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BUILDING THE MANAGERIAL SYNAPSE AT THE UNIVERSITY LEVEL

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Abstract: *THE RECONFIGURATION OF THE UNIVERSITY MANAGEMENT MODEL REPRESENTS A CHALLENGE, BUT ABOVE ALL A NECESSITY AND AN OPPORTUNITY IN THE CONTEXT OF THE CURRENT DIGITAL TRANSFORMATIONS, THE TRANSITION TO THE KNOWLEDGE-BASED ECONOMY AND THE COVID 19 CRISIS. THE FUNDAMENTAL OBJECTIVE OF THE PAPER IS TO HIGHLIGHT AN INNOVATIVE SET OF CONCEPTS AND APPROACHES REGARDING UNIVERSITY MANAGEMENT, INTERNAL AND EXTERNAL STAKEHOLDERS AND SOCIAL RESPONSIBILITY. THE EMPHASIS IS ON THE INNOVATIVE APPROACH REGARDING THE MANAGERIAL SYNAPSE, WHICH IS BASED ON A SYSTEMIC, HOLISTIC INTERPRETATION BETWEEN THE UNIVERSITY, STAKEHOLDERS AND THE ENVIRONMENT, TO GENERATE NOT ONLY BETTER RESULTS, BUT ALSO A SYNERGY WITHIN THE ORGANIZATION. DURING THE WORK I ANALYZED THE POSITIVE, TANGIBLE AND INTANGIBLE, INTERNAL AND EXTERNAL EFFECTS GENERATING NEWLY CREATED VALUE BOTH FOR THE UNIVERSITY AND FOR EACH INDIVIDUAL STAKEHOLDER. THE SCIENTIFIC INVESTIGATION IS REALIZED IN THE STUDY AND COMPARATIVE ANALYSIS OF THE DATA AND INFORMATION CONTAINED IN THE STUDIES AND SCIENTIFIC ARTICLES IN THE SPECIALIZED LITERATURE, AS WELL AS BY EXPLORING THE OFFICIAL WEBSITES SPECIFIC TO THIS FIELD.*

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INTRODUCTION

Rapid and comprehensive digital transformations, the covid 19 crisis, the transition to a knowledge-based society and the impact of war on us require a remodulation and restructuring of management at all levels, especially at the university level. Therefore, in this environment characterized by volatility, complexity, ambiguity and uncertainty (VUCA), it is necessary to practice

a new type of management focused on the humanistic side in a sustainable approach, which bears the imprint of the following capabilities:

- The ability to react quickly, flexibly and effectively;
- The ability to withstand multiple shocks - Resilience;
- The capacity for immediate innovation in the medium and long term;
- The ability to cooperate with other entities, subordinated to the new societal priorities of the current period;
- The ability to realistically perceive the processes taking place at the level of society and the consequences generated on all levels of economic-social life;

A new managerial approach at the level of higher education becomes a constant, as a premise of a deep, agile, complete, rapid transformation, which takes into account the holistic treatment of all entities and stakeholders of the academic environment.

MANAGERIAL SYNAPSE - AN INNOVATIVE MANAGERIAL APPROACH

The managerial synapse is an innovative management mechanism, which has developed recently, especially at the level of multinational corporations, the essence of which is the change of the management paradigm. The managerial synapse is based on collaborative, real partnership relationships between all interested parties (students, master's students, doctoral students, staff, external organizations, etc.). The content of managerial relationships and the processes within organizations are radically different and obviously with better results.

The managerial synapse, like the electrical synapse, is a bilateral mechanism, structured as follows:

- Endogenous managerial synapse between the university management and all relevant internal stakeholders (students, academic and non-academic staff);
- Exogenous managerial synapse between the university management and relevant external stakeholders (institutions, authorities, economic agents, etc.);

The fundamental content of the managerial synapse is represented by the rapid transfer of information, knowledge, various educational resources and decisions that generate the harmonization of the objectives of actions, behaviors and performances (figure no. 1).

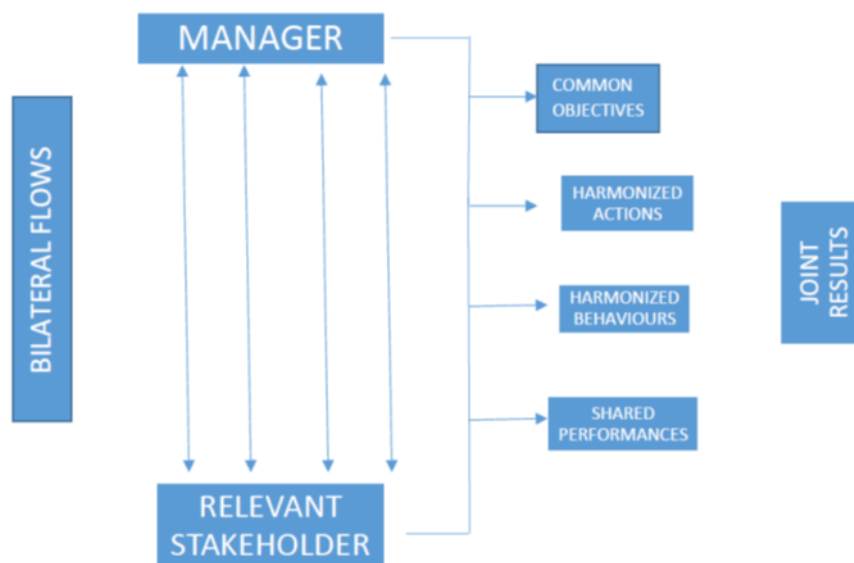


Figure no. 1 - The content of the managerial synapse (Nicolescu O., 2022)



The managerial synapse involves what Sanner and Bunderson (2018) called "the kind of hierarchy that helps individuals and teams become better innovators and always learn to achieve better performance." The managerial synapse often has an entrepreneurial and operational content, as all participants have initiatives, take risks and act autonomously.

The managerial synapse broadly has two objectives:

- ✚ To reach, based on common or sometimes divergent interests, common objectives using directly or indirectly knowledge, financial and material human resources, which ultimately facilitate multidimensional performances;
- ✚ To build a collaboration mechanism capable of facilitating joint efforts and contributions leading to the satisfaction of the needs and interests of all involved stakeholders.

THE PSYCHOLOGICAL-CULTURAL SUPPORT OF THE MANAGERIAL SYNAPSE

The managerial synapse is mainly based on collaboration, cooperation and partnership relations with all stakeholders, emphasizing more on the informal than the formal side of these relations. It is obvious that this innovative mechanism involves different types of human approaches and behaviors. The question is whether people are able and willing to cooperate and develop the collaborative relationships necessary in the managerial synapse. The results of several studies, especially in the last decade, offer valid arguments to answer affirmatively:

- ✓ Martin Nowak (2006) mathematician and biologist states and proves the following: "natural cooperation is the third fundamental principle of evolution besides mutations and natural selection". This means that the most important development today is to generate comprehensive cooperation in a competitive world.
- ✓ Based on the experiments carried out in the last period of time, it is found that the world cooperates more (Benkler, 2011) and bears the imprint of an emotional collaboration. Benkler also states "we are much more cooperative and less selfish than people think." We also speak of "community minded" (Hamel, 2009);
- ✓ There is more and more talk of an intensification of cooperation, of a revolution in the collaboration process, and that is why more and more organizations, including universities, have begun to develop a new model, in fact a community collaboration model, which excels on a interdependent knowledge work.
- ✓ Neuroscience offers other arguments, showing that when people collaborate, it creates a circuit in the brain and makes them feel good.

Of overwhelming importance is the organizational culture, in fact the styles of the organizational culture (results, care, order, goal safety, learning, authority, joy) considering two considerations: how people interact in terms of dependence or interdependence and their response to change (flexibility and stability).

Cooperation, trust, commitment, loyalty, empathy, mutual advantages represent the psychological and relational support of the managerial synapse.

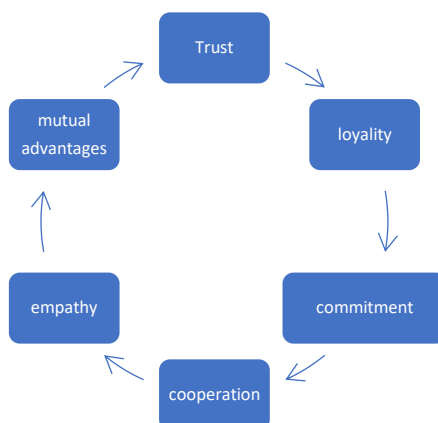


Figure no. 2 - the psychological basis of relationships within the managerial synapse
Source: processing (Nicolescu O., Nicolescu C., 2022)

THE POSITIVE RESULTS OF THE MANAGERIAL SYNAPSE

The managerial synapse based on the win-win approach generates multiple positive effects, tangible and intangible, internal or external to the organization, according to figure no. 2



Figure no. 2 - positive effects of the managerial synapse
Source: processing (Nicolescu O., Nicolescu C., 2022)

All these positive aspects are extremely diverse and essential for each individual organization. The maximum level is reached when the managerial synapse is professionally built and directed in



accordance with the new radically changed managerial vision. The managerial synapse, like any other managerial mechanism, is not perfect, and a series of limits are emerging, such as: difficulties in reshaping the mentality and behavior of stakeholders to be able to implement the win-win approach; more intense effort for internal stakeholders to build and implement the managerial synapse; the need for permanent, intense and fair-play communication between all components of the managerial synapse; high dependencies between performance and managerial synapse development based on organizational culture and context characteristics; the qualitative effects generated by the managerial synapse become visible in the long and medium term.

CONCLUSIONS

So, we can say that the managerial synapse represents a special partnership mechanism that not only generates better results for each component, but at the same time develops synergy within the organization. At the same time, the managerial synapse is a dynamic mechanism because the content of the activities and the results of the task are always changing in the current context. From this perspective, the managerial synapse should be approached and developed as a dynamic form of organizing activities and should also be designed as an agile organizational entity. The advantages of the managerial synapse are closely related to the major trends in the economy, which are associated with digitization and building the knowledge-based society.



1/2023

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