

DOCTORAL THESIS ABSTRACT

Key words: leadership, changing management, economic efficiency, organisational structure.

The paper is structured in 6 chapters, followed by conclusions, references and annexes. In chapter 1, we analyzed The North-East Region of Romania, that covers a surface of 36.850 thousand hectares and is formed by six counties (Bacău, Botoșani, Iași, Neamț, Suceava and Vaslui) that gather a population of 3.3 million inhabitants.

The distribution of population on types of activities, in the national economy, in 2019, at the level of the North-East region indicates a percentage of 30,6% people working in the agricultural sector, 26,6% are working in the industry and constructions and 42,8% are working in social and commercial services.

An analysis of the North-East Region from the economic context must begin with the dynamic of the population' incomes and expenses.

In the North-East Region, 2019 has given a total medium income per month, for each household, of 3885,62 lei, more than the year 2017 by 1039,93 lei.

The total expenses of the population, in the North-East Region, was at the end of 2019, on average, 3418,28 lei per month for each household, bigger by 893,24 lei than in 2017.

Romania, as a wine-producing country, occupies the 5th place in the European Union for the vineyards surface and the 6th place in grapes and wine production. The surface cultivated with vineyards occupies approximately 1,4 % of the total agricultural surface of the country.

For a clearer perspective of the zootechnic sector in the North-East region, we notice for the year 2019 an accentuated decrease of number for cattle, swine and poultry, with bigger numbers than the national ones, and regarding to sheep and goats, the increase is less significant, being under the national rate.

So in 2019, in the agricultural sector, according to National Institute of Statistics, there were 4,17 million agricultural units, with different legally forms, and a number of little over 892 thousands units in the North-East Region.

The wine branch, an important and complex branch, is being complexly reglementated by law, having technical and technological particularities and especially, starting with product marketing and continuing with producers organizations, economic and social effects, self-consume, national policies, and institutional laws.

In the North-East Region, the advantages of the milk branch are connected to the favorable geographic position, that offers food resources and proper land for the animals, and also to the

diversity of the production, the market increasing on this part, the relevant tradition and last, but not least, the upgrade caused by occasion European funds.

Chicken meat branch represents a serious of stages, from the fattening of the animal to the semi-prepared products destined for consumption.

In chapter 2, we have made references to the word "leadership" is being more and more used in the literature (management, organizational development, economy, marketing, etc.) and also in mass media and current discussions.

Leadership is now considered a guiding process that a leader has on their team members, to obtain common goals, and whose authority is not imposed by hierarchy, but by his team.

In chapter 3, we analyzed the aim and the objectives of the paper. The scientific research was realized by certain principles and had a rigorous planification, that included concrete actions for reaching their goals and was generated by many factors, including the complexity, the technical and material factors, and the personal training of the people that were questioned.

The central objective of the research was to determine the potential of each employee to be a leader and guide a team to research its goals, at the level of the group, department or production unit, no matter the area of their activity.

Chapter 4 is dedicated to identifying the leadership abilities development at T.C.E. 3 Brazi, Grup Serban and Domeniile Lungu, the investigation method was used, and as an instrument, the questionnaire because it leads us to the interpretation and opinion-forming toward leadership abilities.

The process of completing the questionnaire was not difficult, as the questions are made to be easy to read, clear and concise, and exclude situations in which people could not know what to answer, the data obtained was structured and interpreted statistically.

In what concerns the age, the people that answered have 18 and 65 years old, as the research was made randomly, at people of different ages.

The questionnaire was applied to all employees, starting from up to down, at S.C. T.C.E. Boviselect S.R.L. on 52 people, S.C. Ferma Avicolă Șerban S.R.L. on 56 people and Crama Hermeziu on 38 people, and this was made by contacting the human resources managers from the 3 firms.

For a wide and complex management of the 3 analyzed units, T.C.E. 3 Brazi, Grup Șerban, and Domeniile Lungu, a short history will be presented in chapter 5, and also their position on the local market in 2017-2019.

With an activity of almost 30 years, working on an integrated system, developed vertically, **T.C.E. 3 Brazi Group** has a complex and complete production chain, starting with showing the soil, harvesting and processing the cereals, for transforming it into food for the animals in their forms, afterward producing and processing the final products that come from the zootechnical sector and finish by distributing and selling them in the owner or partner stores.

Group Șerban Holding is a group of firms with Romanian capital, that was founded in 1993 in Onești, Bacău County, as an answer to the need for pastry and bakery products, developing and extending each year to an integrated activity: agriculture, cereal trade, oleaginous and leguminous

plants, chicken, bakery, pastry and public eating (own shop chain-Bacaniile Serban), distribution and transport.

Domeniile Lungu Group was founded in 2000 and gathers today five firms and five activities that mix perfectly.

Milk and dairy products branch is represented, at T.C.E. 3 Brazi, by T.C.E. Boviselect S.R.L., an agro-zootechnical unit specialized in growing cattle, sheep, and goats for milk, meat, and F.S.M. (frozen seminal material) processing and selling dairy products through its firm, at a capacity of 10000 liters per day. In our analysis, the first chain of the milk and dairy products at T.C.E. Boviselect, Neamț County is represented by the production programming, a very important phase, because at this point the storage, the selling, the financial activity planning, and finally the anticipation of the strategic marketing are made.

The second chain of the milk branch at T.C.E. Boviselect is represented by the supplying stage, which involves commercial relation between the holding and different sales agents, producers, or processors, to ensure the food supply for animals, the sanitary treatments, the seminal material, the packaging, the recipients or other consumables in the process of growing cattle, milk collecting, processing packaging, and selling.

The milk production is the next chain of the milk branch at T.C.E. Boviselect and goes up to 75 thousand hectolitres in 2019, a growing number as compared to anterior years, because of growth of animal number from the cow's farm, even though the tendency of the county is decreasing.

Next comes the cooling of the milk, at about 4° C in the cooling room, a stage that assures stability to the product for a maximum of 48 hours, the same reason why milk is transferred in the milk factory immediately after cooling and gets into different production processes.

Milk and dairy products processing activity is made at Zănești center, 2 km far from the cattle farm, to have an efficient flux. The dimension of the activity is not big on processing about 75 thousand hectolitres in 2019, from a total of 1192 thousand hectolitres in the county, representing 6,25% of the total.

The last chain of the milk branch is distribution, and at T.C.E. Boviselect S.R.L it has more activities, like selling the milk and dairy products to individual or collective consumers, researching the selling and the supplying for identifying consumers need and searching the best possibilities of buying inputs for the production process.

Meat and poultry products chain at Group Șerban Holding has its main focus on Ferma Avicola Șerban S.R.L., established in 2008 and that has, nowadays 3 chicken growing farms, with a total capacity of production in 2019 of over 400000 broiler chicken/year, and low growing chicken with 4000000 year.

The first stage in the meat chain at Șerban Group holding is represented by its reproduction base, meaning the incubation station, with 4 incubators with a capacity of 90720 eggs/ cycle, (362880 eggs totally), four hatchers with a capacity of 14120 eggs/ hatcher (60480 eggs totally).

After the growing stage, the chain of chicken meat chain continues with the processing, that simple slaughter, and depositing the meat products, depending on the contracts or orders of the

market, if we refer to 2017, 2018, and the first 2 semesters of 2019, and starting with the last part of 2019, these stages were discharged and chicken is directed sold to S.C. Agricola Bacău S.A., the biggest company in the N-E Region on this production segment, and the second in the country.

The end of the chicken meat chain is represented by the product variety and distribution network and has the total of economic and organisatoric activities, that the product and services, from producer to consumer.

At Șerban Holding, until the end of 2019 distribution was made en Gros and En detail. En Gros distribution was made at the cool storage area, but the biggest quantity was distributed by its stores.

The wine chain, part of Domeniile Lungu, is represented by Crama Hermeziu with recent history, starting with 2006, when the first acres were cultivated for internal use.

Nowadays, Crama Hermeziu is a family business developed on 150 hectares, sustained and developed by technological investments and professional training of the employees.

The first chain of the wine branch is represented by the laws that govern upon this activity, functioning under Law 164, also named "the law of wine and vineyards in the system of the common organization of wine market", published in the Official Newspaper on the 24 th of June 2015.

On the wine branch, once matured, grapes go into harvesting collecting and transport processes, very important stages as they can influence the quality of wine, as they must be made as fast as possible, in order to keep grapes at good quality and prevent losses in production.

Juice is then let to fermenting naturally, 6-12 yeasts in the air, afterward being added with commercial cultivated yeast to ensure the coherence and predict the final result. Fermentation continues until all sugar is being transformed into alcohol and the wine produces, processes that can take between 10 days or a month or more.

Bottling is the final stage of the wine process at Crama Hermeziu and is made in stainless steel barrels or oak barrels.

The packaging of the wine, in bottles or other authorized doses, is made after a series of chemical analyses to observe if the wine is clear, too, and with the desired characteristic.

The products range is diverse, grouped on families, from sparkling wines to sweet or dry wines, from white to rose or red wines, that seek the covering of all the consumer's wishes, sold in stores in the Moldova area in the HoReCa sector, but also online.

In chapter 6, the research aims to identify and develop leadership activities at the 3 societies that were analyzed, and the mean for this are the 2 questionnaires that were given to all employees in the 3 units, whose responses will be detailed in the paper.

The main conclusion of this study is that all 3 units have an unexploited potential toward leadership abilities and a positive aspect is that leadership can be seen at every hierarchical level, mostly in the production sectors where activities are more concentrated, based on productivity team spirit, active and direct communication between hierarchical members.