

**“43rd RSEP International Multidisciplinary Conference” 15-17 October 2025, New York
Seminer & Conference Center, New York, United States**

Relevant aspects regarding managerial training and consulting providers from Romania in 2024

Nicolescu Ciprian

Professor, Department of Management, Faculty of Management, Bucharest University of Economic Studies, Romania

E-mail: ciprian.nicolescu@man.ase.ro; ciprian.nicolescu@gmail.com

DOI: <https://doi.org/10.19275/RSEPCONFERENCES369>

Abstract

In the context of the transition to the knowledge economy, an increasing number of the economic entities around the world, especially from developed countries, access managerial training and consulting services in order to survive or amplify functionality, competitiveness and performances. The main purpose of the study is to reveal few significant aspects with respect to managerial training and consulting providers from Romania. Based on empirical research conducted in 2024-2025, are presented the following: comparative evaluation of the quality of management training and consulting in Romania and the European Union; assessing the management capacity of organizations providing managerial training and consulting to cope with the complex economic situation in Romania; and assessing the impact of the Covid-19 pandemic and the military conflicts in Ukraine and the Middle East on the management of entities providing managerial training and consulting services. The study also approaches the main strengths and weaknesses of management training and consulting suppliers, and propose medium & short-term directions of action to develop managerial training and consulting in Romania.

Keywords: managerial training, managerial consulting, management, university, European Union

Jel codes: I23, M53

1. Introduction

One of the most debated issues in the field of management is managerial training and consulting and their impact on organizational performance. Many specialists have identified a certain relative correlation between the quality of management training and consulting and economic performance (e.g. Engwall and Kipping, 2013; Powell and Yalcin, 2010; Berg and Karlsen, 2012). This study aims to reveal the estimations regarding management training and consulting quality in Romania compared to the European Union and other relevant aspects regarding the providers of managerial training and consulting services in Romania.

The training and development of managers in Romania is mainly ensured by the following categories of organizations:

- Universities, the vast majority of them entities with a tradition in Romania, and within them we highlight the profile faculties, which are involved in initial and continuous training (bachelor's cycle, master's programs, doctoral/postdoctoral schools and the organization of postgraduate training and specialization courses);
- Training centers subordinate to ministries or large organizations;



The articles on the RSEP Conferences website are bear Creative Commons Licenses either CC BY or CC BY-NC-ND licenses that allow the articles to be immediately, freely, and permanently available on-line for everyone to read, download, and share.

- Post-academic business schools, both Romanian and representative offices of educational organizations from abroad;
- Private companies/training centers, which are usually involved in the operationalization of short-term training/development programs, focused on the specific problems faced by managers/organizations;
- Foundations, associations and other NGOs, frequently established with international funding, which offer services that are, in terms of quality, usually below the level of other training providers.

Training providers in large cities, with greater scientific, educational and economic potential, offer in the vast majority of cases, superior services from all points of view, compared to organizations operating in other areas of Romania (Nicolescu et al., 2012).

Higher economic education is the most important provider of management education/training in Romania, having a decisive role in the development of national scientific research and training programs, which aim to modernize management theory and practice.

Management consulting in Romania is mainly provided by the following categories of providers:

- Local and foreign, private, public, or mixed consulting firms and centers. In Romania, the most numerous such organizations are profiled on management issues, but there are also companies/centers that specialize in several fields - management, IT, finance, marketing, etc. These usually provide an average level of service quality and requested prices. The best consulting firms and centers are located in large cities that are important university and scientific centers. In smaller cities, such centers are rare and, most often, with a mediocre level of services.
- University institutions, primarily those with an economic profile, which, in addition to providing training for individuals/companies, also provide some consulting services. Traditionally, Romanian universities work with large companies, but in the last decade there has been an increased focus on the small and medium-sized economic sector. Frequently, the best professors carry out their consulting activity within other organizations where they earn significantly more.
- Employers' organizations, SME associations and chambers of commerce and industry, within which a variety of organizational subdivisions operate that provide management consulting for companies. The comparative advantage of SME associations and chambers of commerce and industry is their better knowledge of the specifics of small economic operators, which is reflected in a superior adaptability of the services offered to their needs.
- Independent consultants/PFAs/PFIs, which exist in a relatively small number. The quality of their services and prices is very heterogeneous. Authorized individuals frequently provide management consulting on an informal basis, without contracts. Their services should be used with great caution. The relatively low rates requested by a large part of them are matched by the low level of services provided.
- Research institutes and centers affiliated with local or mixed organizations, which can be public, private or public-private.
- Foundations, associations and other types of non-governmental organizations. Foundations have appeared in Romania in very large numbers, dealing with numerous issues. A significant proportion are concerned with management consulting for economic agents. Most of them were established with external funding (UNIDO, UNDP, World Bank, Know-How Fund, French, German, Italian, Austrian, American, Canadian governments, etc.). The heterogeneity of the nature, quality and prices of the services provided is extremely high. The quality of the services provided is frequently mediocre. When external funding ceases or decreases, most foundations operate at the survival level. Caution is advised when approaching these organizations.
- Business centers, which began to be established more frequently after 2000, a good part with external funding. They offer a wide range of services, including management consulting. In general, it is found that during the period of external or public funding, they offer consulting services close to the average level of quality on the Romanian market. Subsequently, with very few exceptions, the centers either close or greatly restrict their activity.

An important role in the professionalization of consulting is played by professional associations in the field. Currently, there are several such associations, the most important of which is the Association of Management Consultants in Romania (AMCOR), the only organization in Romania that is affiliated with European or global structures in the field.

It should be noted that in the early 2000s, the title of CMC (Certified Management Consultant) was introduced, according to the practices of ICMCI (International Council of Management Consulting Institutes), and in Romania there are still no barriers to exercising the consulting profession. According to AMCOR, less than 0.5% of the thousands of management consultants hold the CMC title.

Although many management consulting providers operate in Romania, especially in large cities, which are also university centers, Romania holds less than 1% of the volume of the consulting market in the European Union, in which Germany, France, England and Spain dominate.

According to AMCOR (Association of Management Consultants in Romania) estimates, the Romanian consulting market has a value of about 0.3% of GDP. If we consider that the consulting markets in the EU countries

2. Data & Methodology

In order to obtain valid information necessary to identify the characteristics and strengths and weaknesses of management consulting and training firms, two opinion surveys were conducted. The first questionnaire was designed and used for professors, trainers and management consultants, and the second for managers and entrepreneurs. These were administered to the sample members during January-March 2025 and January-April 2024, respectively.

In the case of the first questionnaire, in 2025, a number of 97 teachers, trainers, management consultants responded, and in the case of the second questionnaire, 537 managers and entrepreneurs responded.

The surveys were of a semi-random directed type – according to the way individuals were introduced to be surveyed in the sample.

Coding was a main technique used, absolutely indispensable, in the following essential forms:

- a) coding of questions and pre-formulated answer options for each one;
- b) specific coding of the answers expressed to the open questions, in terms of the words, key phrases or sentences and phrases invoked;
- c) coding of the interview guide listing, focused on the aspects considered.

3. Research results

3.1. Comparative approach of management training in Romania and the European Union

Given that higher education is the main provider of training in Romania, we consider it particularly important to evaluate the quality of management training and development activities provided by university institutions in Romania, compared to the training practiced at the level of the European Union. The results of the questionnaire-based surveys conducted in 2024-2025 highlighted a series of significant aspects, which we present below.

At the level of the entire sample (figure 1), the following were found:

- management training provided by higher education in Romania in general was perceived by most respondents as being approximately the same in terms of quality compared to similar services offered in the E.U. (54.63%);
- almost 1/3 of the people investigated considered that the management training provided by university education in Romania is generally weaker than that practiced at the European Union level;
- state university institutions were overall better rated than private universities regarding management training in Romania in relation to managerial training within the EU;
- private universities with a local technical profile recorded the lowest proportion of favorable assessments (10.68%).

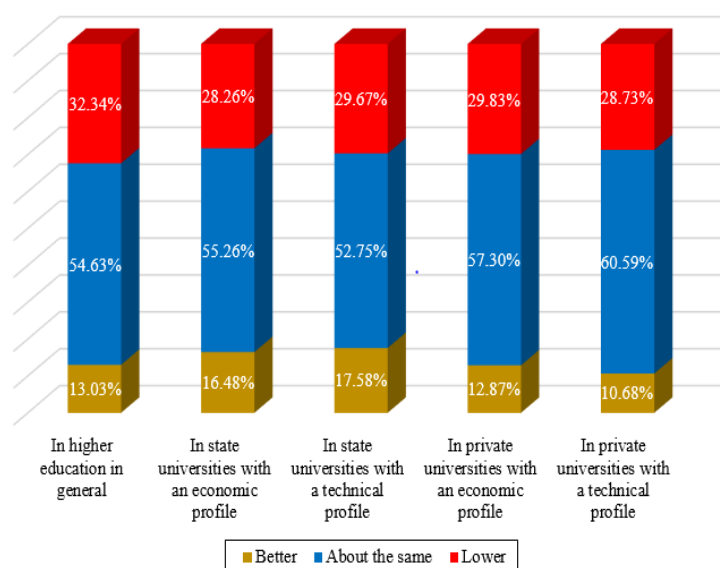


Figure 1. Evaluation of the managerial training provided by Romanian universities compared to that practiced in the E.U.

3.2. Comparative evaluation of the quality of management consulting in Romania and the EU

The questionnaire-based researches conducted during 2024-2025 among professors, researchers, consultants, managers and specialists revealed multiple conclusive aspects regarding the comparative evaluation of the quality of management consulting in Romania and the EU.

Considering the assessments at the sample level (figure 2), it is mainly observed that:

- 56.51% of the investigated persons appreciated that, overall, the qualitative level of consulting is approximately the same in Romania and the European Union;
- over 1/3 of the sample members were of the opinion that management consulting services in Romania are generally inferior to those within the EU;
- the consultancy provided by Romanian universities was assessed by about 1 in 3 respondents as being inferior to the standards found in the EU;
- foreign consultancy firms operating in Romania are the best rated;
- approximately 1/12 of those interviewed considered that, in general, at a national level, the services in Romania are better than in the European Union, a percentage below the proportions of people who positively assessed foreign consultancy firms, Romanian university institutions and local firms, a situation explainable by the lower quality of the activities carried out by other categories of providers (associations, foundations, etc.).

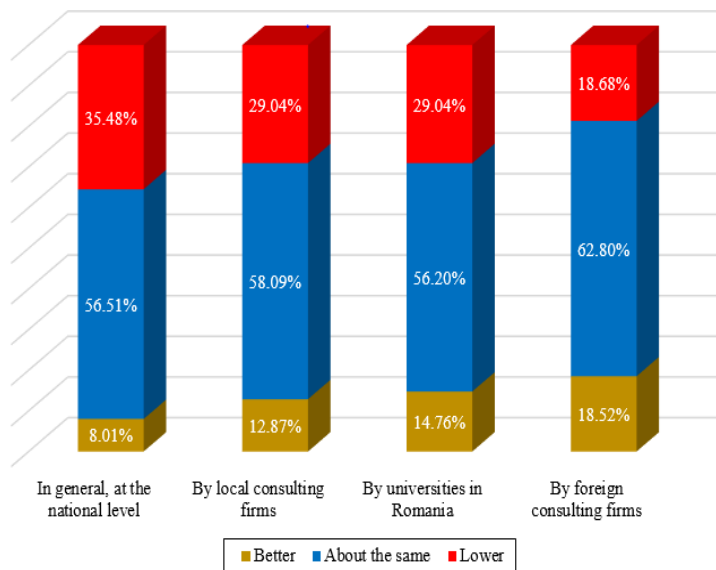


Figure 2. Comparative assessment of the quality of management consulting in Romania and the E.U.

3,3, Assessment of the management capacity of organizations providing training and management consulting to cope with the complex economic situation in 2024 in Romania

The year 2024 was marked by the consequences of the crisis caused by the Covid-19 pandemic, superimposed with direct and indirect disruptions of the war in Ukraine and the military conflict in the Middle East, which generated distortions in almost all areas of activity. The increase in inflation, the energy crisis, the reduction in industrial production, the increase in the budget deficit, etc., which were manifested against the background of the effects of the coronavirus pandemic before the war in Ukraine, were considerably accentuated after the invasion of the neighboring country by Russia and the outbreak of the conflict between Israel and Hamas. In this context, it is important to get an idea of the perceptions of teachers, researchers and management consultants, as well as decision-makers and specialists in companies, regarding the management capacity of entities that provide training and management consultancy to cope with the complex economic situation in Romania.

The assessment took into account three types of organizations operating in this field: management training providers; entities that provide management consultancy; universities, which offer both categories of services, but present certain particularities in relation to other providers.

The questionnaire-based surveys conducted in 2024-2025 revealed that organizations that carry out training activities, organizations that provide consultancy and university institutions have approximately the same managerial capacity to adapt to negative contextual developments (figures 3 and 4):

- over 6 out of 10 respondents estimated that the potential is medium;
- about 1/5 of the people investigated assessed that there is low capability at the management level of these entities;
- approximately 18% of those interviewed referred to high capability.

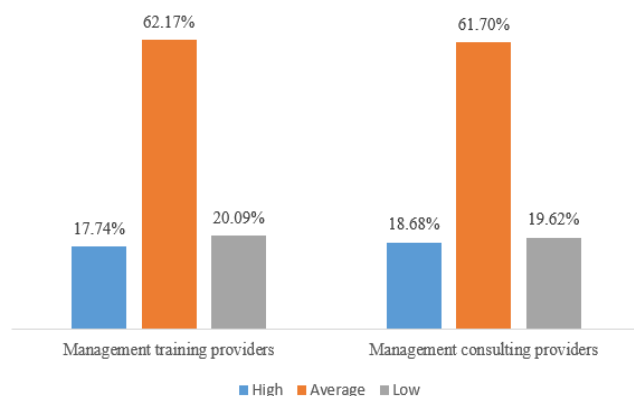


Figure 3. Assessment of the management capacity of entities providing training and management consulting to cope with the complex economic situation in 2024 in Romania

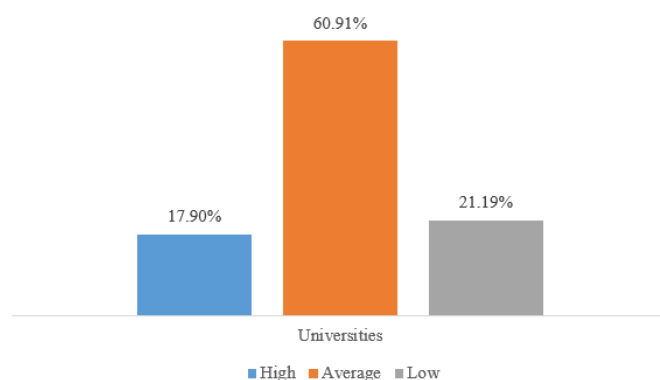


Figure 4. Evaluation of the capacity of university management to cope with the complex economic situation in 2024 in Romania

The repercussions of the coronavirus pandemic, combined in 2024 with the multiple and intense effects of the military conflicts in Ukraine and the Middle East, have affected society and the economy in all its components and "layers". In this context - to which the VUCA concept (volatility, uncertainty, complexity and ambiguity) fits very well - the role of management is amplified and substantially modified.

3.4. Assessing the impact of the Covid-19 pandemic and the military conflicts in Ukraine and the Middle East on the management of entities that provide management training and consulting services

Following the health crisis that began in 2020, the war on the Romanian border initiated by Russia in February 2022 and the armed conflict in the Middle East that began in October 2023, which disrupted the activities of a large number of organizations, it is important to highlight the assessments of teachers, researchers and management consultants, managers and specialists in companies regarding the impact of these events on the management of providers of management training and consulting services.

According to the investigations conducted in 2024-2025, entities providing training and organizations providing management consulting services were affected at the management level to almost the same extent by the Covid-19 pandemic, the Russia-Ukraine war and the Israeli-Palestinian military conflict:

- over 5/9 of the people investigated referred to a medium-level incidence;
- about a quarter of the sample members assessed that the impact was large;
- approximately 1 in 6 respondents considered that the influence was reduced.

Details in figure 5.

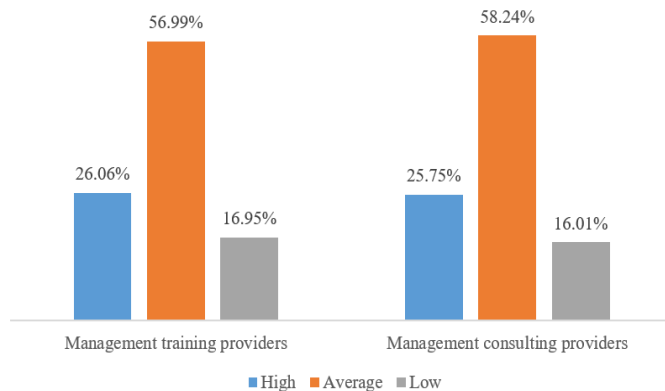


Figure 5. Assessing the impact of the Covid-19 pandemic and military conflicts in Ukraine and the Middle East on the management of organizations providing training and management consulting

The main consequences of the coronavirus pandemic on the activity of training and consulting providers were the following:

- reduction in training and consulting activity at the level of some providers due to the relative decrease in demand for these services and due to the reduced capacity of some organizations that provide training and consulting to work/operate effectively in the online environment;
- a greater decrease in the demand of companies for training than for consulting due to the “weaknesses” of the online approach;
- a temporary decrease in training and consulting fees in an attempt by provider organizations to counteract/temporize the reduction in demand in these areas;
- greater use of online training and consulting in 2024 compared to the years before the pandemic, as a result of the increased capacity of all types of organizations to use the internet;
- focusing requests for training and consulting on ways to counteract the crisis and those to increase resilience and relaunch after the crisis;
- increasing training and consultancy for accessing European Union funds made available to Romania;
- reconfiguring the consultancy and training offer, directing it more towards strategies and policies for countering crisis situations, human resources management and accessing European funds.

The war in Ukraine and the conflict in the Middle East generated a rapid and substantial increase in prices/tariffs for all forms of energy and for numerous products and services, difficult for many organizations in Romania to bear. The main effects on entities providing training and consultancy activities were the following:

- the relative decrease in demand for this type of services, as a result of the deterioration of the financial situation/erosion of the purchasing power of many potential beneficiaries - economic units and individuals;
- the increase in administrative expenses, mainly due to the significant increase in energy expenses;
- the increase in salary costs, especially those related to trainers and consultants, under the pressure of the need to correlate income with the inflation rate;
- the impossibility of practicing higher tariffs by providers, which would ensure the coverage of higher expenses generated by inflation, due to the diminished demand;
- increasing the demand and frequency of accessing consultancy and training services at the level of organizations with high financial potential, usually medium and large, in order to maintain and/or enhance competitiveness
- focusing consultancy and training on obtaining funds related to the aid scheme for companies affected by the direct and indirect adverse effects of the military conflict in Ukraine, including direct grants.

- restructuring the training and consultancy offer, in the sense of orienting it with priority towards ways to combat crisis situations, obtaining European funds and financial-accounting management and human resources.

In order to counteract the negative effects of the crisis generated by the Covid-19 pandemic and the conflicts in Ukraine and the Near East, some of the training and consultancy providers have adopted a series of measures, the most frequently encountered being the following:

- reducing management consultancy activity to a greater extent than other types of consultancy;
- some small companies and independent management consultants have stopped their activity;
- some consultants and trainers have become unemployed;
- partial change in management consulting and training offers taking into account the decrease and change in demand on the training and consulting market;
- focusing consulting and training on the new opportunities offered by the additional funding of the EU and the Romanian Government in order to counteract the effects of the pandemic, the Russia-Ukraine war and the Israeli-Palestinian conflict.

If we consider the influence of the coronavirus pandemic and the military conflicts in Ukraine and the Middle East on university institutions, entities that have a substantial contribution to the development of management training and consulting activities in Romania, the results of the questionnaire-based surveys conducted in 2024-2025 reveal that most respondents assessed the impact as medium (54.47%). It is also observed that the proportion of people who estimated a high level of incidence on higher education institutions is slightly higher compared to the similar percentages related to the assessments regarding training and consultancy providers in general, which is primarily due to the larger number of beneficiaries of the services provided by universities, especially with regard to training activities. See figure 6.

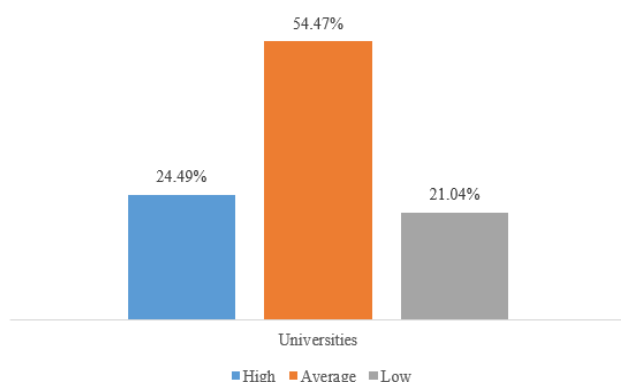


Figure 6. Assessing the impact of the Covid-19 pandemic and military conflicts in Ukraine and the Middle East on university management

The main effects of the Covid-19 pandemic on the activities carried out by higher education institutions in 2024 were

- the expansion of online and hybrid education in some universities with all its advantages and, to a greater extent, its disadvantages;
- the reduction of the educational dimension of the educational processes caused by the reduction to some extent of direct teacher-student and student-student contacts;
- the decrease in the ability of students to actively engage in the conduct of classic/face-to-face courses and seminars;
- the reduction in the level of training of students due to the decrease in the frequency of their participation in teaching activities and their reduced involvement in the conduct of courses and seminars.

4. Strengths and weaknesses of management training and consulting providers in Romania

Highlighting the strengths of university institutions and other entities that provide training and consulting services in the field of management is of particular importance, as it can contribute to:

- increasing the potential of trainers and consultants by acting on the intensification of the causes generating strengths;
- supporting efforts to develop and implement development programs of universities, institutes, centers, companies, etc. specialized in training and/or management consulting;
- adopting effective current, tactical and strategic decisions within organizations operating in this field.

With the support of the information provided by the investigations carried out in 2024-2025 and based on the experience of prestigious specialists in Romania (Nicolescu et al., 2025), the main strengths of entities that provide management training and consulting services were identified, which are presented in table 1.

Table 1. The main strengths of organizations that provide management training and consulting services

No.	Strengths	Comparison term	Causes	Effects (implications)
1	Increasing the number of entities providing training and consulting services in the field of management in addition to Romanian universities: public training/consulting centers, existing in the domestic and foreign private training and/or consulting companies/centers, NGOs, business centers, authorized individuals, etc.	The situation in the previous period	- Issuance of a large number of operating authorizations in the field of training and consultancy, regardless of the human, material, financial, etc. capacities of the applicants - High frequency of international mobility of university teaching staff, researchers and students - Penetration of training and management consultancy firms from the European Union and other countries on the Romanian market	- Diversifying the offer of services in the field of training and consulting - Developing the market for management training and consulting - Increasing competition on the market for these services
2	Considerable diversification of the offer on the management training and consulting market	The situation from the previous period	- Diversification of the demand for management training and consultancy in Romania - The need for entrepreneurs/managers to acquire professional management knowledge in order to solve the numerous problems faced by private and public organizations - The reasonable number of organizations that had the necessary financial resources for management training and consultancy	- Positive impact on the functionality and effectiveness of beneficiary organizations - Increasing the potential of beneficiaries - individuals and legal entities - of training/consulting to solve an appreciable diversity of problems - Improving the overall image of service providers in this field
3	Amplifying the potential for managerial innovation	Requirements of scientific	- Managerial modernization is an essential condition for	- Increasing the capacity of organizations to

	within organizations at the management methodological, decision-making, informational, procedural, organizational levels, etc.	development	achieve economic performance
		- The existence of organizations that invest in innovative actions, including managerial ones	- Increasing the degree of professionalization of Romanian management
			- Enhancing the transfer of know-how and good practices
4	Quantitative and qualitative increase in the offer of training and consultancy in the Previous period economic and managerial fields for entrepreneurs, managers and specialists	- Implementation over the last few years of a significant number of projects financed from the ESF through the Human Capital Operational Program	- Increase in the number of people and organizations that have benefited from management training and consulting
		- Professionalization of the activities of Romanian and foreign consultancy and training providers	- Superior quality of management solutions within the organizations where the beneficiaries of training and consulting work
5	The upward evolution of the level of professionalism of Romanian trainers and consultants specialized in the field of management	- Manifestation of an increased interest of entrepreneurs and managers in acquiring/improving entrepreneurial-managerial knowledge, skills, abilities and behaviors in the context of unfavorable contextual developments at national and international level in recent years	- Improving the decisions, actions and behaviors of managers/entrepreneurs in Romania
		- Operationalization through POCU of projects focused on entrepreneurial-managerial training and consultancy	- Amplifying the functionality and performance of the organizations in which the managers and entrepreneurs who are beneficiaries of the training and consultancy programs work

Source: Nicolescu et al. (2025)

The causal identification of the weaknesses related to entities that carry out management training and consulting activities is particularly useful, since taking them into account can contribute to preventing the emergence/perpetuation of dysfunctions and to enhancing the performance and competitiveness among providers in the field. The main weaknesses of organizations that provide management training and consulting services are presented in table 2.

Table 2. The main weaknesses of organizations that provide management training and consulting services

No.	Weaknesses	Comparison term	Causes	Effects (implications)
1	The relatively low level of demand for management training and consulting services	- The requirements of the market economy - The requirements of scientific management	- Awareness of the importance of training by only a small proportion of the population - Insufficient orientation towards training and consultancy of many entrepreneurs and managers, including political decision-makers - The more modest financial resources that micro-enterprises usually have - The lower economic and financial potential of many companies and public institutions - The low level of absorption of European funds - The lack of or inconsistent involvement of the government/governmental organizations in facilitating access of SMEs and public institutions to training and consultancy (Nicolescu & Nicolescu, 2025)	- Amplification of discrepancies at the micro, meso and macroeconomic levels between Romania and the European Union countries - Slowing down or absence of large-scale managerial changes - Increasing the degree of moral obsolescence of management systems in Romania - The negative developments of some organizations that provide training and management consulting services
2	The preponderance of theoretical-descriptive elements within many management training programs run by organizations specializing in training	- Market economy requirements - Training applicants' needs	- Predominance of trainers who do not have practical experience as managers and/or consultants - Low frequency of training programs in which practitioners with exceptional managerial results are involved/attracted to the training processes - Running training programs in which active teaching methods are not used - Low degree of use of case studies, applications, simulations, scenarios, etc. that incorporate current elements from the Romanian economy - Operation of management training companies in which the activities of preparation, foreign training implementation, monitoring and completion of the training are carried out by a single person	- Inadequate training of participants due to the fact that they mainly assimilate theoretical information and do not acquire managerial knowledge, skills, attitudes, behaviors, etc. that target the essential elements of management - The reduced positive impact of training programs on the performance of the organizations in which the training beneficiaries work - Increasing frequency of situations in which foreign training companies are preferred, although they charge high fees

			- Decreasing attractiveness of training programs
3	Non-allocation or insufficient allocation of financial resources for training and consultancy within private and public entities	The current situation in other EU countries	- The financial problems faced by most organizations that need training and consulting - The existence of a significant number of Romanian managers and entrepreneurs with deficient training and knowledge, who are empiricism/amateurism only slightly aware of the need of management practiced and usefulness of investments in training and consulting - The high level of training and knowledge, who are empiricism/amateurism only slightly aware of the need of management practiced and usefulness of investments in training and consulting - The decrease in the capacity of companies to cope with economic turbulence - The lack of legislative provisions - as in some developed countries stipulate the obligation of all companies to allocate a minimum percentage of turnover for employee training - The decrease in the potential of private and public organizations to access and manage EU funds - The perpetuation of situations in which promotions are not made on the basis of competence, especially in public and state entities
4	Insufficient promotion/mediatization of the high-quality services provided by some Romanian training and consulting organizations	Practices in other European Union countries	- The relatively low level of development and competitiveness of the consulting and training market in Romania - Low level of national and international awareness of the high-quality services of top local companies in the field of management training and consultancy - The too limited number of organizations with outstanding performance in the field of consulting and management training - Insufficient use of very good management training and consultancy services - The limited capacity for promotion and influence at the national level that professional associations in the consulting field have - Anonymity of personalities with exceptional results in management training and consultancy
5	The too low frequency of resorting in Romania to some modern and efficient forms of transfer of managerial know-how: mentoring, tutoring, coaching, best practices method, benchmarking,	Practices developed in other countries around the world	- The low level of knowledge among consultants, trainers and teachers in Romania of mentoring, coaching, benchmarking, etc. - Little use of the potential for performance growth conferred by the use of modern forms of management training and consultancy - The limited demand of local organizations for these forms of - Slowing down the

etc.

consultancy and training, due to processes of managerial the lack of improvement within knowledge/insufficient Romanian organizations knowledge of the advantages and, implicitly, the they confer reduction of the pace of economic development and modernization of Romania

- The insufficient involvement of very good consultancy firms in promoting the services they offer
- The low pace of internationalization of the Romanian economy

Source: Nicolescu et al. (2025)

5. Conclusions and recommendations

It can be concluded that the research results presented above highlight a series of significant aspects, which are presented synthetically below.

An alarm signal must be sounded regarding the managerial training activities provided by universities in Romania, which are rated lower than entities in the field of management training in the EU. The most frequent dysfunctions of management education in Romania refer to (Nicolescu et al., 2025):

- too high a share of theoretical elements within some training programs;
- the reduced pragmatic dimension of training, insufficient use of applications, case studies, simulations, etc. that reflect real situations in management practiced in Romania and abroad;
- insufficient adaptation of educational offers related to some universities/faculties to the demands of the labor market. In this sense, we highlight that the transition to the educational system imposed by the "Bologna process" and implicitly the reduction of the bachelor's cycle, has diminished the amount of time allocated to specialized disciplines and practical activities;
- the existence of a discrepancy between the relatively high level of tuition fees charged by management training providers and the low economic power of the population;
- inadequate motivation of teaching and auxiliary staff in state universities, which has had and will have a negative impact on the quality of managerial training of future specialists;
- the implementation of training programs in which trained individuals focus on obtaining a study document, in order to maintain their position or be promoted to a management position, and not on professional training and development.

Counteracting these negative aspects could generate, in the medium and long term, the reduction/elimination of qualitative discrepancies between the managerial training offered by Romanian university education and the management training provided in the European Union.

The research results reveal that there are quite large differences in perceptions regarding the quality of consulting services provided by Romanian universities and consulting companies, on the one hand, and foreign organizations on the other. Regarding this situation, it must also be taken into account that prestigious university institutions in Romania and many of the local consulting firms have not built a brand in the field of consulting, and for this reason, entities from outside Romania, which are well-known and have long-standing experience in this field, are preferred (or imposed by multinationals).

Training companies, consulting entities and higher education institutions in Romania have, overall, an average capacity to adapt to negative contextual developments, which denotes that there are favorable premises for maintaining their activity at relatively normal parameters in the face of economic disruptions.

The coronavirus pandemic and the military conflicts in Ukraine and the Middle East have impacted over half of the training and consulting providers in Romania at an average level. Covid-19 pandemic generated the unprecedented growth in online training in recent years, and specialists anticipate that in the medium and long term there will be a trend of increasing online and hybrid training (Nicolescu and Nicolescu, 2022), which will require reconfigurations of the ways in which all management training providers carry out their activities,

especially at the level of higher education institutions. The war on the Romanian border and the armed conflict in the Middle East generated the need to significantly modify the training and consultancy offer, in the sense of focusing on countering contextual turbulence, accessing European funding and managing sensitive “areas” within organizations, such as human resources and the financial-accounting field. Also, these military conflicts had the effect of manifesting contradictory developments in terms of demand for consultancy and training services, which decreased at the level of many small organizations and increased among entities with a stable/solid financial situation.

In order for management training and consultancy in Romania to generate economic and social performances similar to those in developed countries of the European Union, action must be taken in the following directions:

- Conducting training and consulting modules focused on the relaunch and resilience of companies
- Modernizing managerial education in Romania in accordance with the provisions of the European Union's strategic documents regarding the development of society and economy based on knowledge and digitalization
- Substantiation, development and implementation of a coherent national strategy in the field of continuous professional training and development
- State involvement in the promotion, proliferation and development of knowledge-based management and digitalization in Romania
- Adoption of normative acts that will generate the amplification of financial resources for management training and consultancy in Romania
- Introducing state incentives and facilities for management training and consulting providers
- Ensuring conditions for increasing access of training and management consulting service providers to European funds
- Reforming Romanian higher education in the context of intensifying digitalization and building a "smart economy"
- Establishing a strong national entity, coordinated by representatives of professional consulting associations and the state, to ensure the promotion and monitoring of the quality of management consulting services

Some of these directions also take into account the specific requirements/lessons related to the adverse effects generated by the Covid-19 pandemic and the armed conflicts in Ukraine and the Middle East.

References

- Berg, M. E. & Karlsen, J. T. (2012). An evaluation of management training and coaching. *Journal of Workplace Learning*, 24(3), 177-199.
- Engwall, L. & Kipping, M. (2013). Management Consulting: Dynamics, Debates, and Directions. *International Journal of Strategic Communication*, 7(2), 84-98.
- Powell, K. S. & Yalcin, S. (2010). Managerial training effectiveness: A meta-analysis 1952-2002. *Personnel Review*, 39(2), 227-241.
- Niculescu, O., Verboncu, I., & Nicolescu, C. (2012). SMEs Romanian Managers Training in the EU Context - Results of the 1988 Interviews. *Review Of International Comparative Management*, 13(2), 189-210.
- Niculescu, O. & Nicolescu, C., 2022. Stakeholder management and social responsibility: Concepts, approaches and tools in the Covid context. NY: Routledge.
- Niculescu, O., Popa, I., Nicolescu, C., & Simion, C.-P., 2025. Starea de sănătate a managementului din România în 2024. București: Pro Universitaria.
- Niculescu, O. & Nicolescu, C., 2025. Întreprinzătorul, întreprinderea mică și mijlocie și managementul întreprinderii. București: Pro Universitaria.