

Integrated Managerial Analysis – AMI

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Abstract

The paper proposes an integrated approach to managerial evaluation of the company, grounded in the concept of Integrated Management (MI-5), which treats the firm as a unified organism, composed of five essential domains: management, economic, marketing, production, and legal. The Integrated Managerial Analysis (AMI) methodology introduces a coherent system of quantifiable indicators, capable of highlighting both performance and internal dysfunctions. Through the use of a standardized scoring grid, managers can identify risks, vulnerabilities, and development opportunities in a timely manner. AMI thus provides a practical tool for self-evaluation and strategic decision-making, adaptable to the specific characteristics and size of each organization.

Keywords: Integrated Management Analysis, Management, Production management, Data analysis software, company ranking

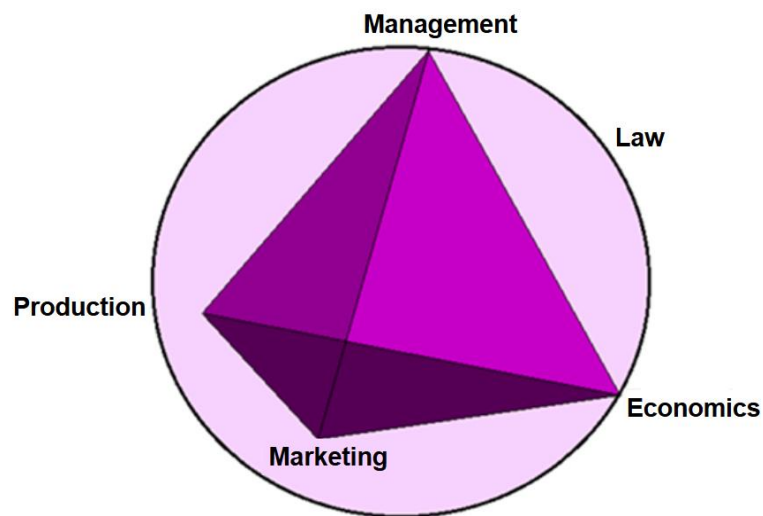
1. Introduction

How do we survive in business? Statistics show us that a small percentage of companies have a lifespan longer than 5 years. A possible answer has been given by specialists, economists, and engineers, who have suggested that innovation is the key to a company’s medium- and long-term survival. Correct, only that much? We say that integrated business management, educated and ethical people, together with periodic screening of the company to detect at an early stage the signs of a possible “disease,” anomalies, or risk factors, can lead to success and a long life for the company. Going forward, we want to support managers in becoming their own analysts and primary self-evaluators, with the help of “Integrated Managerial Analysis” – AMI. In this way, they can intervene in time regarding the identified deficiencies and can bring the company back afloat. Identifying problems within the company as early as possible makes the effort required to remedy them a reduced one, along with the associated costs. In the case of preparing an attack or an expansion in the market in which the company operates, such an analysis is imperative in order to know whether this strategic move can be supported by the company across all its internal components. Therefore, managerial analysis should not be limited only to the company’s financial year, but must take into account all

departments and divisions that make up the company's structure, as a whole; the company must be seen in its entirety as a functional organism. AMI refers to the five areas of Integrated Management theory – MI-5, which make up the company, each as a cell and a system at the same time:

- company management (leadership),
- production (the object of activity),
- economic (internals),
- company marketing (externals),
- legal (legal matters).

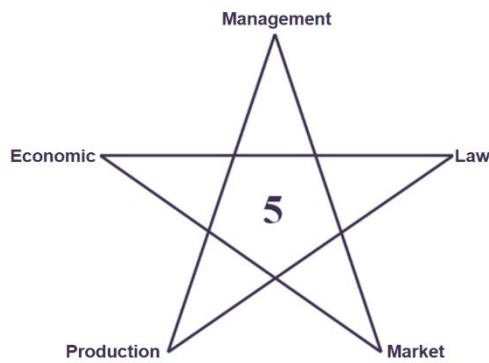
Figure 1. Integrated management model (MI-5)



Source: Own contribution

The first four are the nuclei, and the fifth is the cell envelope/membrane, which protects them. Each domain was subdivided into four directions, all of which are found in the organizational compartments of a company and which were considered relevant for the proposed methodology; each domain was assigned four directions that add up to 16 determining indicators, distributed differently in number across the directions, depending on their importance within a company. Each indicator can receive a maximum of 5 points in its analysis, so each domain can accumulate a maximum of $16 \times 5 = 80$ points.

Figure 2. Integrated management model (MI-5)



Source: Own contribution

Thus, for a company, for five domains, a maximum of $5 \times 80 = 400$ points results, representing the maximum potential that can be achieved by the company. In the following, we will present, by domains, the method of evaluating the 80 criteria, which will later help the manager to establish a score for each domain and, at the same time, to be able to perform an analysis for each department/compartiment within the company. Based on the results obtained in their own company, the manager, alone or assisted by an analyst, can calculate the efficiency or deficiency of each domain or subdomain and take measures. Thus, AMI can reach different degrees of depth, depending both on the manager and on the size of the analyzed company; therefore, we can have four types of analysis:

- detailed analysis, for each indicator;
- summary analysis, for each direction;
- medium analysis, for each domain;
- the integrated analysis of the company, which in the end will also lead to the company's rating.

The analysis of domains, directions, and indicators leads to the establishment of scores for each individual domain analyzed; it is a matter of the manager's and the consultant's expertise to interpret the obtained results and decide what measures must be taken accordingly.

2. The management domain

The management domain is the "HEAD" with which the description by domains of this methodology will begin, starting from the idea that company management should be the first to want such an analysis, because the measures that will be taken later, after the completion of the analysis, will depend on it. The four main domains within management that will be considered for analysis are:

- Organization – Restructuring Direction (maximum 10 points),

- Strategy – Planning – Decision Direction (maximum 15 points),
- Information Systems Direction (maximum 15 points),
- Human Resources Direction (maximum 40 points).

Each of the four analyzed directions will have a different number of indicators. The distribution of the 16 indicators across the four directions is illustrated in Table 1 below, in which each domain has a different number of indicators taken for analysis.

Table 1. Distribution of the indicators of the management domain across the four subdomains considered for analysis

MANAGEMENT DOMAIN	
DIRECTION	INDICATORS
Organization – restructuring direction	<ol style="list-style-type: none"> 1. <i>Organizational structure</i> 2. <i>Organizational–managerial mobility in responding to change</i>
Strategy – planning – decision direction	<ol style="list-style-type: none"> 3. <i>Strategy – development</i> 4. <i>Quality of the managerial–decision-making process</i> 5. <i>The process and system for designing tenders, offers, programs</i>
Information systems direction	<ol style="list-style-type: none"> 6. <i>Information system for knowing the competition</i> 7. <i>Certification of the quality of company management</i> 8. <i>Complexity of the information system</i>
Human resources direction	<ol style="list-style-type: none"> 9. <i>Apparent productivity</i> 10. <i>Standard-setting system</i> 11. <i>Work motivation – remuneration</i> 12. <i>Job security – social protection</i> 13. <i>Working conditions</i> 14. <i>Testing, promotion, and training system</i> 15. <i>Capacity for resolving labor conflicts</i> 16. <i>Labor productivity</i>

Source: Own contribution

The organization–restructuring direction will have two main indicators for analysis: organizational structure and organizational–managerial mobility in responding to change, which will total a maximum of ten points. In the case of companies that operate in stable environments and whose organization is a strictly hierarchical one (such as companies in the steel industry), organizational mobility will be limited due to the specific nature of the activity and the risks that arise in operational activity through the increase in the degree of uncertainty.

In the case of the strategy – planning – decision direction, three defining indicators will be taken

into account, namely: strategy – development, the quality of the managerial–decision-making process, and the process and system for designing tenders, offers, and programs, which will total a maximum of 15 points.

The third direction, that of information systems, which represents a direction in full expansion over the last 25 years due to technological advances, also depends on three indicators, namely: the information system for knowing the competition, the certification of the quality of company management, and the complexity of the information system, which also total a maximum of 15 points. McCabe complexity is often used in the analysis and measurement of the complexity of an information system. McCabe complexity is given by the following formula: $C = \frac{E}{N - 2}$, where E represents the number of graph arcs, and N represents the number of nodes that the graph has, see . It has been found, following the studies carried out, that there is a direct link between the level of McCabe complexity of an information system and the frequency of errors produced by this system. The conclusions show that a value lower than 10 indicates structures of a computer program with low complexity, which means that it is easy to assimilate and modify, while a McCabe complexity value greater than 40 suggests program sequences that are difficult to understand, which leads to the conclusion that there is a high risk of errors occurring in the system, something that must be avoided in the case of a company with a significant flow of information.

The last direction within the management domain is also the one that has the largest number of indicators, eight in number, which total a maximum of 40 points. The high number of indicators is supported by the high degree of unpredictability regarding human resources, under the conditions of globalization, which causes barriers on the labor market to gradually disappear. Thus, various motivations regarding labor migration emerge, which no longer depend strictly on financial motivation and which may be of a cultural, ideological, climatic nature, etc. In what follows, we will list the eight indicators, together with their corresponding scores, for each of which a maximum of five points can be awarded.

By summing the scores of the four domains taken into account, we will obtain a total of 80 points that are distributed differently across each direction. However, each manager can also take into account other indicators, for each direction, for analysis depending on the specific nature of the company and its degree of organizational complexity.

3. The economic domain

The economic domain follows the same organization into four directions, which total a maximum of 80 points, as follows:

- Company Financial–Accounting Direction (maximum 20 points),

- Cost Economics Direction (maximum 20 points),
- Relations with Banks and Insurance Companies Direction (maximum 15 points),
- Economic Efficiency Direction (maximum 25 points).

In this case, the weight of the four directions is approximately equal, and the distribution of the 16 relevant indicators of a company's economic domain across the four directions is illustrated in Table 2, in which each domain has a different number of indicators taken for analysis.

Table 2. Distribution of the indicators of the economic domain across the four subdomains considered for analysis

ECONOMIC DOMAIN	
DIRECTION	INDICATORS
Company financial – accounting direction	<ol style="list-style-type: none"> 1. <i>Financial profitability rate</i> 2. <i>Evolution of net global working capital</i> 3. <i>Share of indirect expenses in turnover</i> 4. <i>Company profitability</i>
Cost economics direction	<ol style="list-style-type: none"> 5. <i>Cost calculation (cost level)</i> 6. <i>Index of the use of working capital</i> 7. <i>Labor remuneration</i> 8. <i>Turnover speed of product inventories and uncollected invoices</i>
Relations with banks and insurance companies direction	<ol style="list-style-type: none"> 9. <i>Levels of insurance within the company</i> 10. <i>Debt ratio</i> 11. <i>Current liquidity</i>
Economic efficiency direction	<ol style="list-style-type: none"> 12. <i>Economic profitability</i> 13. <i>Share of borrowed capital in turnover</i> 14. <i>Profitability of fixed assets</i> 15. <i>Rate of return on economic assets</i> 16. <i>Net efficiency of fixed assets</i>

Source: Own contribution

The financial–accounting direction is of particular importance within the company, being practically the direction that ensures the financial resources needed to achieve strategic objectives, but which also has the role of highlighting, in value terms, the economic phenomena within the company. A blockage in this direction can be equivalent to a heart attack for an organism, with the risk that the company may enter bankruptcy; therefore, the attention given to this direction is fully justified. For analysis, four indicators will be taken into account, as follows: the rate of financial profitability, the evolution of working capital, the share of indirect expenses in turnover, and the company's profitability, all totaling 20 points.

The cost economics direction is the one to which many managers devote themselves during periods of expansion, when products and services must be produced at the lowest possible costs in order to result in a competitive price that allows market penetration, and during periods of crisis one

of the first measures taken is to reduce production and operating costs in order to be able to remain on the market. The focus on costs gave rise, in strategic management, to the cost leadership strategy. However, the exclusive focus by company management on reducing cost levels can lead to problems regarding the level of investment in research, design, product quality assurance, etc. Within this direction, we considered four indicators for analysis: cost level, the index of the use of working capital, labor remuneration, and the inventory turnover speed of products and uncollected invoices, all totaling a maximum of 20 points. However, when consumers desire personalized services and products, it happens that price no longer constitutes an important criterion for them, therefore excessive focus on cost levels is no longer justified in this case.

The importance of this direction is clearly given by ensuring alternative sources of financing for the company, other than own sources, at advantageous credit costs. Thus, it is pursued that the company's financial profitability be higher than the debt ratio (or, more recently, than the interest rate), according to Fisher's formula. Within this direction, we considered three indicators for analysis: the level of insurance within the company, the debt ratio, and the company's current liquidity, all totaling a maximum of 15 points. The results of the work of this direction have effects regarding financing costs in the short, medium, and long term, depending on whether we have short-term loans (under 1 year), medium-term loans (between 1 and 5 years), and long-term loans (between 5 and 25 years). Short-term loans are mainly used to cover current operational needs (procurement of raw materials, materials, and semi-finished products, settlement of certain current receivables, etc.), while medium- and long-term loans are accessed for the creation, expansion, or modernization of production capacities, acquisition of fixed assets and intangible assets, etc., whose value is depreciated over a long period of time. Therefore, this direction is particularly important within production and development.

The last of the analyzed directions of the economic domain is the economic efficiency direction, which indicates the efficiency of the invested capital, of the entire material and financial resources that take part in the company's activity. Within this direction, we considered five indicators for analysis: economic profitability, the share of borrowed capital in turnover, the profitability of fixed assets, the return on assets, and the net efficiency of fixed assets, all totaling a maximum of 20 points. Most often, company management places particular emphasis on the economic efficiency direction when performing cost-benefit analysis, with the risk of losing the overall picture of the domains and directions that make up the company. Thus, there will certainly be costs and benefits in other directions and domains within the company as well, and it is the manager's obligation to anticipate and quantify the opportunity of strategies that can be adopted, beyond the economic domain.

4. The marketing domain

The marketing domain follows the same organization, into four directions, which total a maximum of 80 points, as follows:

- Product Sales Direction (maximum 25 points),
- Marketing Studies and Analyses Direction (maximum 20 points),
- Image–Promotion Direction (maximum 15 points),
- Relations–Contracting Direction (maximum 20 points).

The value and importance of this domain are given by its mission, namely to keep the company competitive on the market. In many situations, the actions and information within this domain are those that decisively influence the strategies and tactics adopted by company management. If it is taken into account that within this domain actions are carried out such as: selecting customers according to various criteria (geographical, level of education, object of activity, etc.), creating the offer of products and/or services, promotion policies, price setting, forming distribution channels, estimating sales for each product, actions regarding the promotion and sale of products, etc., then it can be concluded that this domain is a strong link in the decision-making chain within a company, similar to human “senses.” It remains at the disposal of each manager, depending on the specific nature of the company’s field of activity and managerial training, to introduce new analysis indicators into Table 3, depending on marketing policy, replacing some existing ones or increasing the number of domains and, implicitly, of indicators taken for analysis.

Table 3. Distribution of the indicators of the marketing domain across the four subdomains considered for analysis

MARKETING DOMAIN	
DIRECTION	INDICATORS
Product sales direction	<ol style="list-style-type: none"> 1. <i>Logistics information system</i> 2. <i>Transport system</i> 3. <i>Storage – handling system</i> 4. <i>Own after-sales services and warranties</i> 5. <i>Distribution network</i>
Marketing studies and analyses direction	<ol style="list-style-type: none"> 6. <i>Structure of the sales market</i> 7. <i>Position on the national / international market</i> 8. <i>System for adapting to market requirements</i> 9. <i>Capital allocated to marketing</i>
Image – promotion direction	<ol style="list-style-type: none"> 10. <i>Image – promotion system</i> 11. <i>Market image</i> 12. <i>Product design system</i>
Relations – contracting direction	<ol style="list-style-type: none"> 13. <i>Contracting – procurement system</i> 14. <i>External contracts – export system</i>

	<p><i>15. Information system and number of staff allocated to marketing</i></p> <p><i>16. Marketing percentage of customer acquisition cost</i></p>
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Source: Own contribution

The product sales direction is the one that makes the product purchasing process take place, this being carried out in several steps: contacting the customer, issuing sales quotations, order processing, dispatch and delivery, invoicing, collection, return of orders by the customer (if applicable). Incorrect sales planning generates a blockage at the level of the entire company, creating a situation that is difficult for it to manage. Within this direction, we considered five indicators for analysis: the logistics information system, the transport system, the storage–handling system, own after-sales services and warranties, and the distribution network, all totaling a maximum of 25 points. In the efficient management of the sales process, from the stage of contacting the customer to the collection of money for the offered product/service, it is necessary to carefully track all the steps described above, and this is most often achieved with the help of an ERP (Enterprise Resource Planning) system, which can provide the software infrastructure for tracking a large volume of information, flows, and processes within the company. Therefore, the integration of these processes through ERP-type programs has become common practice within large, transnational, and multinational companies.

Within the marketing studies and analyses direction, the strategies and actions to be undertaken in the field of marketing within the company are developed and approved, based on the analysis of the company’s external environment and continuing with the analysis of the internal environment, thus taking into account the macro-environment and the micro-environment of the company. There have been several types of approaches over time, but two of them have become established: the first was developed in the mid-1950s and is called transactional marketing, which emphasizes the simple seller–buyer transaction, and currently the concept of relationship marketing is adopted, which emerged in the 1980s and emphasizes the company’s relationship with the market and buyers, aiming at retaining them. Within this direction, we considered four indicators for analysis: the structure of the sales market, the position on the national/international market, systems for adapting to market requirements, and the capital allocated to marketing, all totaling a maximum of 20 points. Information technology, which collects information regarding the needs, requirements, preferences, and behavior of the buyer within the market, provides the data necessary to substantiate relationship marketing analyses, which revolve around the customer, who plays the most important role in the success of a company.

The image and promotion direction must be a creative one in order to be able to differentiate, on

the market, between the company whose products and/or services it promotes and the rest of the competitors. This direction must design and carry out creative promotion campaigns that lead to customer loyalty and, implicitly, to an increase in sales volume. Being different at the level of the offered products and services is not enough to also be efficient in selling them. Today, work is carried out on five promotion directions, under the SMART acronym, which generate an increase in sales, but also other company–client advantages, derived from specific, measurable, achievable, relevant, and time-bound. Within this direction, we considered three indicators for analysis: the image–promotion system, market image, and the product design system, all totaling a maximum of 15 points. The concept of promotion and image is a complex one, having been transferred from the economic area, where it originated and became established, to non-profit fields such as the social, political, or cultural ones. However, there are also some negative perceptions that argue that the need to design promotional actions comes from the necessity to hide certain defects of the product to the detriment of customers. In reality, promotion and image actions are carried out in good faith, respecting principles and norms of this activity, clearly defined in the specialized literature.

The relations–contracting direction carries out its activity following a clear strategy regarding the targets that must be achieved at the level of this direction within the company. The aim is to satisfy the needs identified in the strategic plan, while respecting the estimated values of the acquisitions corresponding to each need, as well as identifying the resources available at the company level and, where appropriate, the need for additional resources (for example, financial) that could be directed toward carrying out procurement processes within the company. Within this direction, we considered four indicators for analysis: the contracting–procurement system, the external contracts–export system, the information system and the number of staff allocated to marketing, as well as the marketing percentage of customer acquisition cost, all totaling a maximum of 20 points. As a rule, the annual contracting strategy at company level may undergo subsequent modifications or additions, often aiming to satisfy needs that could not initially be anticipated in the company’s strategy, and their introduction may be restricted by the identification of financing sources. Therefore, the development of a contracting strategy, as a managerial tool used in planning and monitoring all procurement processes at company level, for the purpose of planning the necessary resources, is imperative in a dynamic environment with a high degree of unpredictability.

5. The production domain

The production domain follows the same organization, into four directions, which total a maximum of 80 points, as follows:

- Quality Direction (maximum 35 points),

- Production Operations Direction (maximum 20 points),
- Technology–Retechnologization Direction (maximum 15 points),
- Research–Development Direction (maximum 10 points).

The production domain is the one that provides the object of activity of the company; here we refer to companies whose object of activity is the production of goods and which must be based on quality and innovation and adopt new technologies in order to meet the new quality standards imposed on a globalized market. All these lead us to the conclusion that the people active in this domain within the company must be specialists who create technologies as a result of research activity. This technology, once established, can be transferred, together with all the know-how, to emerging economies, where labor costs are lower, thus increasing the profit margin. However, until reaching this level, the company is forced to invest in production lines and technologies that make it competitive and sought after on the market it addresses. Therefore, strategic decisions regarding the allocation or relocation of certain production units belonging to the same company have a strong impact on all resources within the company, and correlation with global market trends is absolutely necessary in order not to find oneself in a situation where a moment of company expansion, through the opening of a new manufacturing line or new construction sites, is caught by a market crisis or even a global crisis, as has happened recently. In this case, the importance of the forecasting function of company management is once again evident, which must think globally and at the same time have local initiatives within the market in which it operates. In Table 4 below, we grouped the indicators taken for analysis within the production domain across the four subdomains considered for analysis.

Table 4. Distribution of the indicators of the production domain across the four subdomains considered for analysis

PRODUCTION DOMAIN	
DIRECTION	INDICATORS
Quality direction	<ol style="list-style-type: none"> 1. <i>Company product quality assurance system</i> 2. <i>Productivity of invested capital</i> 3. <i>Production quality system</i> 4. <i>Quality control</i> 5. <i>Cost of quality management</i> 6. <i>Quality monitoring</i> 7. <i>Product quality certification system</i>
Production operations direction	<ol style="list-style-type: none"> 8. <i>Ensuring the logistics system of production</i> 9. <i>Risk and maintenance system: equipment, machinery</i> 10. <i>Machinery depreciation</i> 11. <i>Energy consumption</i>

Technology – retechnologization direction	<i>12. Index of use of production areas</i> <i>13. Reinvestments from profit</i> <i>14. Index of intensive use of machinery</i>
Research – development direction	<i>15. Organization of production / Evaluation of real global productivity</i> <i>16. Index of labor productivity growth compared to the growth of productive fixed assets</i>

Source: Own contribution

The quality direction, specific to large companies, aims to verify and supervise production activities in order to ensure product quality in accordance with their design and also has the role of correcting significant deviations. If the control system is effective, then it will ensure the complete and integrated fulfillment of the manufacturing standards provided for each product manufactured within the company. Within this direction, we considered seven indicators for analysis, as follows: the company's product quality assurance system, the productivity of invested capital, the production quality system, quality control, the cost of quality management, quality monitoring, and the product quality certification system, all totaling a maximum of 35 points. Quality control must currently also take into account environmental protection, which has a major social impact, through the use of technologies that utilize renewable energy sources, with few emissions of polluting substances and carbon emission levels tending toward zero, but which lead to the manufacture of superior-quality products.

The production operations direction is concerned with maintaining the level of production organization and maximizing the operations that make up the production cycle. The production process consists of a succession of activities involving raw materials, materials, and semi-finished products, which are subjected to a series of transformations in a well-established order. The production cycle must be viewed as the duration of time that elapses from the moment raw materials, materials, and semi-finished products are released into production and their transformation, following successive processing, into a finished product. The duration of the production cycle influences the entire production domain, from setting the start dates of manufacturing to calculating the need for working capital and its turnover speed. Within this direction, we considered four indicators for analysis, as follows: ensuring the logistics system of production, risk and the maintenance system of equipment and machinery, machinery depreciation, and energy consumption, all totaling a maximum of 20 points. The production policies adopted within this direction, based on the strategy assumed by the company, can make the difference in a competitive market and can also indicate the resource needs that the company must have, having a forecasting role.

The technology–retechnologization direction plays an important role within the company’s functional strategies, having the duty to ensure the necessary support for achieving the strategic performances adopted by company leadership. The technological strategy adopted at the level of this department has a major impact on the activity plan and the results obtained by the company. Within this direction, we considered three indicators for analysis, as follows: the index of use of production areas, reinvestments from profit over the last three years, and the index of intensive use of machinery, all totaling a maximum of 15 points. If we take into account the role and functions of technologies from a strategic point of view, they are organized on three levels: basic technologies, key technologies, and emerging technologies. A company that desires performance in the formulation of technological strategy must analyze the type of technology that could ensure competitive advantage in relation to the main competitors on the market it addresses.

The last of the directions, research–development, is the key to the company’s medium- and long-term survival, as we mentioned at the beginning of this chapter. The problem of innovation is a delicate one, because investment in research and development does not always lead to innovation; often considerable amounts are invested in research, and the results obtained may not have the anticipated applicability. A classic example is that of the internet network, which was developed for purposes other than today’s in its initial phase. The characteristics of innovation within the company are as follows: observability, relative advantage, compatibility, trialability, complexity, according to Rogers, E. M., *Diffusion of Innovations* (5th ed.), New York: Free Press (2003). Within this direction, we considered two indicators for analysis, as follows: the assessment of real global productivity and the index of labor productivity growth compared with the growth of productive fixed assets, all totaling a maximum of 10 points. Cooperation in the research–development direction for the purpose of innovation is a topic intensively debated in the specialized economic literature, because the question arises whether it is good to create and implement innovative solutions independently of others, practically isolating oneself in terms of innovation, or whether it is advantageous to carry out technology transfer through various methods, such as licensing product ideas or production processes, sale–purchase contracts, or even company mergers based on technological considerations. A particular form of technological transfer is the internationalization of business, which consists in establishing subsidiaries in other states, subsidiaries that take over, adapt, and implement the technology used by the parent company. Forms of cooperation in the field of research–development include science and technology parks, innovative clusters, technological information centers, technology transfer centers, and, last but not least, business incubators.

6. The legal domain

The legal domain follows the same organization, but into five directions, which total a maximum of 80 points, as follows:

- Management Direction (maximum 15 points),
- Economic Direction (maximum 20 points),
- Marketing Direction (maximum 20 points),
- Production Direction (maximum 15 points),
- Legal Direction (maximum 10 points).

Here we will establish the norms and legislation that must be known, necessary for management personnel who are not jurists, in the five domains of integrated management: management, economics, marketing, production, and separately, for jurists, indicators that lead to efficient internal administration and successful business. Thus, we have “specializations” to be followed in the field of law, individualized by domains and responsibilities within each of the five directions. Those presented can also be specializations for the institution’s jurists or for those in partner law firms, but they can also constitute continuing adult education for other members of the organization who are active in the respective fields, such as managers, heads of structures, responsible staff, inspectors, experts, and specialists. Thus, an information system is created for dialogue with jurists, who have their own specific terminology. Since the first four directions actually belong to the “membranes” of the four domains, this domain will be detailed visually in more detail. In the following, we present Table 5, with the indicators of each direction.

Table 5. Distribution of the indicators of the legal domain across the five subdomains considered for analysis

LEGAL DOMAIN	
DIRECTION	INDICATORS
Management direction	<ol style="list-style-type: none"> 1. Educational, managerial norms and good manners 2. Labor norms, evaluation, monitoring of human resources 3. Ethics and interculturality
Marketing direction	<ol style="list-style-type: none"> 4. Commercial legislation – sales 5. Legislation regarding promotion 6. Legislation regarding logistics and procurement 7. International commercial legislation
Economic direction	<ol style="list-style-type: none"> 8. Accounting legislation 9. Financial–banking legislation 10. Norms for costs and prices 11. General economic legislation
Production direction	<ol style="list-style-type: none"> 12. Technical – technological norms

	<i>13. Specific operational legislation</i> <i>14. Quality assurance</i>
Legal direction	<i>15. Civil</i> <i>16. Criminal</i>

Source: Own contribution

Within the management direction are included the norms specific to high-performing management today, namely what is necessary to know in order to hold the competencies related to leaders and top management of strategy–research, planning–organization, human resources, information, and business activities.

In the marketing domain, we refer to specialists such as sales, logistics, promotion, and analysis department directors, with appropriate training in marketing, who must have common knowledge or information regarding elements of commercial legislation. These are domains accessible through a master’s degree in commercial law or through postgraduate studies by components, necessary for those working in the field.

Those specialized in the economic domain may be individuals or economic consulting/law firms, economic/financial directors, chief accountants of economic operators, with basic economic training and postgraduate education in general and specialized legal studies, who will know the economic legislation necessary for this domain. This information is usually obtained after graduating from a master’s degree in economic law or through acquiring specialized information through formal, informal, or non-formal continuing education.

Within the production domain, we are talking about those who work exactly according to the specific CAEN activity sector chosen by the company at its establishment. They have narrow but necessary specializations for the proper functioning of the business; these are operational department directors and technical management active in the production department, the one that brings profit to the company and for which it was established. They must have common knowledge or information about the technical norms and legislation used in their strict field of activity. Here we are talking about specializations and norms for activities in the national economy, with their specificity compared to the previous ones, which have a more general character. The above knowledge can be acquired through specialized postgraduate legal training for non-jurists. In general, to all those who do not have basic training in legal sciences, only elements of “x” law and explanations of the foundations of the legislation related to the domain, on principles, legal norms, or moral norms, can be taught. It is very serious that, in the real world, it is not understood that a training course, even a master’s degree in law, cannot requalify you as a jurist, like any law graduate; you only gain the tools of communication and understanding of the phenomenon, useful in everyday professional life, in discussions with professionals.

7. Conclusions

Integrated managerial analysis demonstrates that a company's performance cannot be understood or sustained through fragmented evaluations, limited to financial results or to a single functional domain. The MI-5 approach highlights the deep interdependence between management, economics, marketing, production, and the legal framework, each domain directly influencing the organization's stability and capacity for development. The proposed AMI methodology allows for early diagnosis of internal imbalances, significantly reducing the costs and efforts required to correct them at advanced stages. Through the clear structuring of domains, directions, and indicators, the analysis provides managers with an objective evaluation framework, while also offering the flexibility to adapt the tool to the specific realities of each company. The integration of the legal dimension as a protective "membrane" of the organization underscores the importance of compliance and ethics in supporting strategic decisions. At the same time, the emphasis placed on human resources, innovation, and technology confirms the decisive role of intellectual capital in long-term competitiveness. Overall, AMI represents not only an analytical tool, but a real support for managerial governance, oriented toward prevention, decisional coherence, and sustainability. Applied consistently, this methodology can become a solid benchmark for assessing managerial maturity and for substantiating development strategies in a dynamic and unpredictable economic environment.

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