Abstract:
The research object of euromanagement is a specific and complex reality: the concept and management practice of European organizations. The elements that define European superficiality and which are shared by all those who identify themselves as citizens of Europe, whether individuals or corporations, are the common basis of the European model of behavior and management.

European management is, in fact, a mosaic of national management models. European management is the specific managerial behavior specific to European decision-makers and companies to solve the organization's daily problems (planning, strategies, decision making, coordination, employee motivation, control, etc.) to achieve its mission and achieve success in the competition global; Business organizations and other institutions in which we find this specific behavior of employees are located in EU countries.

Keywords: euromanagement, diversity management, euromanager, europeanisation

1. Introduction
The more the integrationist process is accentuated within the EU, a process of Europeanization takes place socially (labor, family, society, etc.). This latter process is the basis for the emergence and consolidation of European management. Europe, as a single internal market, has some exceptional competitive advantages: - Europe's entire workforce is highly educated and qualified; Moreover, lifelong learning is already an accepted component: - voluntarily accepted by employees for professional self-realization; For a career in life; - provided / provided by companies, schools and universities. - the large size of the internal market (500 million inhabitants) in which consumers are educated and have an important purchasing power, have financial resources; This means a certain and large annual demand; - We observe a uniformity / cultural integration of the EU member states, at least as a manifest trend; Certain European values are required to outline an identity of a citizen of Europe (institutions, structures, mechanisms, etc.); Individual freedoms, the rule of law, environmental protection, etc. - become major values for citizens.

2. Euromanagement
The research methods used are specific to the descriptive method. Theoretical aspects of euromanagement and euromanagers are described, with real practical application possibilities.

Euromanagement is the managerial behavior specific to European decision-makers and companies that solves the organization's daily problems (planning, strategies, decision making, coordination, employee motivation, control, etc.) to achieve its mission and achieve success in global competition; Business organizations and other institutions in which we find this specific behavior of employees are located in EU countries.

Regarding euromanagement we can state:
- can not be analyzed / identified in the context of a single crop; Is applied on a cultural mix;
- is still undergoing crystallization and gradual consolidation as EU integration is enhanced;
European Commission regulations and directives require the consolidation of euromanagement;
- when a company engages in business or operations of a European dimension, it basically applies euro-management elements;
- has something specific, distinctive of Japanese or North American management; Includes unit elements applied in moderate diversity;
- sums up the same or similar management practices in EU countries, practices that have
demonstrated their effectiveness under competitive conditions; The best practice can be predicted
in the future, irrespective of the country of origin of the EU;
- its expansion is favored by all regulations plus directives adopted by various EU, Internet and
computer institutions, the globalization process, the communications revolution and the knowledge
revolution;
- has an "international" character, but not in the classic sense of the notion, as it operates in the
European space.

The main feature of European management is flexibility. This feature of the European
model of management has several meanings. This is the economic, social, cultural and political
diversity that characterizes the European area. From this point of view, managers of multinational
companies operating in Europe must have the ability to understand and interpret this diversity and
complexity. In the Netherlands, the principle behind relationships between managers and
employees is consensus. In Germany, France, Belgium and Luxembourg, a number of legislative
norms and regulations have been drafted that oblige companies to recognize the work of the trade
unions and consult them in a series of issues with direct implications at the level of force Work.

On the other hand, the European space is characterized by a very high degree of labor
mobility. The circulation of people and of the workforce, respectively, is of particular importance
for the European space. Globalization and the internationalization of markets are factors that lead
to new migratory behaviors, temporary migratory phenomena having a special significance. Labor
mobility facilitates intercultural transfer.

Another characteristic of the European management model is the existence of values and behaviors
specific to the European way of life, which allow political, social, economic and cultural
integration. Among these, there can be mentioned: religious culture, concern for environmental
protection, democratic governments in European countries.

Also, human resource orientation is another important feature of European management. In the
opinion of European managers, human resources are the ones that ensure progress, considering
them as strategic investments of companies.

The subject of European management research is a specific and complex reality: the concept
and management practice of European organizations. The elements that define European
superficiality and which are shared by all those who identify themselves as citizens of Europe,
whether individuals or corporations, are the common basis of the European model of behavior and
management.

As can be seen from the literature, European management is characterized by a number of
specific features:
- lack of a nationwide management identity across Europe, compared to American and Japanese
management models; - the absence of a common cultural language;
- Changes in the European area are much more complex than in the US. And Japan; The process of
EU enlargement to Southeast Europe generates a series of economic, social and political mutations;
- the rapid pace of assimilation of knowledge in the field of technology and communications; -
managers of European companies must have not only managerial skills, but also language skills or
competences in terms of the use of foreign languages;
- the need to develop new forms of work organization and to increase the flexibility of
organizations in business, the purpose of using cultural, social, political, and economic diversity
and complexity to gain competitive advantage.

A cultural model of management can not be applied to the European Union, which
presents a great diversity of cultural diversity, but diversity management can offer some
particularities and even a European identity for both euromanagers and how to exercise
management functions.
European management, as a diversity management, is distinguished from other management systems, especially the American and Japanese, with several features of which the most important are:

- Cultural, political, economic and social diversity. European governance is based on the cultural, social, economic and political complexity and complexity of the context in which it operates, which requires that EuroManagers have the capacity to understand and interpret this complexity and diversity. Unlike managers in other contexts (Japan, USA) and even those operating within a European country, euro-agents need to be given differentiated training to enable them to act in a heterogeneous cultural environment, to understand different behaviors, to have the ability to think in a trans-European vision.

- Strategies targeting other European countries as well. Unlike management in any country, even European, European management implies designing, developing and implementing strategies at the level of companies that go beyond the scope of strategic objectives, resources, resources, but also the expected effects, the borders of a country, so extending to other European countries. This implies that euro-agents should consider a wider sphere of interest, consider variables from several European countries, and consider non-EU companies as their main competitors.

- Trans-European companies coordinated horizontally. Regarding the structural organization, trans-European companies should be organized on the basis of decentralization in business units, which are coordinated horizontally so as to reduce as much as possible the hierarchy and the leadership of the center. Centralized management would raise many problems with the establishment and acceptance or non-acceptance of the "center", with unfavorable effects on all the components of the management system of such an enterprise, strategy development, decision-making and especially application, motivation of staff, etc.

- Focus on informal items. In both structural and informational and decision-making, a European management must focus on informal items, informal work relationships (meetings, conferences) and the creation of teams of experts to lead Entrepreneurial and innovative activities at European level.

- Identity based on European values. Promoting communications, exchanges and transcultural learning will seek to create a European identity based on specific economic and social values.

- Attractive objectives for local, national and European interests. Accepting the reality that there are various interest groups within and outside the enterprise, another feature is that recognition of the legitimacy of management will be achieved when the objectives of the trans-European company are attractive to both local and national, and even European, interests.

- European mobility of human resources. European mobility of human resources, so that more and more specialists and managers can achieve a European career starting from flexible intercultural training.

As Europe's governance is structured, businesses and institutions across the EU are increasingly appealing to a number of business organization methods, techniques, procedures or practices that are gradually becoming Europe-specific.

It therefore follows that we can discuss some of the features of euromanagement in the planning and long-term management of a successful business. Among such features we mention:

- common elements in financial or other strategies used by European firms,
- creating strategic alliances to exploit the benefits of the Single Market and the Euro;

1 http://biblioteca.regielive.ro/referate/economie/ euromanagementul-si- euromanagerii

2 Ioan Mihut, Euromanagement, Ed. Economică, București, 2002
- new criteria for restructuring the organizational chart and adapting the organizational structure according to the mission, objectives and new factors of influence.

Since the structure of a company's organization chart has a decisive impact on day-to-day management, it is worthwhile mentioning that both worldwide and in Europe the following are recommended:

- the starting point in defining or adjusting the organizational chart is defining the company's mission;
- thereafter, the definition of a small number of proposed objectives in the medium term is followed;
- the main types of theoretically recommended organigram are in network or structured on mixed criteria;
- the evolution of organizational structures includes four types of organizations: vertical, bureaucratic, decentralized, network type.

3. Euromanagement

Directly associated with the notion of euromanagement, we have the notion of euromanagers: decision makers in European companies / companies competing with other corporations around the world (USA, Japan, etc.) in a global market; European companies also compete in the European space between them; Decision makers within these firms have the complex task of thinking globally and acting locally.

As is normal, the Euromanager needs to possess certain characteristics that differentiate it from other categories of managers. According to some specialists, they are summed up to five, deriving from their work connected to the European transnational context:

• the ability to understand the European business environment and its cultural, social, political and economic complexity; This environment is best understood by a European;
• ability to imagine, create and lead new forms of activity (networking, task-based equipment, coordinating units) that cross borders and connect cultures; Networking companies will dominate in the future;
• the ability to generate employee concentration, regardless of their cultural values, in order to achieve the mission and identity of the firm; Is the major difficulty in shaping a culture of the European organization;
• the ability to obtain support for the activities of the company in other countries from the national "stakeholders";
• ability to accept and operationalize transnational mobility, realizing a European career; In this case, the ability of European managers to adapt to multicultural contexts, to speak foreign languages is essential.

European managers are confronted with changing the nature of their roles; The most significant are:
- at the beginning of his career, the manager must be a "disciple", to learn continuously, especially from the experience of others, in the life of the organization;
- be a specialist in order to claim and analyze information that is so necessary for the decision-making process;
- be a supervisor who has the ability to make systems work and to solve disturbing problems quickly and efficiently;
- to be operational, ie to focus on the proper functioning of interrelational links between economic, technical, social and political objectives;
- Be a top manager, have a clear vision of the company's future development.

3 http://biblioteca.regielive.ro/referate/economie/evaluate-euromanagementul-si-euromanagerii
4 Ioan Mihut, Euromanagement, Ed. Economică, București, 2002
5 Comănescu M., Management European, Ed. Economică, București, 2001
In the view of some authors, the euromanager can be found in the following hypotheses:
A) manager from a member state of U.E. (The common sense of the street man);
B) manager working in his / her own country, but for a company from another country;
C) manager who works outside of his country for a company in his own country;
D) a manager who, throughout his career, has worked in several EU countries in a large company with subsidiaries in several countries.

Other speculators believe that the euro-agent should be characterized by:
- the ability to collect and use information outside of the company's immediate action area
- skills related to the regulations and laws issued by U.E.
- ability to deal with other Europeans with communication skills in a multinational context
- the ability to decode the professional compartment of people belonging to other cultures
- linguistic abilities, recommending to be polyglot.

4. Conclusions
European management is, in fact, a mosaic of national management models. The analysis, from the point of view of the management culture of the European countries, spatially divides the countries of the European Union into five cultural groups: the Nordic (Sweden, Finland, Denmark, Holland), Germanic (Germany, Austria), Latin (France, Spain, Portugal, Luxembourg, Italy, Belgium), English (UK and Ireland) and Eastern (Greece, Romania, Turkey, Poland).

First of all, the sphere of euromanager training needs to consider 4 categories of elements: consciousness, knowledge, skills and attitudes. The acquisition of the necessary knowledge, as well as the development of skills and attitudes on the coordinates of Europeanization, is achieved by means of three training modules: - the European economic environment - the dynamics of European management - Europeanization processes.

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