

MANAGEMENT OF INFORMATION

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Motto: „*It takes man two years to learn
how to talk and a lifetime to learn when to shut up*”.
Confucius⁹

Abstract:

The new stage of the economy's development, especially of the industry, changes fundamentally the society's structure. The transition from the industrial society to a new type of society focused on individualization is in place. The concept of *information* becomes crucial for the information society and economy. Going deeper and examining what happens in the “new economy”, based on the Internet, we find out that the substance of the new society is *communication*, therefore the exchange of information between partners, an exchange resulting in new information and new values, either cultural or economic.

Keywords: management, information, communication

1. Why the “Management of Information”?

The transition towards an information society, the appetite of the society for credible information and the speed of processing and transferring this information (according to certain sources, there are periods when the speed doubles every 6 months) require performing operations on a huge volume of information, an effort which calls for the implication of experienced people and the usage of specialized equipment.

The new stage of the economy's development, especially of the industry, changes fundamentally the society's structure. The transition from the industrial society to a new type of society focused on individualization is in place. The concept of *information* becomes crucial for the information society and economy. Going deeper and examining what happens in the “new economy”, based on the Internet, we find out that the substance of the new society is *communication*, therefore the exchange of information between partners, an exchange resulting in new information and new values, either cultural or economic. Hence, more important than running an advertisement on the web site is the interaction between the supplier and the customer and the latter's participation in defining the market and the product.

⁹ The Latinized name of the Chinese philosopher Kong Fuzi (551 – 479 B.C.), preacher of a morale that urged man on virtue and perfection. He was sanctified. For two millenniums his doctrine was the official religion in China.

The development of the contemporary society towards the information society and, almost simultaneously, to the knowledge-based society, imposes a real information warfare, for power, for being the best.

The complexity, the importance and the consequences of using information in the decision-making process entail its compliance with all the requirements of a modern management, because only this way, the information keeps its quality of strategic operability. Otherwise, the incertitude in decision-making would worsen and could lead to their incorrect implementation with hardly foreseeable consequences.

Under these circumstances, the management of information, i.e. the generation, control, dissemination and use of information and especially its security is no more just a vector of knowledge and anticipation but also a very efficient weapon. Thus, the information and the information systems become now and especially in the future, a political, military and economic stake, once the worst battle, the battle for information, communication, obstruction or misleading, has been started and fought.

When appreciating the value of information one has to take into account several elements whose congruence may significantly raise or lower the efficiency of the management:

- ◆ decisional and competitive relevance of information;
- ◆ cost of obtaining and processing the information;
- ◆ level of confidentiality and dissimulation;
- ◆ capability of using and reusing the information;
- ◆ ratio between the necessity to dissimulate the information and the obligation to protect it.

Being at the same time an objective and a weapon, the information is a continuous target for the business entities when developing their activities within a business environment and also a very efficient element for its holders.

Those who hold the information also hold the power and, obviously, the ability to influence the course of events to their own advantage. At the same time, the holder of information may obstruct or forbid the competitors' access to it and may mislead them in the decision-making process. He may alter the process of collecting, processing, storing and disseminating information. Through all these means, the information holder ensures his supremacy that is the increase of operability in action. Thus, his act of surprising will be higher while the objective's awareness of the attack is lower.

Consequently, in order to become an information holder and to prevent information attacks, the direct effect of the information weapon, the following core elements of organization, action and behaviour are necessary:

- ◆ the organization means measures for collecting, processing, storing and disseminating information related to activities on one hand, and measures for the security of information and for counteracting information attacks, on the other hand;
- ◆ the action envisages monitoring certain indicators, threats or acts, and counteracting constant attacks on own information and image;
- ◆ the organizations' behaviour shall be predominantly proactive and, as much as necessary, reactive; proactive behaviour refers to both defensive and offensive / attack action within the limits provided by the ethics and legality of the business.

In the information field, the confrontation takes place at the same intensity as the state of war; therefore the phrase information warfare in the economic area does not surprise anybody.

Competition starts from information, develops around information, but implies information processing, knowledge, decision, management, action and result.

The new technical and scientific achievements have generated a shifting in thought by returning, paradoxically, to Aristotle's philosophic concept uttered more than 300 years before Christ, in his lectures on logics, philosophy, nature's sciences, meteorology, astronomy, on substance and movement. What we know in the universe is substance and form, and the substance is made of *lumatia* (support substance set going by information) and inform-substance, the latter being, "an information substance where information shows itself firstly phenomenologically..." according to the Greek philosopher's statement.

Information is data and knowledge necessary to the decision-maker in order to act profitably and with full knowledge of the case and which helps him (whether he is a manager, a military commander, a policy-maker) make a decision. Thus, one can speak about political, economic, scientific, military or geographic, strategic or operative, internal or external, secret or non-secret information.

The management of information, the obtaining, holding and usage of information required the limitation (restriction) of the citizens' liberties and rights by means of certain types of measures which impose a correct delimitation, an example being the special measures regarding the access to classified information.

2. Management of information security

If 6000 years ago in Mesopotamia one spoke about protecting information against disclosure, it is obvious that such a concept was born at the same time with the conscious existence on Earth. "Ever since the emergence of life on Earth, the beings needed food and information"¹⁰.

Over the last years, the need of security for all categories of information and, especially, for the security of the systems transporting and automatically processing it has increased.

The technological progress is maybe the most important element which occurs in establishing the security policies of the information and, consequently, the level of trust in the security systems. The processing of an even greater volume of information calls for the unique solution of resorting to the information technologies materialized in computer and communication networks.

At the same time, taking account of the prejudices that the dissemination of certain information may cause, a restriction of access to such information is mandatory. The policy of information security shall reach the best compromise by assuming the risks derived from this option.

¹⁰ Conf. univ. dr. ing. Marian Rizea „Informație, protecție, libertate și securitate”, (Information, Protection, Freedom and Security) Monitorul de petrol și gaze, București nr.1, Editura SIPG, 2006.

The accession to NATO and EU has changed the attitude as regards the security of classified information and even concerning unclassified information which is not public-released.

This is the reason why higher attention should be paid to the security of information, firstly by ensuring its correct classification and also by working out coherent strategies for securing the area where such information is circulated.

Management of information security generally means developing and adopting the measures required for ensuring the information security in view of eliminating any risk of compromise.

Management of classified information can be carried out at professional level only within a very well-adjusted system, coordinated by the national security authority, and made up of all the authorized/designated security authorities and of all the security structures functioning within public or private entities holding classified information and under the managers' leadership. Actually, we are in a position to highlight the increased interest of private companies to establish security structures able to protect classified information and their solid actions to enhance the security education level of the designated personnel.

The concept regarding the management of information has improved lately with the implementation, under various forms, of the principles of a genuine security education.

The conceptual progress achieved by Romania's accession to NATO and EU is directly linked to the establishment of entities which apply to the Romanian character the concepts that have already become rules in the structures and countries with democratic traditions and with notable performance in the fields that proficiently use information. The National Registry Office for Classified Information was set up, as national security authority, specific attributions were defined inside competent security authorities and, most important, special structures for the management of classified information were established within ministries, organizations and companies.

One also records a change of attitude, meaning an increase of the leaders' responsibility with respect to obtaining, keeping, controlled dissemination, transportation and use of classified information. And it could not be otherwise since NATO, EU or the countries, with which Romania has concluded security agreements, do not admit half-measures when classified information security is implied.

3. Master in „Management of information” within the Faculty of Management - Marketing

Starting from the idea that information can provide protection and security for the human society, we have identified the supplemental necessity for university training in this field, which should cover a much-desired, widely-spoken about area, indispensable to performance.

Since the last academic year, 2010 – 2011, we have promoted within the Romanian-American University, Faculty of Management - Marketing, a training program finalized with a master's degree entitled “Management of information”. For the time being, 49 alumni have attended this Program. They come from various faculties such as: science, economic, management, marketing, international relations, military science and intelligence, law, public administration, communication and public relations, foreign languages, polytechnics etc., or are graduates of other master's degree programs, of post-

university courses organized by the Romanian Diplomatic Institute, or are candidates for doctor's degree and even doctors in science. They all came to confirm and develop the performance they obtained at a certain moment in the management of information. Therefore, any young person or experienced graduate wishing to reach top management or to attain performance at any rate and in a short period of time may apply to this program.

The master's degree that the Faculty of Management - Marketing and the author of this article puts forward for consideration is sustained by the legislation in force and complies with the present expertise in organizing the transfer of information being consistent with the North Atlantic Alliance and European Union working standards

The experience gained in the practical training together with the stringent need for specialization in a field of utmost interest, that of information security, made possible the initiation of this master's degree, the presentation of the best achievements, at world level, whether it is about the American management pattern, the German anti-corruption pattern, the Swedish public administration pattern etc., the data and opinions expected by many categories of persons from the elevated environments of the Romanian society.

Our aim is to make the students, the master's degree or doctor's degree candidates receptive to a professional approach of the management of information necessary in any field of activity. This Program consists of two modules of Management of Information, *Information and Security*, respectively, *Classified Information*. The areas of study associated to these modules are: Geopolitics; Geostrategy and Security; Risk Management; Cyber Security; Security Doctrines and Policies; Security of the Information Holder; Management of Crises and Conflicts; Mediation of Crises and Conflicts; Management of Economic Diplomacy; Leadership; Project Management; Marketing Management; Management of Information Systems; Ethics of the Security Education; Management of Security Breaches and other optional projects.

There is often a tendency to make equal the transmission of information with the transmission of knowledge. A piece of information can be transmitted as a sequence of data, or simply as a message, an item of news, a statement restricted to defining an event, an object etc. The transmitter and the receiver of the information do not need to be compatible as regards the educational and training level, while the transmission of knowledge, preponderantly carried out within our Program, requires especially compatibility between the communicators and it means added personality and experience, even intervention of the cognitive on the events.

The main ideas of such an approach come from the fact that we are living in a genuine information era and in authentic information warfare. In order to win, we have to be prepared to prudently use the information.

To prepare our master's degree candidates to fulfill the various positions implying usage of information, we have highlighted new methods for a more efficient rendering of the activity by employing the power of information before the financial power or, even more, before applying to physical force.

Conclusion:

Management of information is very important in attaining performance. When it comes to classified information, the interest and the attention paid are in exponential growth.

As in all the other fields, information has become a dominant element within the business environment, and also a cornerstone of value – a true business foundation.

Within the economic competition there is a statement according to which the individual who does not hold information cannot stand on the market and cannot compete with other challengers, being foredoomed to failure from the very beginning. This takes effect in the organization's capability to obtain, to process and turn to good account, soon enough, the information both by fundamental decisions and as object of commercial transaction.

It all depends on people, on the manner and purpose to which they manage information and apply the ethics of information management. It remains to be seen whether the information regarding various potential destabilizations, from different reasons, and which is at the decidents' disposition will offer more security in the future, enough freedom to the citizens and a more solid regional and global security.

We would like to believe that the training program for the master's degree in the "Management of Information" will contribute to training competent managers, real winners, who will provide maximum satisfaction to the organizations they will work in. The original approaches will turn into a necessary university and professional consulting instrument, definitely improving the managerial praxis.

A manager of the future has to have "Security Culture"¹¹ meaning values, norms, attitudes or actions that determine the understanding and assimilation of the security concept and of the other derived concepts: national security, international security, collective security, insecurity, cooperative security, security policy etc., to which we will come back.

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¹¹ Strategia Națională de Apărare, (National Defence Strategy) Președinția României, 2010