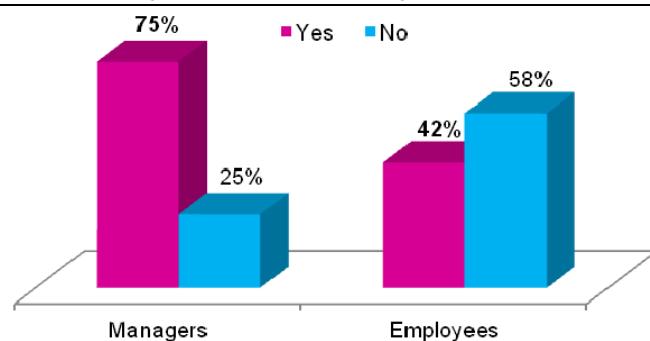


**Fig. 5. The share of trained personnel in project management, according to respondents**

Source: authorial results

From all managers interviewed, 75% of them were involved at least in one project and from all employees, only 41% of them were part of a project team as a member (Fig. 6).

**Have you been part of a project team so far?**



**Fig. 6. The share of respondents that were part of a project team**

Source: authorial results

Knowing that a project implements an idea, a plan or a strategy, in respondents' opinion either managers and

employees, the main reason that determined projects is *the necessity*, as the continuous need of organization to adapt

to the constantly changing environment in which it operates, and not only for survival but to achieve superior organizational goals regarding efficiency and effectiveness. The second factor that causes projects is *the opportunity*, as the favorable situation from the external environment

that managers must take advantage in order to achieve specific goals. The third place in the ranking of causes that are generating projects is *the management of the organization*, through ideas, plans, and strategies for implementing change in organization (Fig. 7).

**Knowing that projects are change determinants, which do you think is the main reason that causes them?**

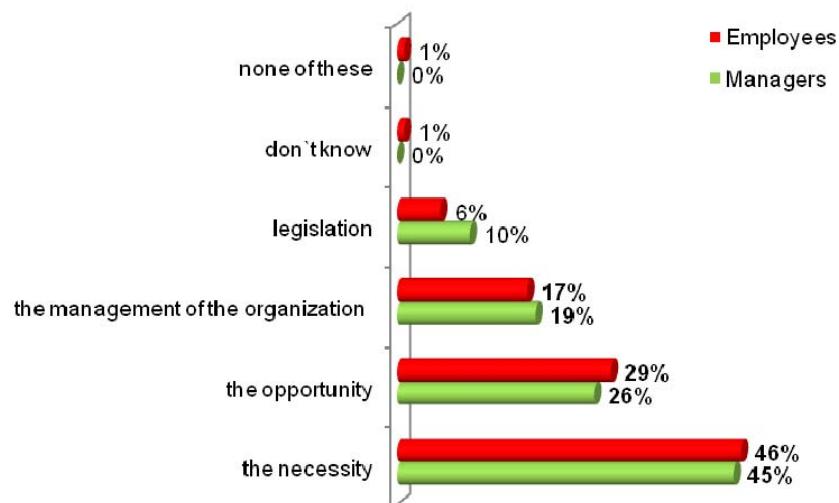


Fig. 7. Causes that generates projects in organizations, according to respondents

Source: authorial results

Knowing the specific methods and techniques of project management and the stages of implementing a project, the majority of respondents (over 80%) consider an indispensable factor the planning of all activities of the project from the very beginning of it, before it starts (Fig. 8).

**When do you consider useful the detailed planning of the project activities?**

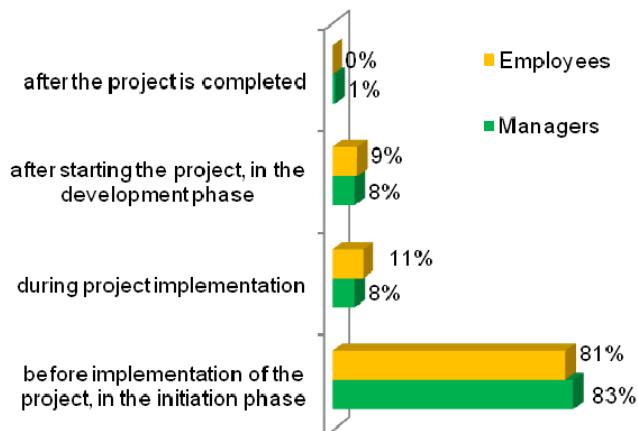
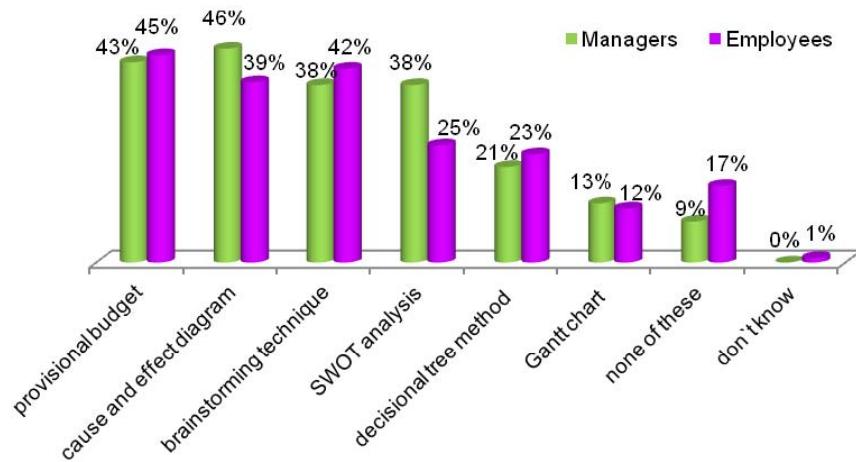


Fig. 8. The moment of detailed activities in a project, according to respondents

Source: authorial results

From all specific methods and techniques of project management, the most commonly used among Romanian organizations are: cause and effect diagram, provisional budget, brainstorming technique, SWOT analysis, decisional tree method and Gantt chart (Fig. 9).

**Choose from the following methods, techniques and tools useful for planning, implementing and controlling of projects, the ones that apply to your organization.**



**Fig. 9. Methods, techniques and tools used in organizations to manage projects, according to respondents**

Source: authorial results

The main causes identified by respondents, either managers and employees that led to reduced use or even no use of specific methods of project management are: the lack of financial resources, the lack of employee's interest, the lack of plans and long-term strategies, the lack of

theoretical knowledge about project management, the lack of time for organizing projects because of the reduced number of employees in the organization and the lack of project management specialists in organization (Fig. 10).

**Choose from the following list the main causes that lead to a reduced or even no use of specific project management methods in the process of implementing change in your organization.**



**Fig. 10. The causes that lead to a reduced or even no use of specific project management methods in organizations, according to respondents**

Source: authorial results

#### Conclusion & Discussion

The purpose of the present article was to observe the use of projects in Romania and there were interviewed employees from Romanian organizations through an online research to notice their opinion about

operationalization and implementation of change in organizations where they work in.

To this point we can state that the majority of the interviewed managers and employees from this research consider that leaders are agents of change in organizations, and in order to determine change in organization leaders have

to consider the following steps as very important: preparing people to adapt the changes that will come, communicating the progress in the change process and then empowering people to implement change.

In the organizations where interviewed managers and employees work, on an average run between 1 and 10 projects per year, and the majority of respondents consider that organizing project actions are enough encouraged, fact that is very important for an organization in order to react promptly to the changes in the external environment, and because the project is one of the well-known method of implementing change in the organization.

Between interviewed respondents, over 50% of the personnel are trained in project management, 75% of managers were involved in at least one project and 41% of employees were part of a project team as a member. The most common used project management methods in Romanian organizations are cause and effect diagram, provisional budget, brainstorming technique, SWOT analysis, decisional tree method and Gantt chart

Although, the project management isn't used in Romanian organizations at its highest potential due to the lack of financial resources managers have to face with, the lack of employee's interest and this is generated by low interested manifested by managers to their employees and their needs. Then, another cause of reduced use of project management is the lack of plans and long-term strategies that should be given from the top management according to the direction in the next period of time that all personnel should be aware off, and another reason might be the lack

of time for organizing projects because of the reduced number of employees in the organization.

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А. Вакар, канд. екон. наук, лектор  
Університет "Лукіана Блага" Сібіу, Румунія

#### ЛІДЕРИ І ПРОЕКТИ – ПОШИРЕНІ ПРОБЛЕМИ

*Ця стаття є невеликою частиною довгих емпірических і практичних досліджень. Виходить з необхідності дотримування організаційних моделей і наслідків, як вони можуть генерувати очікувану поведінку від інших. В даний час проекти видаються сучасним способом ведення справ в організаціях через їх значні переваги. Стаття намагається представити спільні проблеми, між лідерами і проектами, обидва з яких є визначальними факторами для успіху організації.*

*Ключові слова: лідер, проект, зміна, менеджер, співробітник*

А. Вакар, канд. екон. наук, лектор  
Університет "Лукіана Блага" Сібіу, Румунія

#### ЛИДЕРЫ И ПРОЕКТЫ – РАСПРОСТРАНЕННАЯ ПРОБЛЕМА

*Эта статья является небольшой частью долгих эмпирических и практических исследований. Исходит из необходимости соблюдения организационных моделей и последствий, как они могут генерировать ожидаемое поведение других. В настоящее время проекты представляются современным способом ведения дел в организациях за их значительные преимущества. Статья пытается представить общие проблемы, между лидерами и проектами, оба из которых являются определяющими факторами для успеха организации.*

*Ключевые слова: лидер, проект, изменение, менеджер, сотрудник*