



INTERNATIONAL LAW

International Business Environment

- Theoretical Approach -

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Abstract: In the last period, the international economy is marked by a diversity of fundamental transformations that shape the architecture of the interdependencies based on which it operates. Two main, dynamic and largely complementary forces leave their mark on the new dynamics of the international economic picture: the deepening of the globalization process at the scale of the international economy and the emergence and maturation of regional commercial arrangements. At the same time, we are witnessing the fundamental redefinition of the foundations of international specialization, the redesign of the architecture of the actors participating in the global economic and commercial concert, and the fundamental change of the determinants of competitiveness on a regional and international scale.

Keywords: international environment; business; collaboration; environment

1. Conceptual Delimitations

The phrase "international business" refers to a wide variety of industrial, agricultural and service activities undertaken internationally by many different organizations. These organizations can be run by a single person, they can be small private companies or industrial giants with thousands of employees and hundreds of millions of dollars in turnover. International businesses are not necessarily owned

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by the citizens of a certain country, they are those that take place in different locations. Coca-Cola, McDonald's are just two examples of this, but the list is very long.

The international business environment refers to the conditions under which business is conducted at a global level. It is determined by certain factors that interact with each other, which can be summarized in what specialists call the PESTLE matrix: political, economic, sociocultural, technological, legal and ecological/ethical factors.

The impact of each of these determinants, as well as the interaction between them, varies from country to country. Therefore, the behavior of decision makers at the company level will have to vary, in turn, as a response to these forces. The individual characteristics of each enterprise (such as the nature of ownership, the ability to adapt to change, the management of human resources) will determine a distinct and unique behavior for each individual enterprise (Harris, 1999, p. 3).

In relation to the enterprise system, the business environment is structured on two levels: general and specific.

The specific environment brings together the factors and influences with a direct and sustainable impact on each individual enterprise. This category of environmental elements includes:

- ✓ suppliers;
- ✓ customers;
- ✓ competitors;
- ✓ the financial-banking institutions with which the enterprise has direct relations;
- ✓ the market structures of the branch of which the enterprise is a part;
- ✓ associative structures whose orientations directly affect the enterprise: employers' federations and trade unions, etc.

The immediate nature of the conditions and implications exerted by the environmental factors cited above on the operation of each company led to their reunification in the generic category of "interest bearers" in relation to the respective company (eng. - "stakeholders").

The general environment brings together the forces and influences that affect a given period, to a greater or lesser extent, the existence and functioning of all companies in the same space or economic system. This category of environmental factors includes:

- a) legislative and administrative regulations;
- b) business ethics rules and codes of commercial conduct;

- c) technologies;
- d) the ecosystem;
- e) reference parameters of the functioning of the macroeconomic system: interest rate, taxation, exchange rate, stock market indices, etc.;
- f) basic macroeconomic correlations, imbalances and economic crises (inflation and unemployment, recession);
- g) cultural factors;
- h) the international environment.

The elements of the general environment represent, therefore, common factors of influence on the multitude of economic agents, which they affect non-selectively, and - as a rule - indirectly, through the elements of the specific environment.

The nature of the environmental elements leads to the differentiation, in the environment of each company, of some forces and influences grouped on the following dimensions of the business environment:

- economic environment;
- technological environment;
- social political environment;
- cultural environment;
- natural environment.

The relationship between the company and its business environment is of great interest to both theorists and practitioners of economics.

From a theoretical point of view, the development of relevant representations of this relationship and its terms is an essential condition to be able to obtain valid solutions for managing enterprise-environment interactions.

From a practical point of view, it is important to approach the relationship between the company and the business environment from the standpoint of strategic employment in the direction of obtaining sustainable comparative and competitive advantages. The state of the business environment and its trends become, for the company, an object of supervision and analysis, as well as an essential landmark for the design and selection of strategic alternatives.

The concepts of "company" and "business environment" are, by their essence, correlative, in the sense that they presuppose each other and are defined by relating one to the other.

The organization is defined as an active entity of the economic system, of the nature of an autonomous entity, endowed with resources that it uses for the purpose of exercising, in a stable and structured manner, some functions related to production, services, exchange, etc. Any organization is individualized by the accomplished

mission and could adopt and apply its own decisions, representing a framework for the manifestation of free economic initiative. A company operates in the form of a complex of interconnected actions, promoted in a surrounding economic-social environment, in which it tends to integrate adaptively, but which, at the same time, it can influence.

In the contemporary economy there is a great typological diversity of companies. Thus, according to the objective pursued in their activity, there are profit-making or non-profit-making organizations; according to the form of ownership, private, public or mixed enterprises are distinguished; according to the legal regime of organization and operation, there are public companies, national companies or different types of commercial companies; according to their size (reflected by the number of staff, the size of the social capital and turnover) large enterprises and small and medium enterprises are distinguished, respectively.

Against the background of this typological diversity, three generic meta-functions can be identified at the level of any enterprise:

- self-maintenance and self-reproduction;
- a relationship with other active entities;
- a transformation as an effect of its own functioning for the fulfillment of the assumed project.

The business environment of the organization is defined, in the most general sense, as the space outside the borders of the enterprise system. The environment represents, for this system, the environment in which it exists and functions. The relationship between the organization and the environment is complete and dynamic:

- a company, as an active entity, is individualized and delimited by direct reference to its surrounding environment;
- being an open system, the company develops a sensitive interface with the environment; it receives the influences coming from its surrounding environment and also allows it to exercise actions oriented towards the environment;
- the environment represents the space for asserting the company's autonomy and the framework for the manifestation of its behavior.

Taking these aspects into account, the company's business environment appears as the set of external factors and influences capable of affecting its operation and development (Moșteanu, Alexandru, & Dragomirescu, 2000, pp. 57-61).

Therefore, the knowledge and understanding of this concept by the decision-makers of each commercial entity is essential for obtaining and consolidating a solid competitive position on the market on which it operates.

2. The Main Characteristics of the Contemporary Business Environment

One of the defining characteristics of the evolution of the business environment on a world scale - in the second half of the 20th century - is the tendency to move from internationalization to the globalization of economic life. This trend is part of a multi-century historical process, which unfolded progressively, but also with discontinuities and setbacks, in the field of commercial relations (expansion of world trade), of investments abroad (internationalization of production), of business organizational structures (internationalization of the company).

In the new millennium, under the pressure of a complex of economic, technological and political forces, the internationalization process enters a new stage, that of the emergence of a global economy, based on a system of transnational interdependencies in trade, production and the financial field.

The "new world economy" is characterized by a new technological base, by the expansion and intensification of business relations, the modification of economic and political-military power relations and a new way of defining the relationship between national and international (Popa & Filip, 1999, p. 63).

Analyzing the complexity of the contemporary business environment from a systemic point of view, certain generic characteristics of it can be noted that must be considered when building all the plans and strategies of a company that wants to be competitive.

A few main features can thus be highlighted, among the most relevant are the following:

A) Dematerialization of economic activity

This trend stems from the advance of the post-industrial society, based on information and knowledge. Within this new type of society, towards which the contemporary world is evolving, informational resources acquire a determining weight in the functioning of economic systems, in satisfying individual and social needs.

As specific forms of manifestation of this tendency can be listed:

- expanding the range of information-intensive goods that incorporate high weights of the human investment of intelligence and creativity, in the form of design work;
- the proliferation of informational work, represented by computerized workstations and highly qualified workers;
- the establishment, in national economies, of an information sector (quaternary sector), which brings together research, testing and information dissemination activities;

- in the functioning of enterprises, intangible assets acquire a higher importance than that held by classic assets; intangible assets, of the nature of creative capacity, of knowledge and innovation, of production experience are increasingly asserting themselves as the main sources of viability and competitive performance for the enterprise.

B) Internationalization of the business environment

The expansion of economic relations and the creation of an international business environment were achieved due to two major processes: first, through the development of world trade, a progressive process in the period opened by the great geographical discoveries and which, in the modern era, reached its peak in the years of the glory of free trade (second half of the XIXth century); then, through the rapid growth of direct or portfolio investments made abroad, at the beginning of the 20th century, and their consecration - in interdependence with commercial relations - as a form of internationalization of production.

The internationalization of the business environment manifests itself through processes such as:

- emphasizing the interdependencies between national economies;
- the development of multinational companies;
- intensification of cooperation in the economic field;
- promoting measures to coordinate national activities in relation to certain global economic problems (underdevelopment, pollution, technology transfer);
- consecration of internationally recognized practices and norms in the field of business;
- the intensification of cross-border flows in terms of information, scientific knowledge and mass communication techniques, flows which, by their nature, have a global dimension and which practically know no borders.

C) Intensification of the competitive nature of the business environment embodied in:

- the appearance of poles of concentration of economic power (the European Union, the USA, Japan and the Pacific area), located in a balance of forces subject to continuous resettlement trends;
- simultaneity between actions to promote competition on international markets and, respectively, on national markets;

The characteristics considered relevant for the state and trends of the contemporary business environment correspond to the need for the existence, in enterprises, of some competitive management systems; they are intended to ensure the comprehensive, permanent observation of the business environment and the

transformation of environmental information into benchmarks of the strategic approach.

3. Dynamics and Typology of the Business Environment

The business environment should not be seen as an abstract concept, based on the specific coordinates of exact sciences and fully predictable. The typology of business environment situations is ordered in relation to the dynamics of change, which is a fundamental process in contemporary economic and management systems. In this context, any situation of the business environment implies the possibility of variation between a relative stability and a trend of evolution, the dynamic character being the prevailing determinant.

The static environment is defined by the relative stability of the components and parameters that define it. This does not exclude the evolutionary character and processuality inherent in the functioning of economic systems but assumes them in the sense of a gradual and limited change, occurring with a reduced frequency and amplitude.

The main characteristics of the static business environment can be formulated as follows:

- The variation of states and reference parameters takes place predominantly on their quantitative side; against the background of a relative stability on the qualitative side, they take place within the same class/order of size;
- Variations of the type described above are local and conjunctural and their impact on the overall situation of the business environment is reduced;
- The respective variations being discrete, are relatively hard to perceive or even imperceptible for economic agents operating in this type of business environment;
- By its nature, the static environment does not generate, at the level of economic agents, a significant demand for external information.

A typical example of a static environment is, in the history of economics, the natural economic system, and in general any relatively closed, self-sufficient economic system with slow technological progress and lasting equilibrium correlations.

The dynamic environment is defined by the preponderance of evolutionary tendencies over those of stability, these tendencies being continuous and manifest.

The main characteristics of the dynamic business environment are:

- The variations of states and reference parameters are recorded on trajectories, as a rule, inertial, and are the result of some determining factors, with stable action over time;
- The inflection points intervene with a lower frequency or are absent;
- The respective variations are distinctly perceptible by the economic agents placed in the dynamic environment and are, as a rule, predictable;
- The dynamic environment generates, at the level of economic agents, a significant demand for external information, oriented towards the development of adaptation reactions to the environment.

An example of a dynamic business environment is provided by branches based on traditional machine technologies, prior to the industrial economy; the accumulation of production experience and the succession of technological generations explain the relatively orderly dynamics of such an economic system.

The turbulent environment is defined by the predominance of change processes, manifested in the form of sudden and unsystematic variations, which impose a dominant tendency of discontinuity (apud (Dragomirescu, 21-22 May 1992, p. 28).

The following can be considered as the main characteristics of the turbulent business environment:

- the variations of states and reference parameters are frequent and of high amplitude;
- these variations are not articulated in an explicit trend, but are, rather, contradictory and uncoordinated;
- developments in the turbulent business environment are, by their nature, noticeable for the economic agents involved, but unpredictable;
- the turbulent environment generates, at the level of economic agents, incoherent representations of the evolution trajectories and their determining factors, as well as a disorderly influx of signals and stimuli from the outside;
- the turbulent environment generates and propagates the disruptive effects on the economic agents, and the equilibrium correlations and dynamic trends are destabilized, frequently causing disordered manifestations (including chaos, crises, etc.).

An example of a turbulent environment is economic systems in transition, in which changes, programmed or emerging, follow each other rapidly, the heterogeneity of successive states is marked, the elements of novelty are grafted onto the pre-existing substrate, and the performance of functioning is difficult to manage prospectively.

Characteristic of the contemporary economy is the fact that the pace and depth of changes differ from one branch to another and from one country to another,

including between the various specialized, domestic and international markets. Turbulence becomes typical for the business environment and comes to be perceived and represented as such by the economic agents who face it (Lesourne, 1987, p. 286).

a. The problems of managing the company-environment relationship;

The relationship between a company and the environment in which it carries out its activity is relevant under two complementary aspects:

- The theoretical aspect aims to explain the behavior of companies in relation to different environmental conditions.
- The practical aspect aims at:
 - exercising interface functions between the company and the business environment;
 - design and application of business strategies;
 - establishing the image of companies in their environment;
 - organization of companies' interventions on the environment.

Exercising these actions is possible with the help of the tools offered by the competitive management systems of enterprises.

The business environment represents a reality that forms the object of specific representations that companies create regarding it. Under these conditions, two scenarios of the business environment can be distinguished:

- the real environment;
- the perceived environment.

The real business environment exists objectively and is determined by the economic, social, political and technological conditions and forces that are acting at a given moment.

The perceived business environment is the result of the act of synthetic representation by each company, of the real environment to which it relates.

Obviously, the relevance of the representations differs from one company to another, depending on the degree in which they are aware of the importance of the relationship with the environment and in which they have the appropriate skills to develop such representations. Also, the quality of representations about the business environment depends on the extent to which one or another company defines itself and behaves as an open system in relation to the outside.

In the traditional theory and practice of management, specific to the industrial society, the exercise of the management act is oriented, mainly, retrospectively, and

towards the interior of the organization. The predominantly introspective orientation stems from the centering of the management act on the control of the adjustment of the objectives and on the correction of the recorded deviations. The predominant orientation of the management team's attention towards the inside of the organization stems from the hierarchical structure of the companies operating in the business field. It signifies the assumption of a position of authority and its manifestation towards subordinates in one's own company. Therefore, the direct perception of the business environment is the exclusive attribute of top management, it is not formally and explicitly found among the attributions of intermediate or basic links. On the other hand, classical economic theory accredited the idea of market transparency, which signifies the unlimited accessibility of market information (relating to demand, supply and their carriers), which would be available, at no cost and in an undifferentiated manner, to any agent economic.

From a theoretical point of view, this idea can only be validated as a necessary condition for the coherence of the market model in which perfect competition is assumed to exist. From an operational point of view, however, the proliferation of imperfect competition, the tendency to concentrate markets, the informational orientation of contemporary economies lead to profound reconsiderations, in the sense that:

- companies have a direct interest and an active role in obtaining and using information from and about their business environment;
- extracting from the environment and processing information within companies generates significant costs and presupposes specific organizational skills;
- the performance of companies in the competitive confrontation is directly and decisively conditioned by their specific abilities to secure the information necessary to achieve their own goals and to use it in accordance with them.

In the contemporary economy, characterized by the turbulence of business environments, the need of the enterprise to prospect and interpret a wide range of information, describing the state and trends of the environment, is increasing. This action is carried out both with its own means, through the so-called functions or interface compartments, and by calling on information, coming from authorized external sources: research institutes, consulting centers, public databases, etc.

Any distortion, intervened at the level of information about the environment, inevitably translates into erroneous decisions, resulting in the decrease of the company's competitive performance, going as far as jeopardizing its very survival. Unsystematic managerial approaches, regarding the environment, are common in companies with a managerial culture insufficiently responsive to the inevitably open

nature of socio-economic organizations; such approaches materialize in the occasional formation of sporadic and unstructured perceptions regarding the environment, to solve specific, specific problems, as an expression of orientation towards the interior of the organization.

By contrast, the systematic supervision of the environment by companies has a continuity character, it aims to establish a well-structured perception of the environment, which allows prospective approaches to some fundamental problems of the management of the respective organizations.

Therefore, it can be stated that the turbulence specific to the contemporary economy means that practically any company, no matter how competitive it may be at a given moment, is exposed to potential situations of decline and crisis.

Environmental monitoring is an imperative for all companies, regardless of size or field of activity. Practiced systematically, it limits the risks derived from the unpredictability and uncertainty of perceived or future environmental conditions. At the same time, it is the necessary but not sufficient condition for success;

Neglecting or underestimating the business environment surveillance concern is a major source of non-competitiveness and premise of a probable failure; it can manifest itself through:

- incomplete and superficial views on the general and specific environment;
- sporadic steps to observe the business environment;
- faulty management of information about the environment;
- an inability to accept the complexity and uncertainty in the environment.

The anomalies that appear in the operation of companies due to the insufficiency of the business environment supervision approach refer to:

- missing some chances of success, such as: penetrating a new market, obtaining a competitive advantage, improving the public image, etc.;
- ignoring some dangers or risks that end up triggering or worsening economic, financial or organizational disruptions and crises;
- committing errors of strategic orientation in restructuring decisions, market positioning, alliances, resizing, investments, development of new products, new technologies, etc.;
- self-limitation of the learning and change potential limited by the perception and representation of the business environment;
- partial or total loss, by the body of managers, of control over the performance and evolution of their own company.

Such anomalies can be prevented by establishing a sensitive interface between the company and the environment, as well as by applying appropriate methods and tools for observing the business environment (Dragomirescu, 21-22 May 1992, p. 28).

b. The behavior of companies in relation to the business environment

The behavior of any economic agent regardless of its size and the field in which it operates is embodied in decisions and actions.

In relation to the nature of the intervention carried out, we can distinguish process-triggering decisions, which aim to initiate the evolution of a system led to the achievement of certain goals, and behavioral corrective decisions, which aim to return a system to the projected evolution trajectory, by compensating deviations notified.

The behaviors that companies can adopt in relation to the business environment are reflected in the following typology:

- Reactive behavior;
- Proactive behavior.

Reactive behavior consists in the elaboration, by the company, of some decisions and response actions considered as rational, derived from the stimuli coming from the environment. The company thus “responds” to certain environmental states and conditions, to the extent that it perceives them and assigns them a certain meaning that affects its functioning. The reactions elaborated in this way are, in general, of the nature of adaptation to the environment, appearing for companies as consequences generated deterministically from the existence of given environmental conditions.

Decisions related to reactive behavior are, as a rule, from the regulatory category (behavior correctors) and they result from reverse connection effects.

In the case of reactive behaviors, the speed and accuracy of the reaction is of particular importance, determined by the company's ability to perceive, interpret and transform information about the environment into specific decisions and actions.

Reactive behavior is a passive-defensive manifestation of the presence of companies that adopt it in their business environment.

The limitations that such behaviors inherently generate, in terms of asserting the autonomy and initiative of economic agents, mainly refer to:

- the larger or smaller time gap that appears in the elaboration, by the companies, of their relations with the states and trends of the environment; under these conditions, any reaction is potentially inappropriate;

- the inevitably restrictive margin of adaptation possibilities existing at a given moment for a certain company;
- the risk of determining, depending on the environmental conditions, discordant reactions to the own evolutionary trends on which a certain company is registered;
- the possibility of inducing, by the economic, technical, social or political environment, disturbances of a nature to affect the operation and performance of business firms, up to causing crises or situations of decline at their level;
- the options available to companies with reactive behaviors are predominantly tactical or operational in nature, and not strategic.

The market is the typical model of reactive behavior of companies in relation to the business environment; the market appears here in its classic sense, of "invisible hand", described succinctly by the following characteristics:

- a) prices are formed freely through the mechanism of demand and supply, each of which is governed by specific laws (the law of demand and the law of supply);
- b) the behaviors of the demand bearers, respectively the offer bearers, are of a reactive type, in the sense that they respond to the stimuli expressed by the price;
- c) the price summarizes all the information that the supplier agents and the bidders need to elaborate and apply their own reactions;
- d) the equilibrium price regulates the quantities demanded, respectively offered, in the sense of their compensation as a normal tendency of the functioning of the market;
- e) competition provides the motive for the decisions and actions of economic agents and selects the viable ones, penalizing until the elimination of the non-viable ones;
- f) the price system ensures the harmonization of the behavior of economic agents within the most rational possible solution for allocating economic resources to satisfy needs;
- g) profit summarizes economic performance.

The market model explains economic success through the firm's ability to react adequately and timely to stimuli expressed through prices, under given conditions of the business environment.

In summary, reactive type behavior appears to be determined by the following conditions:

- for the company, the business environment states are given;

- the environment cannot be significantly influenced by companies through their own actions;
- companies build behaviors that respond to stimuli from the environment, trying to adapt to its evolution;
- the company's reactions appear as consequences derived from the state of the business environment;
- the environmental conditions are constraining in relation to the margin of action of the companies, the relationship between them being of the cause-effect type; the company is influenced by the environment, but it cannot modify or significantly influence it;
- as a rule, the adaptation reactions developed by companies are based on current (observed) environmental conditions and not on future (predictable) ones.

Reactive behavior has the potential to desynchronize the evolutions of companies with those of the environment; In dynamic business environments, the company's adaptation to the environment remains possible by improving its ability to develop responses (in terms of increasing their speed and quality).

On the other hand, in turbulent business environments, the environmental trends can no longer be noticed and followed, and the sudden, extensive and unpredictable changes drastically diminish the ability of companies to develop appropriate reactions in a timely manner; the influence of the environment on companies thus becomes profoundly disturbing.

Proactive behavior consists in the establishment, by companies, of their own business environment, the deliberate creation of certain desirable states or conditions, the imprinting of convenient trends for their evolution.

Considered from the perspective of the company-environment relationship, proactive behavior is determined by the following conditions:

- for the company, the external environment no longer appears exclusively as an external "data", but it accumulates the effects of the action and interaction of the companies;
- companies can significantly influence environmental states and conditions, using their autonomy and initiative for this purpose;
- the proactive behavior of companies is based, in principle, on projects and action strategies; they precede and cause (trigger) certain developments in the business environment;
- companies with proactive behaviors manifest themselves dynamically and constructively in the business environment, their actions being forward-looking. They are at the origin of change processes.

As representative examples of proactive behaviors can be cited:

- the creation of new high-tech products by innovative companies;
- the establishment of new markets by launching products whose offering generates new types of consumption needs;
- the concentration of economic and technological strength, through mergers, acquisitions or strategic company alliances, in order to promote changes and initiate far-reaching actions;
- assuming the role of leader in applied scientific research and technological development;
- obtaining technological, economic, commercial, etc. performances, which become standards for competing companies on a domestic or international level.

Proactive behavior generates, for the companies that promote it, both opportunities and specific vulnerabilities, among which:

Odds:

- valuing the ability of companies to design development strategies and change processes;
- expanding the possibilities to obtain or consolidate competitive advantages;
- increasing the viability of economic agents, in the sense of obtaining their performances through their own effort and on a more sustainable basis rather than by speculating on conjunctural situations;
- promoting initiative, innovation and change.

Vulnerabilities:

- coherent failure risks, inherent in change processes;
- the potential danger of the emergence of technological monopolies, etc.;
- possible discrepancies between managerial approaches centered on control and, respectively, entrepreneurial ones, centered on initiative and innovation.

In the light of the previous considerations, proactive behaviors appear not only as the opposite of reactive ones, but also as a viable alternative in relation to them. The current thinking and practice of strategic business management highlights the intensification of the intelligent piloting of companies.

From the systemic perspective, the behavior of an active economic entity is intelligent if it involves an awareness of its own manifestation. This awareness is reflected, in essence, by the ability to set feasible goals and to organize actions to

achieve them, as well as by the ability to build a memory of past developments and to manage subordinated to the goals pursued.

Promotion. in given environmental conditions, a reactive or proactive behavior is an option arising from the management culture and management style adopted by one company or another, and not from an intrinsic and uniquely determined characteristic of the situation existing in the company's relationship with the environmentm (Moşteanu, Alexandru, & Dragomirescu, 2000, pp. 62-82).

In conclusion, it is obvious that the full understanding of the business environment is an essential condition that must be met by any company that wants to have a chance to survive in the long term. Within the European Union, this environment is extremely competitive, studying and anticipating the competition being an important factor in the success of any organization.

4. Conclusions

To survive in the conditions of the current international business climate, companies must have the ability to quickly exploit the opportunities that appear in different areas of the globe and to find the appropriate response to the changes that occur in the determinants of the globalized market. This requires an adequate definition of the company's corporate mission, the development of the vision intended to contribute to the achievement of this mission, and the precise understanding of how it intends to compete with other companies. Finding optimal locations, mobilizing financing at the lowest costs, overcoming cultural differences, internalizing the positive effects of political, economic and technological determinants, represent current challenges for company decision-makers that must be put into a well-articulated strategic architecture. To respond to new challenges, companies turn to strategic management, which is a comprehensive and dynamic planning process designed to facilitate the formulation and implementation of strategies that allow a company to compete successfully at the international level.

The process of developing a certain appropriate strategy for an international business environment in permanent transformation is known as strategic planning. This strategic planning process is, as a rule, the responsibility of the decision-makers at the highest levels of the company located at the head office, or of the most important managers at the branch level. More and more companies have a permanent and specialized staff in this field who offer specialized assistance to decision-makers in the strategy development process. Strategic international management involves the development and application of international strategies, which represent complex architectures intended to allow the company to achieve its fundamental objectives. A series of similarities can be identified between strategies

aimed at success in a single country and those aimed at ensuring profitability in several business locations.

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