



Managing Business Transformations during Uncertain Times

CONFERENCE AGENDA

Day 1: October 26, 2023

Location: National Bank of Romania

Address: 8 Doamnei St., Sector 3, Bucharest, Romania

- 13:30 – 14:00 **Registration**
Welcome coffee & refreshments
- 14:00 – 15:00 **Private Tour of the Old Palace of the National Bank of Romania**
With Previous Registration Only
- 15:00 – 15:15 **Conference Opening**
Csaba Bálint, Member of the Board of the National Bank of Romania
Remus Pricopie, Rector of the National University of Political Studies and Public Administration
- 15:15 – 15:45 **Mugur Tolici**, Associate Professor, National University of Political Studies and Public Administration, HR Director of the National Bank of Romania
Keynote Speech: Leveraging Timeless Principles for Managing Transformation
- 15:45 – 16:15 **Berkay Özcan**, Professor of Social and Public Policy, London School of Economics, Co-Director of the Women in Social and Public Policy Research Hub (WiSPPRH), United Kingdom
Keynote Speech: Demographic Shifts, Uncertainty and Policy Challenges and Opportunities for the 21st Century
- 16:15 – 16:45 **Daniel Glaser Segura**, Professor of Management, Texas A&M University, United States of America
Keynote Speech: Globalized Supply Chains in Uncertain Time
- 16:45 – 17:00 **Coffee break**
- 17:00 – 17:30 **Mariana Nicolae**, Professor of Communication, Leadership and Creative thinking, Bucharest University of Economic Studies & University of Bucharest, Romania
Keynote Speech: The Blind Leading the Blind Through Deep Uncertainty – Whose Business is Salvation?
- 17:30 – 18:00 **Ralf Wagner**, Professor of Sustainable Marketing, University of Kassel, Germany
Keynote Speech: Value Creation Versus Value Capture: Managing How and for Whom
- 18:00 – 18:10 **Announcement of the Best Paper Award**
Florina Pînzaru, Conference Chair, Professor and Dean of the Faculty of Management, National University of Political Studies and Public Administration
- 18:10 – 19:00 **Cocktail**

Moderator: Andreea Mitan, Conference Manager, Associate Professor, National University of Political Studies and Public Administration



Day 2: October 27, 2023

Location: SNSPA

Address: 30A Expoziției Blvd., Sector 1, Bucharest, Romania

- 8.30-9.00 **Registration of the participants and Welcome Coffee**
- 9.00-10.15
Room 410 **Roundtable: [The Prospects of Knowledge Management: from human-based practices to Artificial Intelligence in KIBS](#)**
This is a multiplier event organized under the [KNOWMAN project](#) (ERASMUS+ project no. 2021-1-EE01-KA220-VET-000032944).
- 9.00-13.30 **Parallel Panel Sessions**
- 13.30-14.30 **Lunch**
- 14.30-16.00
Room 420 **Roundtable: [Identifying opportunities in connecting the Circular Economy and Social Economy](#)**
The event is organized by the [Centre for the Research of Responsible Organizations](#).
- 14.30-16.00 **Parallel Panel Sessions**

Authors of the papers marked with * and written in blue will present their work online. Prior to the event, they will receive an e-mail from the organizers containing the link of the online meeting associated with the panel. All authors attending the conference on site are encouraged to join the panels during the online presentations and interact with the colleagues who present their research online.



9.00-13.30 Room 409	Track: Towards Sustainable and Digital Organizations and Communities Track Chair: Mauro ROMANELLI
<p>9.00-10.45 [online presentations]</p>	<p>THE USE OF ARTIFICIAL INTELLIGENCE IN TEACHING AND EVALUATION FOR SMART LEARNING IN HIGHER EDUCATION* <i>Raluca-Silvia CIOCHINĂ</i> <i>Diana-Maria CISMARU</i></p> <p>HOW DIGITAL TRANSFORMATION AND CYBERSECURITY AFFECT COMPANIES' PERFORMANCE? <i>Oana Alexandra SARCEA (MANEA)*</i></p> <p>COMMUNICATING SUSTAINABILITY: AN ANALYSIS OF SUSTAINABILITY WEBSITES AND REPORTS OF ITALIAN STATE UNIVERSITIES* <i>Chiara DI GERIO</i> <i>Gloria FIORANI</i> <i>Ribana Andreea CHIPER</i> <i>Martina BARIONOVI</i></p> <p>TRAJECTORIES TOWARD DIGITAL TRANSFORMATION OF BUSINESS POST 2027 IN ROMANIA* <i>Adriana GRIGORESCU</i> <i>Cristina LINCARU</i> <i>Vasilica CIUCĂ</i> <i>Speranța PÎRCIOG</i></p> <p>CITIZEN PARTICIPATION IN THE LOCAL SUSTAINABLE DEVELOPMENT: THE ITALIAN METROPOLITAN CITIES CONTEXT* <i>Ribana Andreea CHIPER</i> <i>Gloria FIORANI</i></p>
<p>10.45-11.00</p>	<p>Break</p>
<p>11.00-13.30 [on site presentations]</p>	<p>ARTIFICIAL INTELLIGENCE FOR SOCIETY AND PEOPLE <i>Catalin VRABIE</i></p> <p>FOSTERING MOTIVATION IN THE PRE-UNIVERSITY EDUCATION SYSTEM IN ROMANIA <i>Corina-Georgiana ANTONOVICI</i> <i>Carmen SĂVULESCU</i></p> <p>TOWARDS INCLUSIVE COMMUNITIES THROUGH SPORT FOR DEVELOPMENT <i>Mauro ROMANELLI</i></p> <p>E-HEALTH AND INNOVATION FOR LEGITIMACY AND TRUST <i>Mauro ROMANELLI</i></p> <p>LARGE LANGUAGE MODEL APPLICATIONS IN SUPPLY CHAIN MANAGEMENT <i>Radu RUGIUBEI</i></p>



10.30-13.30 Room 410	Track: Knowledge Management Track Chair: Constantin BRĂTIANU
<p>[on site presentations]</p>	<p>FROM PRACTICAL CHALLENGES TO VOCATIONAL TRAINING IN SMALL COMPANIES THROUGH KNOWLEDGE PILLS <i>Ettore BOLISANI</i> <i>Tomas Cherkos KASSANEH</i> <i>Enrico SCARSO</i></p> <p>KNOWN AND UNKNOWN KNOWLEDGE RISKS IN TIMES OF TRANSITION AND CHANGE <i>Vlad-Mihai URSACHE</i></p> <p>KNOWLEDGE TRANSLATION <i>Constantin BRATIANU</i></p> <p>THE IMPACT OF USING KNOWLEDGE DYNAMICS IN THE COMMUNICATION PROCESS WITH CUSTOMERS <i>Andreea Bianca CAMARĂ</i></p> <p>PORTRAITS OF KNOWMADS FROM A KNOWLEDGE DYNAMICS PERSPECTIVE <i>Andra Nicoleta ILIESCU</i></p> <p>THE ROLE OF STRATEGIC MANAGEMENT OF INTELLECTUAL CAPITAL IN THE BUSINESS PROCESS OUTSOURCING (BPO) COMPETITIVE ADVANTAGE <i>Andreea-Laura OPREA</i></p> <p>THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE OUTCOME OF THE DECISION-MAKING PROCESS IN THE MINISTRY OF INTERNAL AFFAIRS <i>Alexandru IOAN</i> <i>Sergiu STAN</i></p> <p>FACTORS INFLUENCING THE DIGITAL AGRICULTURE ADOPTION: A RESEARCH MODEL FOR ASSESSING ROMANIAN FARMERS MOTIVATIONS <i>Paul Stefan MARKOVITS</i></p>



14.30-16.00 Room 410	Track: Knowledge Management Track Chair: Constantin BRĂTIANU
[online presentations]	<p>BIBLIOMETRIC ANALYSIS OF HUMAN RESOURCE MANAGEMENT AND INNOVATION: INSIGHTS FROM A VOS VIEWER* <i>Adriana GRIGORESCU</i> <i>Diana-Cristina LUNGU</i></p> <p>THE DIFFERENCES BETWEEN COMPETITIVE INTELLIGENCE, BUSSINESS INTELLIGENCE AND NATIONAL SECURITY INTELLIGENCE: A BIBLIOMETRIC ANALYSIS* <i>Nicolae Alexandru BUDEANU</i></p> <p>EMBRACING DIVERSITY: AUGMENTED REALITY APPLICATION FOR INCLUSIVE UNIVERSITY CAMPUS NAVIGATION* <i>Marian-Vlăduț TOMA</i> <i>Ruxandra BEJINARU</i></p> <p>ROAD TRANSPORT ORGANIZATION, INTEGRATED PART OF KNOWLEDGE BASED ORGANIZATIONS* <i>Gheorghe NEAMȚU</i> <i>Aurel Mihail ȚÎȚU</i> <i>Petrică TERTERIANU</i></p>



9.00-10.30 Room 419	Track: Finance and Banking Track Chairs: Lucian-Claudiu ANGHEL, Gabriela HÂRȚESCU, Laurențiu-Mihai TREAPĂT
<p>This track is sponsored by ENVISIA – the first business school in Romania for Board directors.</p> <p>[on site and online presentations]</p>	<p>GEOPOLITICAL RISK AND CONTAGION: EVIDENCE FROM THE EUROPEAN STOCK MARKETS DURING THE UKRAINIAN CRISIS <i>Cecilia CIOCÎRLAN</i> <i>Mihai NIȚOI</i></p> <p>VOLATILITY ANALYSIS AND CRYPTOCURRENCY INTERCONNECTIONS <i>Maria-Cristina ZWAK-CANTORIU</i> <i>Lucian-Claudiu ANGHEL</i> <i>Cecilia CIOCÎRLAN</i></p> <p>GREEN BANKING PRACTICES. ESSENTIAL TOOLS FOR ATTAINING THE SUSTAINABLE DEVELOPMENT OBJECTIVES OF THE EUROPEAN TAXONOMY <i>Anda GHEORGHIU</i></p> <p>FINANCIAL LITERACY - A FRAMEWORK FOR POLICY MAKERS* <i>Alina IONAȘCU</i> <i>Corina-Aurora BARBU</i> <i>Alexandra POPA</i></p> <p>ANALYSIS OF THE ROMANIAN PENSION SYSTEM IN THE CONTEXT OF THE NATIONAL RECOVERY AND RESILIENCE PLAN* <i>Elena Lucia CROITORU</i> <i>Alexandru Cristian ROȘU</i></p>



10.30-12.30 Room 419	Track: Innovation and Sustainability in the Digital Era Track Chairs: Marco VALERI, Elena DINU
10.30-11.30 [on site presentations]	<p>RISKS OF INTRODUCING AI <i>Alexandru Silviu GOGA</i> <i>Mircea BOȘCOIANU</i></p> <p>INTERLINKING NETWORKS, INNOVATION AND INTELLECTUAL CAPITAL VIA A BIBLIOMETRIC ANALYSIS <i>Mădălina VĂTĂMĂNESCU</i> <i>Elena DINU</i></p> <p>A BIBLIOMETRIC ANALYSIS OF A FOUR-CONSTRUCT FRAMEWORK: INTERNATIONALIZATION, BUSINESS STRATEGIES, DIGITAL TECHNOLOGIES (AI, BLOCKCHAIN, CLOUD-COMPUTING) AND DIGITAL TRANSFORMATION <i>Elena Adriana BIEA</i></p>
11.30-11.45	<i>Break</i>
11.45-13.30 [online presentations]	<p>THE FIRST IMPRESSION MATTERS: A LITERATURE REVIEW ON EMPLOYEE ONBOARDING* <i>Ory PINCO</i> <i>Emil Lucian CRIȘAN</i></p> <p>MANAGING SIMILARITY ATTRACTION BIAS IN HIRING PROCESSES* <i>Andreea BUNICA</i></p> <p>EXAMINING THE INTERCONNECTIONS AMONG INNOVATION, COMPETITIVE ADVANTAGE, AGILITY AND PERFORMANCE. A BIBLIOMETRIC ANALYSIS* <i>Marilena-Loredana JERDEA</i></p> <p>COACHING PRACTICES: A NARRATIVE LITERATURE REVIEW* <i>Dumitrita-Dorina HIRTIE</i></p> <p>EXPLORING THE DIMENSIONS OF CONTEMPORARY MUSEUM MANAGEMENT* <i>Emanuela Ana-Maria BĂLAN</i></p>



14.30-16.00 Room 419	Track: Linking employee resilience with organizational resilience Track Chair: Živilė STANKEVIČIŪTĖ
<p>[on site and online presentations]</p>	<p>MANAGERIAL AND LEGAL PECULIARITIES OF LEADERSHIP DEVELOPMENT IN A STATUTORY INSTITUTION* <i>Aurelija PŪRAITĖ</i> <i>Rūta ADAMONIENĖ</i> <i>Audronė ŽEMECKĖ</i></p> <p>CALM, COOL, AND COLLECTED - A CONCEPTUAL CLARIFICATION OF MANAGERS' COOLNESS AND RESILIENCE <i>Agnieszka KABALSKA</i> <i>Swati SINGH</i> <i>Ralf WAGNER</i> <i>Katrin ZULAUF</i> <i>Lacramioara RADOMIR</i> <i>Ovidiu MOISESCU</i> <i>Andero UUSBERG</i></p> <p>EXPLORING PROMOTING FACTORS FOR EMPLOYEE RESILIENCE DURING COVID-19: INSIGHTS FROM LITERATURE REVIEW <i>Živilė STANKEVIČIŪTĖ</i> <i>Eglė STANIŠKIENĖ</i> <i>Asta DAUNORIENĖ</i> <i>Joana RAMANAUSKAITĖ</i></p> <p>BOOSTING JOB SATISFACTION FOR TALENT MANAGEMENT EFFICIENCY AND REDUCING INTENTIONAL TURNOVER INTENTION - A LITERATURE REVIEW <i>Radu MARIN</i></p> <p>EVALUATING INTELLECTUAL CAPITAL: A COMPREHENSIVE LITERATURE REVIEW OF INDICATOR FRAMWORKS AND MESUREMENT APPROACHES <i>Mădălina-Elena STRATONE</i></p> <p>CHALLENGES AND EVOLUTION IN ROMANIAN PRE-UNIVERSITY EDUCATION: A LONGITUDINAL COMPARATIVE ANALYSIS FROM 2014 TO 2020 <i>Oana ȘTEFĂNIȚĂ</i> <i>Valeriu FRUNZARU</i> <i>Diana Maria BUF</i></p>



9.30-10.30 Room 420	Track: Economics Track Chair: Cristian PĂUN
[on site presentations]	<p>POWER TO THE PEOPLE: THE IMPACT OF POPULIST RHETORIC ON FINANCIAL INCLUSION <i>Florin DĂNESCU</i> <i>Victor-Ioan DĂNESCU</i> <i>Sorina SÎRBU</i></p> <p>PUBLIC DEBT EXPECTATIONS: THE MORE YOU KNOW ABOUT PUBLIC DEBT, THE LESS OPTIMISTIC YOU ARE <i>Sorina SÎRBU</i> <i>Andreea STANCEA</i> <i>Valentin STOICA</i></p> <p>DECISION MANAGEMENT IN THE EUROPEAN CENTRAL BANK. LDA MODELLING FOR COVID AND THE UKRAINE WAR <i>Raul Cristian BAG</i> <i>Dalia POLEAC</i></p>

12.30-13.30 Room 420	Track: Business Models for the Future: Circular Economy, Social Economy, & Collaborative Economy Track Chairs: Cristina BARNA, Elena Simina LAKATOS
[on site and online presentations]	<p>MAPPING CIRCULAR ECONOMY PERFORMANCE: EU MEMBER STATES ANALYSIS AND INSIGHTS* <i>Alexandra-Nicoleta CIUCU (DURNOI)</i> <i>Cosmin Alexandru TEODORESCU</i> <i>Camelia DELCEA</i></p> <p>BUSINESS MODELS FOR SOCIAL ENTREPRENEURS IN THE CIRCULAR ECONOMY <i>Vanesa Madalina VARGAS</i> <i>Denisa Paula SUCIU</i> <i>Loredana Andreea BIRGOVAN</i> <i>Elena Simina LAKATOS</i> <i>Oana Bianca BERCEA</i></p> <p>DYNAMICS AND MODELS OF THE EMERGENT CERTIFIED SOCIAL ENTERPRISES SECTOR IN ROMANIA <i>Cristina BARNA</i> <i>Alexandra ZBUCHEA</i> <i>Simona STĂNESCU</i></p>



9.00-11.00 Room 427	Track: Business Ethics and CSR Track Chairs: Patrizia GAZZOLA, Andreia ANDREI
[on site and online presentations]	<p>IMPACT OF DEMOGRAPHIC CHANGE ON SOCIETY: ACTIVE AGEING, SILVER ECONOMY AND STRATEGIC BUSINESS <i>Elena QUERCI</i> <i>Patrizia GAZZOLA</i></p> <p>SUSTAINABLE DEVELOPMENT, INNOVATION ECOSYSTEMS, UNIVERSITY AND NRRP. THE CASE STUDY "ROME TECHNOPOLE"* <i>Luana LA BARA</i> <i>Gloria FIORANI</i> <i>Ribana Andreea CHIPER</i></p> <p>SUSTAINABLE DEVELOPMENT, STAKEOLDERS' PARTNERSHIP, STATE-OWNED ASSETS IN A SYSTEM THINKING MODEL* <i>Luana LA BARA</i> <i>Gloria FIORANI</i></p> <p>BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY – A CASE STUDY* <i>Florina (MIHAI) LEȚA</i></p> <p>SUSTAINABILITY TRENDS IN THE FAST FASHION INDUSTRY* <i>Petra PĂTRUȚI</i></p> <p>BUSINESS ETHICS IN THE DIVERSITY & INCLUSION PROGRAM* <i>Ana Maria BUZATU</i> <i>Cătălin TUTUIANU</i> <i>Diana Catalina CIOBOTARU</i></p>



11.15-13.30 Room 427	Track: Management and Leadership Track Chairs: Mariana NICOLAE, Victoria SEITZ
[on site presentations]	<p>CHALLENGES AND SYNERGIES IN AUTHORS' RELATIONSHIP WITH PUBLISHING HOUSES IN ROMANIA <i>Ana-Maria OSADCI-BACIU</i> <i>Alexandra ZBUCHEA</i></p> <p>CLIENT SERVICE DEPARTMENTS IN ADVERTISING AGENCIES BETWEEN PANDEMIC AND POST-PANDEMIC <i>Eliza-Elena DUMITRESCU</i> <i>Cristina LEOVARIDIS</i> <i>Gabriela POPESCU</i></p> <p>PUBLIC RELATIONS - A STRESSFUL AND REWARDING PROFESSION <i>Andreea Roxana RĂCEANU</i></p> <p>ANALYSIS OF ORGANISATIONAL PERFORMANCE INITIATIVES CONDUCTED THROUGH THE CAPABILITY MATURITY MODEL INTEGRATION (CMMI V2.0) APPRAISAL METHOD <i>Cristina – Elena UNGUREANU</i> <i>Bogdan FLEACĂ</i> <i>Ioana-Alexandra SBÎRCEA</i> <i>Ștefan Adrian CIOBĂNESCU</i> <i>Rebecca Ana Maria CHIRIȚĂ</i></p> <p>REMOTE, ON-SITE, OR HYBRID WORK. A COMPARATIVE STUDY ON WORK ALIENATION, WORKPLACE LONELINESS, AND WORK ENGAGEMENT <i>Dan Florin STĂNESCU</i> <i>Marius ROMAȘCANU</i></p> <p>EMBRACING NEUROLEADERSHIP: INTEGRATING BEST PRACTICES FROM TRADITIONAL LEADERSHIP WITH NEUROSCIENCE INSIGHTS TO BOOST PERFORMANCE <i>Roxana Maria STANEIU</i></p> <p>TALENT RESILIENCE IN VUCA: AN EXPLORATORY STUDY INTO IT AND GENERATION Z DYNAMICS <i>Mihai Alin LAZAR</i></p>



14.30-16.00 Room 420	Track: Marketing Track chairs: Luminița NICOLESCU, Tudor EDU
<p>This track is organized in partnership with the Romanian-American University.</p> <p>[on site presentations]</p>	<p>SOURCES OF CONFUSION – PRODUCT DIFFERENTIATION AND MARKET STRUCTURES AS SOURCES OF CONFUSION <i>Malek Simon GRIMM</i></p> <p>UNDERSTANDING CUSTOMER BEHAVIOUR DURING THE COVID-19 PANDEMIC: A SENTIMENT AND CLUSTER ANALYSIS APPROACH IN ROMANIAN RETAILING <i>Liana STANCA</i> <i>Veronica CAMPIAN</i> <i>Pompei MITITEAN</i> <i>Dan-Cristian DABIJA</i></p> <p>THE EFFECT OF COVID-19 OUTBREAK ON THE ROMANIAN RETAIL MARKET <i>IULIA DIANA POPA (NAGY)</i> <i>Dan-Cristian DABIJA</i></p> <p>INTELLIGENT VIRTUAL ASSISTANTS A GENDER-DRIVEN STUDY ON PERCEPTIONS AND ATTITUDES ABOUT DATA SECURITY AND PRIVACY <i>Costel NEGRICEA</i> <i>Merve TURKILMAZ</i> <i>Tudor EDU</i></p>