

THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES

in cooperation with

MANAGEMENT ACADEMIC SOCIETY IN ROMANIA (SAMRO)

**PROCEEDINGS of the 6th
INTERNATIONAL MANAGEMENT CONFERENCE
APPROACHES IN ORGANISATIONAL MANAGEMENT**

15-16 November 2012

BUCHAREST, ROMANIA

Organizing committee

Scientific committee

Edited by:

Ion POPA, Cosmin DOBRIN, Carmen Nadia CIOCOIU

Conference secretariat

Author Index

Copyright

All the copyright of the present volume belongs to the 6th International Management Conference "Approaches in Organisational Management", Faculty of Management, The Bucharest University of Economic Studies. All rights reserved.

All papers were peer-reviewed by two independent reviewers. Acceptance was granted when both reviewers' recommendations were positive. All papers were presented at the the 6th International Management Conference "Approaches in Organisational Management".

The responsibility for the opinions expressed by papers belongs to authors.

**ISSN 2286-1440
ISSN-L 2286-1440**

Editura ASE

Piața Romană nr. 6, sector 1, București, cod 010374
www.ase.ro, editura@ase.ro, www.editura.ase.ro

Contents

Session I

MANAGEMENT OF ROMANIAN AND INTERNATIONAL ORGANIZATIONS

- 1 **Beyond the Obvious: Social Innovation in the NGOs Management**
Nicolae BIBU, Mihai LISETCHI, Diana SALA
- 2 **From Competitive Advantage to Differential Advantage. For a New Model of Strategic Management**
Philippe DUEZ
- 3 **Model for Improving the Strategy Development and Implementation in Emerging Markets**
Carmen Nadia CIOCOIU, Elena Mădălina SERBAN
- 4 **The Value-Based Management Approach: From the Shareholder Value to the Stakeholder Value**
Valentin MUNTEANU, Doina DANAIATA, Luminita HURBEAN, Alice BERGLER
- 5 **Management and Organizational Behavior in the European Union Business Environment**
Dan POPESCU, Alina DRUCY
- 6 **Interdependencies between CSR and Risk Management**
Răzvan Cătălin DOBREA
- 7 **Non-Financial Transnational Corporations Behavior Compared to those of Financial Transnational Corporations in the Global Economy during the Crisis**
Elizabeth-Lorena CROITOR (TCACIUC), Cristian-Valentin HAPENCIUC
- 8 **Identifying the Intensity of Intrapreneurship Within the Companies of the Northwest Region of Romania**
Anca BORZA, Veronica MAIER, Ovidiu BORDEAN
- 9 **Some Aspects of Total Quality Management: Using the Deming Cycle in the Management of Taxes**
Daniela-Lidia ROMAN
- 10 **Management of an Audit Organization and Audit of Management**
Ion COCHINĂ, Cezara Doina ARSENIE
- 11 **Connections Between Audit Fees and Manager's Salary on BSE**
Florin DOBRE, Florentin CALOIAN, Laura BRAD
- 12 **Strategic Management in a Crisis Context**
Vasile DEAC
- 13 **The CSR Resilience Pattern**
Ion STEGĂROIU, Gabriel CROITORU, Laurențiu BARANGA
- 14 **Management Eco-Label for Accommodation Services**
Attila DĂRĂGUȘ, Liliana POPESCU, Sorin BIBICIOIU
- 15 **Quasi-Institutional Formation of a Control Environment after the Example of the Bulgarian Brewery Industry**
Emil PAPAZOV, Lyudmila MIHAYLOVA
- 16 **Strategic Alliances in the Construction Sector from Romania**
Cezar SIMION-MELINTE
- 17 **The European Crisis and its Consequences**
Cătălin HUIDUMAC, Alexandru Cătălin POPA
- 18 **Globalization-Factor that Influences the Competition Process**
Raluca PODASCA
- 19 **Managing Change when Implementing Business Process Management**

Vlad BĂLĂNESCU

- 20 **Analysis of the Possibility of Evolution of the Romanian Market Economy through Cluster Development Strategies**
Cristina VLASCEANU, Mircea Stelian DRAGHICI
- 21 **PESTEL Analysis on Petroleum Industry**
Adi Eleonor TRIFU
- 22 **Business Model Innovation Diffusion among Companies**
Alexandru BOJOAGĂ, Paul CRISAN, Ioan PETRISOR
- 23 **Opportunities for Driving Continuous Improvement through TQM, Lean and Six Sigma within Business Process Management**
Paul-Bogdan SOARE

Session II

HUMAN RESOURCES, POLICIES AND STRATEGIES

- 24 **For Behavioral Economics Organizations: The Organization as Acculturation**
Stéphane CALLENS, Sofiane CHERFI
- 25 **The Influence of the Human Capital in the Economic Development of Organizations**
Emanoil MUSCALU, Silvana Nicoleta MUNTEAN
- 26 **Key Issues Related to the Human Resources Management Nowadays**
Armenia ANDRONICEANU
- 27 **A Romanian Approach of the Program "Employee of the Month"**
Bianca ARMEAN, Virginia BĂLEANU, Sabin Ioan IRIMIE
- 28 **The Importance of Motivation Theories in Delivering the Promised Services to Customers**
Constantin CĂRUNTU, Andreea Laura CĂRUNTU
- 29 **Empirical Research on the Motivation of Employees in Telecommunications Companies in Bucharest**
Costin DĂMĂSARU
- 30 **The Effects of Leadership Style on the Employees' Job Satisfaction and Organizational Commitment from the Hotel Industry**
Andreea ISPAS, Carmen BĂBĂIȘĂ
- 31 **Recruiting from Abroad – A Better Option than the Domestic Recruiting Process?**
Alina Gabriela JILETCOVICI
- 32 **Corporate Social Responsibility – A Human Resources Management Priority**
Viorel LEFTER, Gabriel-Andrei BREZOIU
- 33 **Proposals on Optimizing Motivational Factors within Romanian SME's**
Irinel MARIN
- 34 **Characteristics of the Human Resources Management in the Educational Units from the South – Muntenia and South-West Oltenia Regions**
Cristian MARINAS, Ramona Stefania IGRET, Sorin SFERLE, Ana Cristina ILIOIU
- 35 **A Model of Six-Step Process of Employee Motivation**
Mirela POPA, Irina Iulia SALANTĂ
- 36 **The Impact of Motivation on Performance Through Leadership**
Adriana Elena TEBEIAN (DAROCZI), Elena SĂRĂTEAN (CIZMAS)
- 37 **Shaping Organizational Training Needs for a Challenging Environment**
Magdalena VELCIU
- 38

The Concept of Performance in Business Organizations – Case Study on the Employee Performance in Romanian Business Organizations

Cosmin Octavian DOBRIN, Gheorghe N. POPESCU, Veronica Adriana POPESCU, Cristina Raluca POPESCU

- 39 **Managerial Communication and Its Influence on Organizational Performance**
Alexandra STANIT, Ramona TODERICIU
- 40 **Practice in Higher Education: Entrepreneurial Spirit and Students**
Eduard Gabriel CEPTUREANU, Ortansa STIRBU
- 41 **Features of Human Resources Management in Military Organizations**
Bogdan-Ioan CÎMPAN
- 42 **Human Error – Managing the Blame for Increasing Organisational Police Performance**
Adrian Constantin ACHIM
- 43 **Managing Talent Based on Competencies at INTERPOL Bucharest: Proposed Activities**
Angela VLĂDESCU
- 44 **Competitive Intelligence in the Public Administration in Romania**
Beniamin Viorel BRĂNZAS
- 45 **Future Policy Actions in Continuous Training of Human Resources. Case Study: Romania**
Radu STOIKA

Session III

RE-ENGINEERING AND ECONOMIC PERFORMANCE

- 46 **Crisis, restructuring and changes: mirrors enlarging multiple management requirements**
Anne-Charlotte TAILLANDIER
- 47 **Evaluation of the Global Performance for Water Supply and Sanitation Services Operators**
Ioan RADU, Cleopatra SENDROIU
- 48 **Performance Evaluation in Administration and Management of Public Enterprises in Accordance with the Corporate Governance's Principles**
Mihai CIOC, Minodora URSĂCESCU
- 49 **Considerations on the Public Services in Romania**
Silviu CRISAN
- 50 **Econometric Perspective between Healthcare System and Human Development Index. An International Comparative Analysis**
Claudiu CICEA
- 51 **The Role of Project Management in the Formation of Historical Tourism Attractiveness Factors**
Cristian Silviu BANACU
- 52 **Modern Approaches in the Pre-University Educational Institutions**
Cristina Floreta ISSA, Delia Mioara POPESCU
- 53 **Impact of the Major Determinants of Health Condition in Romania in Comparison with EU Countries**
Constanta POPESCU, Sorin POP
- 54 **Economic Recovery Strategies for an Innovative Romanian Industrial Sector**
Doina I. POPESCU
- 55 **The Management of the Quality Services in Agro Tourism**
Petrică ȘTEFAN, Cristian CUTAS
- 56 **Implementation of Performance in Romania's Health System**
Maricica STOICA

- 57 **Current Context of Production Management in Printing Industry within Romanian Organizations**
Irina Olimpia SUSANU, Cristache NICOLETA, Viorel SUSANU, Adrian MICU
- 58 **Spatial Planning: Global Challenges and European Approaches**
Florina BRAN, Daniela POPA, Cristina POPA
- 59 **Modernization and Change of the Management of Public Administration in Romania**
Camelia DRAGOMIR (STEFANESCU), Stelian PANZARU
- 60 **Orsay Museum – Successful Model for Raising Competitiveness in the Romanian Cultural Organizations**
Răzvan-Andrei CORBOS, Ruxandra-Irina POPESCU
- 61 **The Impact of the State over the Competitive Environment**
Florea PÎRVU
- 62 **The Cyclic Structure of Performance Auditing in Public Sector**
Vlad BELICIU
- 63 **Improvement of TAROM Activity by the Revenue Management System**
Cătălin PETRUS, Cristina STATE
- 64 **Six Sigma: Tools and Methodology for the Clothing Industry**
Dragos MICU
- 65 **Playing the Fiscal Lottery Game**
Cătălina COZMEI
- 66 **The Relation Profitability-Civism, New Research Directions**
Alexandra Mihaela POPESCU, Teodor POPESCU, Ruxandra Nicoleta POPESCU
- 67 **An Economic Analysis on the Degree of Market Concentration: Competition Indicators**
Mihail BUSU
- 68 **Quality Costs Links to Business Costs**
Ana-Maria STĂNCIUC
- 69 **Public debt management during economic crisis**
Cosmin-Mihai LEFTER

Session IV

KNOWLEDGE-BASED ORGANIZATION AND MANAGEMENT

- 70 **Development of the Enabling Environment for SMEs – Essential Requirement to the Sustainable Economy**
Ovidiu NICOLESCU
- 71 **Quality in Education in a Knowledge-Based Economy**
Gabriela ARIONESEI, Daniela NEAMTU
- 72 **The Risk Associated to the Knowledge Transfer at Organizational Level**
Mirela GHEORGHE
- 73 **Using the Hidden Value of Intellectual Capital as a Management Tool**
Alexandra Cătălina NEDELICU
- 74 **Improving Cultural Intelligence as Management Improvement Source**
Daniel MALUTAN
- 75 **Information and Communication Technology Practices and Hotel Competitiveness**
Anamaria PETRE, Roxana STEGEREAN, Corina GAVREA
- 76 **The Development of a Research Methodology for the Assessment of New Public Management Use in Local Public Administration Institution. Case Study – Bihor County**

Tomina Gabriela SĂVEANU, Maria-Madela ABRUDAN, Adriana GIURGIU

- 77 **Interferences Between Total Quality Management and New Public Management**
Amalia Venera TODORUT
- 78 **Addressing the Managerial Challenge of Sustainable Development in Romania: Availability and Significance of Sustainability Indicators**
Carmen Valentina RADULESCU, Ildiko IOAN, Oleg MARGINA
- 79 **Contributions Underlying Romanian Management Model**
Costache RUSU
- 80 **KM and Business: A Romanian Perspective**
Sebastian Ion CEPTUREANU
- 81 **The Role of Support Open Source Systems to Improve the Quality of Decisions in an Educational Institution in Romania**
Sorin BURLACU, Daniel JIROVEANU
- 82 **The Dynamics of R&D Activities in Romania within the European Context**
Victor LAVRIC

Session V

INVESTMENT MANAGEMENT AND SUSTAINABILITY

- 83 **Stock Investment Management under Uncertainty**
Madalina Ecaterina ANDREICA, Marin ANDREICA
- 84 **Promoting Sustainable Development using EU Funds**
Andreea Lorena RADU, Olga OLARU, Maria DIMITRIU
- 85 **Challenges and Threats about Cost-Benefit Analysis and Absorption of Structural Funds for Investment Projects**
Cristian BUSU
- 86 **The Evolution of Real Estate Markets in the European Countries and in Romania**
Raluca-Florentina CRETU, Adrian ANICA-POPA
- 87 **Critical Chain Project Planning Improvement in Terms of Quality and Duration of Projects**
Mihai VRÎNCUT
- 88 **The Performance of European Funded Projects**
Cristian-Valentin HAPENCIUC, Andrei-Alexandru MOROSAN, Eugenia CRUDU (MUNTEANU)
- 89 **Role of Financial Information in Development of Expansion and Refurbishment Projects. A Stakeholders Analysis Case**
Adriana Florina POPA, Mihaela Diana OANCEA-NEGESCU, Maria Loredana POPESCU
- 90 **Integrated Waste Management. Approach and Implementation in Romania**
Silvian IONESCU
- 91 **Means of Improving the Absorption of European Funds in Romania**
Ioana Natalia MURESAN, Răzvan NISTOR, Liviu ILIES
- 92 **Renewable Resources Promotion by Support Mechanisms**
Monica-Viorica NEDELICU
- 93 **Survey on Estimating QALYs for Healthcare Investment Projects in the Western Region of Romania – The Case without Intervention**
Marius Ioan PANTEA, Delia GLIGOR
- 94 **Study on Household Waste Collection in Urban Community Aries, Cluj County**
Lucia-Monica SCORTAR
- 95 **The Influence of European Financial Stability Facility on System of Governance in European Union Countries**
Elena Claudia SERBAN, Gabriela TUTUEANU

- 96 **Statistical Modeling of the Variables that Characterize the Stochastic Links for Investment Activity in Romania**
Gabriela TUDOSE, Lavinia Stefania TOTAN, Silvia-Elena CRISTACHE
- 97 **Investment Decisions Based on Uncertainty Analysis and Multisequential Approach of Efficiency**
Carmen TURLEA, Ioana GHIDIU
- 98 **Development of Regional Renewable Energy Projects in Romania through Public-Private Partnerships**
Andreea ZAMFIR