

EVOLUTIONS IN THE STAGE OF SCIENTIFIC KNOWLEDGE ON PROJECT MANAGEMENT AND RURAL DEVELOPMENT

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Abstract

The first rural development projects were agrarian reforms, which aimed in particular the prosperity of the peasants in the state land or in the ownership of those who owned more land. At the level of the European Union, about 60% of the population lives in the countryside and covers over 90% of the territory (Study 2014-2020). The main rural development regulations in the European Union are contained in Regulation (EU) 1305/2013 of the European Parliament and of the Council on support for rural development by the European Agricultural Fund for Rural Development (EAFRD). Rural development projects management tools are LEADER +, supporting and encouraging rural economic actors and local action groups (LAGs) through the development and implementation of local development plans. The present paper aims an analysis of the scientific knowledge of project management and rural development, presenting its main characteristics and the evolution of concepts in time, related to the scientific literature in this field.

Key words: project management, rural development, scientific knowledge, evolution

INTRODUCTION

If rural development projects included aspects of agrarian reform, they now have as objective aspects of depopulation of the region, loss of cultural heritage, poor economic diversification, poor agricultural competitiveness, underdeveloped infrastructure, protection of biological diversity, tourism, education, international relations, etc.

The concept of a project is defined as "a set of well-defined actions executed over a period of time, with start and end times set for a clear purpose of the work to be done, with its own budget and a specified level of results to be achieved"[11]" as an action that has a beginning and an end and which is undertaken to achieve an objective, in condition of respecting some costs, a calendar, and quality criteria" [8] "a controlled process of implementation of activities and use of resources in order to achieve a goal in a given time" [1] ," the activities to be completed in a definite time "(Belanger, 1995)" the allocation of resources to achieve a predetermined set of

objectives, following a planned and organized method" [12] , "a temporary endeavor undertaken with the aim of creating a product or a service" [19].

The concept of project management, also appears in the literature under various definitions "as those procedures, rules, methods, styles and management policies, and other factors that contribute to the smooth running of projects" [12] , " as the coordinating process of a team in the operations planning and management of a defined number of activities dependable and which must be completed on the terms specified [2]," as the application of knowledge, skills, tools and techniques specific for the activities oriented to projects so as to achieve or even exceed the expectations and requirements of those involved in a particular project (stakeholders) [19]," a process that provides contemporary organizations with an only vehicle that will lead them to change, a combination of workforce, technological processes, and technologies for the implementation of projects / programs "[10]. With regard to the concept of rural

development, it is approached in various forms in recent research: rural development considered a strategy that involves expanding the benefits of rural economic growth to those whose future is related to the quest for livelihoods in the country [5], rural development as a management problem involving knowledge to the smallest detail of the realities of rural communities [3] by delegating responsibilities to public authorities that are closest to the citizens, which have the effect of mitigating inequality of income distribution, reduction and even disappearance of unemployment [7] as a novelty is the integrated approach to rural development three forms: exogenous, neo-endogenous and endogenous concept of rural networks [4].

MATERIALS AND METHODS

The research methods of project management refer to: the advantages evaluation that project management offers on the reducing the execution period and the project implementation costs; the way that the management functions are correlated; identifying and reducing the risks; the communication among the project; preparing the staff that is participating in the project's management; innovation in the project management.

The latest research in the field of management addresses to innovations in the management approach. It is worth mentioning: knowledge management, which is based on the relationship between the people and the goals of their work, oriented towards the creation, dissemination and evaluation of the knowledge necessary for the organizational development [15]. In the study of development projects in general and in rural development, analyzes are also included that define the political, economic and social context.

RESULTS AND DISCUSSIONS

The general management is outlined by a multitude of conceptual elements, namely: the definition, the evolution, the typology of

the projects as well as the new approaches to project management and rural development.

Concepts on project management

The project represents the amount of activities that help to achieve a common goal and require a significant consumption of resources (human, material, financial, equipment, documentary information and time).

From a time point of view, the implementation of a project involves a moment of beginning and an end time, that is, a period of realization. The initial moment is considered as the one in which the decision is taken to conceive the project, and the final one is the one in which the last activity foreseen by the project is carried out.

It is estimated that project management contributes to better use of resources, develops better customer relationships and contributes to overall company efficiency. Among the disadvantages is a certain trend of violation of internal regulations and incomplete use of the personnel involved in the project.

Table 1. Advantages and disadvantages of using project management

Advantages of using project management	The disadvantages of using project management
A very good control over the use of resources, making it extremely useful in situations when the available resources in an organization are restrained;	A more significant trends of breach of certain components of the internal policy of the company, given the high degree of autonomy for the staff involved in activities based on projects;
Better relationships with clients;	The increasing complexity of the Organization;
Short development times, lower costs, higher quality and higher profit margins;	Incomplete personnel use in the interval of time between the completion of a project and the initiation of the next project.
Increasing the efficiency of the activity as a whole, through its orientation towards results, improving employee morale.	

Source: Introductory guide regarding the project management, <http://www.managementul-proiectelor.ro/ghid-introductiv-privind-managementul-proiectelor/> [19]

Project management is the planning, organization and management of tasks, resources and costs to achieve the set objective.

It is necessary to specify the objectives of the project (to clearly define what needs to be done); to be measurable objectives (result can be measured); to be accepted (by those who initiate them); realistic (to be fulfilled); in a specified time (beginning and end) "SMART"[18].

Project management principles

Project management must follow the following principles, regardless of the type of project, independent of the manager's style and personality and the specific method adopted:

- The projects unicity is in the fact that the project has one main objective;
- The project is managed by one person, the coordinator;
- The project's structural decomposition is

made depending on the complexity of the project in structural subunits;

-The coordination of activities and resources allocated to the project;

-The evaluation / reassessment should be made from the start and throughout the project runtime for discovering / identifying potential errors from the start-up phase; Project monitoring and evaluation must be done both internally and externally.

Classification of projects is usually done as follows:

-After their location: organizational; local (locality, county, group of counties); regional (the project is of interest to several counties in that geographical region); national; and internationally.

-by field of project objective and activities: agricultural development projects, commercial projects; industrial projects; cultural projects; scientific (research) projects; ecological projects; educational projects; management projects.

Table 2. The structure of the Sapard projects during 2000-2009, "improving the processing and marketing of agricultural and fishery products"

Development region	Number of projects		Minimal value	Maximum value	Medium value	Total value	
	No.	%	Th. euros	Th. euros	Th. euros	Th. euros	%
Northeast	71	15.6	22	999	622	44,197	13.3
South-East	78	17.1	10	400	614	47,898	14.4
South Muntenia	70	15.4	61	971	831	58,199	17.5
South West Oltenia	28	6.1	24	424	839	23,509	7.1
West	45	9.9	75	1,653	996	44,859	13.5
Northwest	55	12.1	61	1,273	524	28,852	8.7
Center	81	17.8	13	2,987	722	58,560	17.7
Bucharest-Ilfov	28	6.1	25	1,909	915	25,635	7.7
Total	456	100.0	X	x	x	331,709	100.0

Source: AFIR, Beneficiaries list of SAPARD [21, 22]

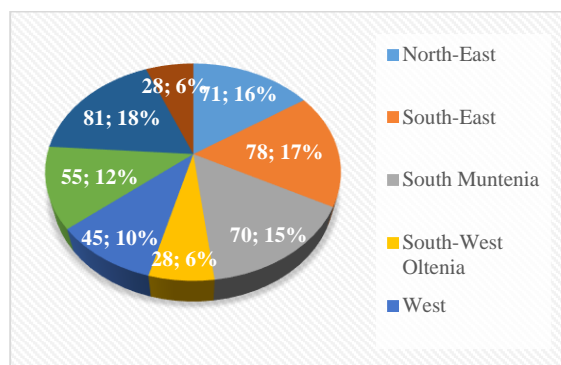


Fig. 1. The number of implemented projects of Sapard projects during the period 2000-2009

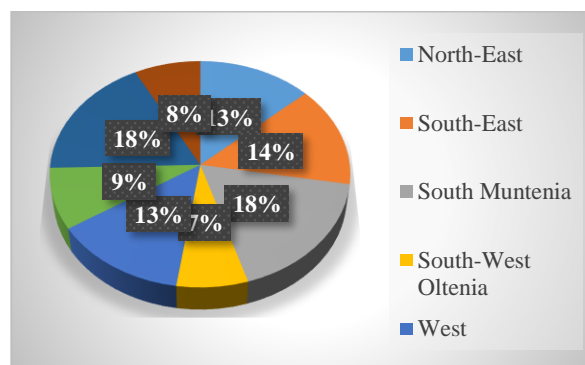


Fig. 2. The share of the developments regions in the total value allotted in the Sapard projects, period 2000-2009.

Examples of projects under the Sapard Program (2000-2009) are presented in the structure by development regions, number of projects, minimum, maximum and average value of a project and its value and structure by development regions (Table 2).

Specific features of management functions in project management

Taking into account the fact that a manager leads other people, who are in a well-defined and dimensioned organizational formula (organization, compartment, etc.), he/she has to make decisions and initiate actions that allow the achievement of the objectives in terms of effectiveness and efficiency. In other words, the manager must: provide, organize, coordinate, train, and control.

Henry Fayol initiated the activities group of manager by functions since 1916 and defined the management, named by him *administration* as follows: "to manage means to forecast, organize, command, coordinate and control" [6].

Managerial Function of Forecast

The forecast is the first managerial function, triggering the managerial process. Henri Fayol believes that the prediction is the most important function of a managerial process, the content of which depends on the way in which the other functions are exercised: organization, coordination, training, control and evaluation.

The Forecasting function includes decisions that determine the objectives of the organization and its structural and procedural components, the modalities of realization, the resources to be committed and the deadlines for achieving the established objectives.

The exercise of the function consists of three activities: prognosis; planning - developing global and partial strategies and policies; programming - time and space detail of policies.

Regarding the change in the forecast area, stands intensification, diversification and amplification through proactive management: strategies and realistic policy that leverages information marketing research and prognosis;

Activity

planning and development department; A statistical planning tool (decision-making, creativity, extrapolation, etc.); Restricting environmental, national and international influences).

For project management, the key elements of planning are: how to allocate activities, quality, cost, budget, human resources, risks and communication mechanisms [9]. It is necessary to know the risks and their likelihood of realization for the entire duration of the project execution.

Organization Managerial Function

Organization is the managerial function that refers to the delimitation of work processes in their grouping on compartments and posts and the assignment of tasks to all staff in order to achieve the objectives.

Organizing activity is apparent through the whole organization (operation of the system and its subsystems) and procedural and structural organization of the main components of the organization (activities or compartments).

A cause of managerial malfunctions can be constituted by organization by: the non-synchronization of skills; Organizational culture insufficiently oriented towards promoting the new; The need to take multidimensional competence into account when engaging; The expansion of work by inappropriate sizing of posts; Modernizing managerial organization behavior by designing / redesigning and maintaining the operation of its management system and subsystems.

Two elements define this function: organization of the management (posts, attributions, compartment, control area and delegation of authority) and division into subdivisions of the organization [16].

Managerial Coordinating Function

The function of Coordination is a continuation of the organizational function and consists in harmonizing the decisions and actions of subordinates and organizational subdivisions of the organization in order to achieve the objectives. Communication is the basis of Coordination, being defined by processes of transmission of informational

messages on downstream or downstream flows between manager and subordinates.

Coordination elements, namely sizing, streamlining organizational goals between departments and between managers and performers on: diversity of human reactions that require a permanent and operational feedback; volume, complexity and diversity of objectives; differences in professional and managerial training of people; attitude towards change both of managers and subordinates of different general culture level.

Communication is considered to be the driving force of managerial processes and is a prerequisite for a healthy motivational and organizational climate to achieve goals.

The diversity of communications is generated by the multitude of kinds of communication between people. Types of communications can be classified according to several criteria: communication channels, transmission direction, content of communications, etc.

Depending on the communication channel, it is distinguished: formal communications, stipulated by internal provisions, normative acts, etc., which are necessary for the development of the work processes, and informal communications, spontaneously established between posts and compartments and found in informal information.

Following the direction of transmission of the message the communications can be: vertical descendants, which are found between managers and subordinates and consist of instructions, decisions, regulations; vertical ascendants, between subordinates and managers; horizontal, established between posts and compartments located on the same hierarchical level; oblique or functional communications between posts and compartments on different hierarchical levels, without being hierarchical authority relationships between them.

After the contents of these communications can be: general or assembly; motivational, established between managers and subordinates regarding the motivational aspects of the work processes; operators, which consist of some explanations, instructions, etc.

By the means of transmission, communications can be: verbal and non-verbal in over 70% of the messages being sent and received in a conversation.

As a trend, there is a proliferation of multilateral coordination on the background of the proliferation of participatory management styles that enable managerial executives to set and accomplish goals and to make decision-making processes.

Managerial Training Function (Command-Motivation)

Training function (Control -Training) [14], consists of decisions and actions that determine employee participation in setting and achieving goals and taking into account the motivating factors. Motivation refers to the correlation of material and moral-spiritual rewards / sanctions with the actual results obtained from achieving the objectives. Motivation can be found in the following ways: positive motivation, when priorities are material rewards and spiritual moral; negative motivation, when for short period of time, penalties are priority.

The training function shows some failures that are caused by the promotion some populist criteria in granting materials rewards; lack of transparency in the results promotion; non-payment of wages on time; the unsettled of generating social conflicts state.

For the staff training in the guarantee of achieving the objectives are required: a flexible system of material cointerest, motivation to be based on a profound analysis and continuous of employees [17], depending on the degree of realization of objectives and individual access to goal setting by promoting a participatory management.

Managerial Function of Control-Evaluation

Control-evaluation function [3], involves evaluating the results, comparing them with the objectives, identifying the causes of deviations negative and positive and adoption of decision both corrective or preventive.

In order to achieve the objectives of the projects, it is necessary to specify how these functions take place over time. Thus, the predictive function - has a higher intensity at

the beginning of the period (policy development, programs, plans), the organizational function - follows, the forecasting process, with a high level of intensity drawing up and approving the plan; the coordination function has a different cyclical evolution depending on the preparation of the organizational conditions for their achievement; the engagement function has a high level throughout the project runtime but has a maximum in times of material rewards; the control-evaluation function is marked by the intensity increase at the beginning and the end of the planning period but also throughout the project has to be maintained at a high level.

In the follow-up of the project functions, the project manager developed a program that evaluates: the realization of the planning, the risk of non-framing in time, the GANTT graphic tracking, the automatic elaboration of "optimistic" shortening of the deadlines by the "PERT" "Acquired value".

Implementation of Expert systems involves: evaluating and preparing the project manager for project management; entering data on the duration and cost of project activities in different variants; developing time variants where the optimistic version is operational; generating a dialogue on activities history.[20]

The variety of project management application fields has led to the development of specific manuals on how to apply them in these areas: technical, economic and social.

CONCLUSIONS

Development projects are complex studies required by the very needs of solving perspective issues that are elaborated in a certain political, economic and social context. *The elements that are composing general management* within specific concepts.

From the multitude of conceptual elements defining the general management, we must retain terms such as: definition, evolution, typology of projects as well as new structural approaches specific to project management and rural development.

The project thus represents a sum of activities that lead to a common goal and requires a significant consumption of resources (human, material, financial, equipment, documentary information and time). Project management tracks planning, organizing and managing tasks, resources, and costs to achieve the goal set.

At the same time the principles of project management will have to respect principles regarding:

The uniqueness of the objective consisting in the fact that the project has a single main objective;

Managing the project with reference to its leadership, which is done by a single manager, the coordinator;

The structural decomposition of the project can be made depending on the complexity of the project in structural subunits;

A specific form of coordination of the activities and resources allocated to the project;

The evaluation / reassessment that needs to be done from the beginning and throughout the project runtime for the discovery that can identify possible errors from the start-up phase;

Monitoring and evaluating the project must be done permanently both internally and externally.

Regarding the knowledge of the types of projects it can be shown that they are structured according to the location, the scope of their objective and their activity.

Specific particularities of management functions in project management are defined and designed by the very management functions (forecast, organization, coordination, training and control).

For project management, key elements in planning are: how to allocate activities, costs, quality, human resources, budget, risks and communication mechanisms. Regarding the risks that may arise throughout the execution of the project, it is necessary to know them, but also the probability of realization.

With particular reference to the organizational function, it can be shown that two elements define this function:

organization of the management (posts, duties, compartment, control area and delegation of authority) and division into subdivisions of the organization.

As a trend, there is a proliferation of multilateral coordination on the background of the proliferation of participatory management styles that enable managerial executives to set and accomplish goals and to make decision-making processes.

In achieving the objectives of the projects, it is necessary to specify how these functions take place over time. Thus, the forecast function - has a higher intensity at the beginning of the period (policy development, programs, plans), the organizational function assumes a high level of intensity in the elaboration and approval of the plan; The coordination function having a different cyclical evolution depending on the preparation of the organizational conditions for their achievement; The training function has a high level throughout the project runtime but has a maximum in times of material rewards; The control-evaluation function, which is marked by the intensity amplification at the beginning and the end of the planning period, but also throughout the entire project period, which must be maintained at a high level.

The state of scientific knowledge regarding the project management of rural development.

Rural development project management is a process of coordinating a team, individuals and institutions in the planning and management of a defined number of inter-related activities that provide organizations with a tool for change.

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