

**12<sup>th</sup> INTERNATIONAL SYMPOSIUM  
IN MANAGEMENT  
SIM 2013**

**Challenges and Innovation  
in Management and Leadership**

**PROGRAM**

*11–12 October 2013, Timișoara, Romania*



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## WELCOME MESSAGE

After eleven successful editions of the International Symposium in Management (SIM), it is our great pleasure to welcome you to the twelfth edition of the symposium! The 12<sup>th</sup> International Symposium in Management will take place in the dynamic Timișoara, one of the largest university centres of Romania, a venue chosen to enhance interaction between participants, as well as give the event an appropriate setting.

SIM 2013 wishes to bring together researchers and students in an effort to discuss the latest challenges and innovations related to the field of management, and aims to address specific questions, such as the role of organisations in the economic system, the innovation process as key element, or the role of innovation in the organizations' dynamics. Consequently, the symposium's three main areas of interest will be: management and leadership in business organizations; management and leadership in social economy organizations; and management and leadership in public organizations.

SIM 2013 will most certainly be an event of high academic level, especially if one considers the 64% acceptance rate. We take this opportunity to thank all authors for their work and interest in our topics!

Finally, our pleasant duty is to gratefully thank the reviewers for their work, the sponsors for their support and last, but not least, all those involved in the preparation of the program and the event.

We wish all participants an enjoyable stay in Timișoara and a successful workshop!

The Organizers

## CHAIRS

### HONORARY CHAIRS

*Marilen Gabriel PIRTEA,*  
West University of Timișoara Romania

*Viorel-Aurel ȘERBAN,*  
“Politehnica” University of Timișoara

### GENERAL CHAIRS

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West University of Timișoara Romania

*Monica IZVERCIAN,*  
“Politehnica” University of Timișoara

### PROGRAM CHAIRS

*Nicolae-Aurelian BIBU,*  
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*Matei TĂMĂȘILĂ,*  
“Politehnica” University of Timișoara

## COMMITTEES

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## CONFERENCE SECRETARIAT

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## GENERAL INFORMATION

### Venue

The conference will take place at *Hotel Timișoara*.

Hotel address: Str. Mărășești nr 1-3, 300086, Timișoara

Telephone: 0040 256 498 852

### Language

The official language of the symposium is English.

### Publication

Accepted papers will be published by Elsevier Procedia – Social and Behavioral Sciences, published on the SciVerse ScienceDirect platform and indexed in SCOPUS.

The best papers will be selected for publication in a special issue of Journal for East European Management Studies, indexed ISI Web of Science.

Authors of selected papers will be invited to submit extended articles for publication in the following ISI Web of Science indexed journals:

- The Canadian Journal of Administrative Sciences
- The European Management Journal
- Journal of International Management (only papers related to international management and strategy)

Only papers that have actually been presented during the symposium will be published, regardless of the paid participation fee.

### Presentations

Presentations can be made by using data projectors. All authors are kindly requested to take their presentation on a CD or a USB and upload it on the conference laptop during the break before their session. We do not support authors in using their own laptop.

## **Best Student Paper Competition**

All the papers submitted as student papers will participate in the *Best Student Paper Competition*. A committee will be evaluating them during the workshop.

Awards will be given during the closing session on October 12th.

## **Internet**

There will be free of charge Internet facilities for the workshop participants.

## **Social programs**

A Welcome Dinner will take place on the first day of the workshop – included in the registration fee. Student registrations do not cover the Welcome Dinner. Should a student want to register for it, (s)he should sign up at the conference registration desk.

An optional excursion with wine tasting and meal included will take place at the Recaş Cellar near Timișoara, on the second day of the workshop.

Also optionally, participants can chose to take a sightseeing tour of Timișoara, in the afternoon of October 12<sup>th</sup>.

For both optional excursions, participants should sign up at the conference registration desk.

## **Insurance**

The Organizers of the Symposium do not provide insurance and do not take responsibility for any loss, accident or illness that might occur during the Workshop or in the course of travel to or from the meeting site. It is, therefore, the responsibility of the participants to check their coverage with their insurance provider.

## **Voltage**

The electricity supply is 220 V AC (50 Hz).

## Friday, October 11.

**08.30 – 09.30** **Registration** (*open all throughout the conference*)

**09.30 – 12.30** **PLENARY SESSION** (Room Roma)

**09.30 – 10.00** **Opening Ceremony**  
Opening address from Organizing Committee

**10.00 – 10.30** **Keynote presentation**  
LARS HULGÅRD

**10.30 – 10.45** *Coffee break*

**10.45 – 11.45** **Keynote presentations**  
OVIDIU NICOLESCU, *Development of Professional Management in Romania*  
MIHAI C. BOCÂRNEA, *The Servant Leadership Assessment Instrument*

**11.45 – 12.30** **Q&A Session**  
*Chair:* NICOLAE BIBU

**13.00 – 14.00** *Lunch* (Restaurant, Hotel Timisoara)

## 14.00 – 19.15 PARALLEL SESSIONS

### 14.00 – 15.30 *Sessions A*

#### A1. HUMAN RESOURCES MANAGEMENT

(Room Roma)

*Chair:* OVIDIU NICOLESCU

*Ergo-policing. Improving Safety and Ergonomic Requirements of Human Resources Involved in Police Duties*

**Adrian-Constantin Achim**

*The Impact of Human Resources and Total Quality Management on the Enterprise*

Monica Izvercian, **Alina Radu**, Larisa Ivaşcu, Ben-Oni Ardelean

*Using Online Questionnaires in the Employee Recruitment Activity*

**Mirela Catrinel Voicu**

*Methods of Determining the Level of Performance Achieved by Human Resources in Small and Medium-Sized Enterprises, Using the Analysis of Specific Indicators*

**Suzana Demyen**, Ioan Lala Popa

*Linking Human Resources Motivation to Organizational Climate*

**Gabriela Rusu**, Silvia Avasilcăi

*Analysis and Evaluation of Jobs. Important Elements in Work Organization*

**Janetta Sîrbu**, Florin Radu Pinte

#### A2. MANAGEMENT OF SOCIAL ECONOMY

##### ORGANIZATIONS

(Room Paris)

*Chair:* LARS HULGARD

*The Impact of Decentralization on the Romanian School*

**Camelia Stăiculescu**, Vladimir-Aurelian Enăchescu,  
Răzvan Cătălin Dobre

*Rural Education, an Important Factor of Regional Development in the Context of Local Government Strategies*

**Simona Biriescu**, Carmen Băbăiță

*The Entrepreneurship Concept as a Subject of Social Innovation*

**Mihai Lisețchi**, Laura Brancu

*The Third Way – A Possible Economic Government to Overcome the Economic Crisis*

**Anda Laura Lungu**

*The “Invisible Hand” and the “Social Visible Hand” in the Economic Mechanism of the Market*

**Gheorghe Băileșteanu**, Anda Laura Lungu

### **A3. SUPPLY CHAIN MANAGEMENT**

(Room Praga)

*Chair: IOAN PETRIȘOR, MARIAN MOCAN*

*The Implications of Logistics Dynamics over the Virtual Organization – A Model of Analysis Proposition*

Ioan Petrișor, **Alexandru Petrache**

*Assessing Risk Factors in Collaborative Supply Chain with the Analytic Hierarchy Process (AHP)*

**Andra Badea**, Gabriela Proștean, Gilles Goncalves, Hamid Allaoui

*Risk Variables in Wind Power Supply Chain*

**Gabriela Proștean**, Andra Badea, Cristian Vasar, Octavian Proștean

*Challenges and Competitiveness Indicators for the Sustainable Development of the Supply Chain in Food Industry*

**Attila Turi**, Gilles Goncalves, Marian Mocan

*Trip Planners Used in Public Transportation. Case Study: Timișoara City*

**Patrick Ștefănescu**, Marian Mocan, Werner Ștefănescu,  
Petrișor Viorel Neculai

#### **A4. MARKETING MANAGEMENT AND CONSUMPTION** (Room Viena 1)

*Chair:* MONICA IZVERCIAN, COSTINEL DOBRE

*A Marketing Perspective on the Influences of Waiting Time and Servicescape on Perceived Value*

**Costinel Dobre**, Anca Cristina Dragomir,  
Anca-Maria Milovan-Ciuta

*Prosumer-Oriented Value Co-creation Strategies for Tomorrow's Urban Management*

Monica Izvercian, **Sabina Alina Șeran**, Ana-Maria Branea

*The Market Based Assets. Building the Value through Marketing Investments*

**Violeta Săcui**, Franca Dumitru

*The Use of the Intermediate Representations in Developing New Products*

**Ana-Andreea Mihărtescu**, Mircea Liviu Negruț

*Effects of Household Income Inequality on Consumption in Romania*

Laura Mariana Cismaș, Andra Miculescu, **Maria Daniela Oțil**

#### **15.30 – 17.00 Sessions B**

#### **B1. HUMAN CAPITAL AND KNOWLEDGE MANAGEMENT**

(Room Roma)

*Chair:* ANCA DRĂGHICI, LAURA BRANCU

*Debate on the Multilevel Model of the Human Capital Measurement*

Ioana Harpan, **Anca Drăghici**

*Individuals Learning in Work Teams: Support to Knowledge Management Initiatives and an Important Source of Organizational Learning*

Katarina Babnik, Nada Trunk Širca, **Valerij Dermol**

*The Impact of Multinational Companies on the Employment in Romania*

**Laura Brancu**, Nicolae Bibu

*An Innovative Model for Measuring Intellectual Capital*

**Maria Luminița Gogan**

*The Negotiation Style: A Comparative Study between the Stated and In-Practice Negotiation Style*

**Ophir Miller**

*Research Challenges for eLearning Support in Engineering and Management Training*

**Ilie Mihai Tăucean**, Matei Tămășilă

## **B2. ENTREPRENEURSHIP**

(Room Paris)

*Chair:* NICOLAE BIBU

*The Impact of the FDI on Entrepreneurship in European Countries*

**Claudiu Tiberiu Albuлесcu**, Matei Tămășilă

*Technological Ecopreneurship: Conceptual Approaches*

**Cosmin Mihai Nacu**, Silvia Avasilcăi

*The Main Forces Driving Change in the Romanian SME's*

Mariana Predișcan, **Roxana Nadina Roiban**

*Decision-Making and Managerial Behaviour Regarding Corporate Social Responsibility in the Case of Small and Middle Sized Companies*

**Levente Bakos**

*Do Romanian Small and Medium-Sized Enterprises Use Performance Management? An Empirical Study*

**Radu Stanciu**

*Aspects of Fast Growth in Romanian Companies, the Case of a Successful Company from Timiș County*

**Nicolae Bibu**, Diana Claudia Sala

## **B3. FINANCIAL MANAGEMENT**

(Room Praga)

*Chair:* PETRU ȘTEFEA, VASILE DURAN

*Economic Determinants of Romanian Firms' Financial Performance*

Marius Pantea, **Delia Gligor**, Cecilia Anis

*Symmetric and Asymmetric Binary Choice Models for Corporate Bankruptcy*

**Ionuț Golet**



*Study Regarding the Profitability of Timișoara International Airport*

**Marian Mocan**, Adrian Pugna, Romeo Negrea

*Study Regarding the Cost Implications Arising from Changing the Volume of Activity*

Aurica Gaspar, **Sorin-Ioan Maistor**, Marian Liviu Mocan

*Cost Control for Business Sustainability*

**Cornel Gabriel Niță**, Petru Ștefea

#### **B4. SUSTAINABLE MANAGEMENT**

(Room Viena 1)

*Chair:* MONICA IZVERCIAN

*Business Ecosystem “Reliability”*

**Elena Gălățeanu (Avram)**, Silvia Avasilcăi

*A Systemic Description of Sustainable Progress*

**Horia Liviu Popa**, Liana Rodica Pater, Sanda Ligia Cristea

*Analysis of a Dynamic Regional System for the Operationalizing of the Sustainable Development Concept*

**Sabin-Ioan Irimie**, József Gál, Constantin Dan Dumitrescu

*Managers’ Position against Risk, Uncertainty and Efficiency within the Green Industry: Ten Questions*

**Oriana Negulescu**, Elena Doval

*Research on the Possibility to Apply Ecological Footprint as Environmental Performance Indicator for the Textile Industry*

**Anca Butnariu**, Silvia Avasilicăi

**17.00 – 17.15** *Coffee Break*

## 17.15 – 18.45 Sessions C

### C1. INFORMATION SYSTEM MANAGEMENT (Room Roma)

*Chair:* DOINA DĂNĂIAȚĂ, GARBIELA PROȘTEAN

*Electronic Services for Business Environment*

Doina Dănăiață, Camelia Margea, Luminita Hurbean,

**Adela Suzana Artene**

*Communication Management in Electronic Banking. Better Communication for Better Relationship*

**Kristine Kirakosyan**, Doina Dănăiață

*Using Fuzzy Logic in Business*

**Václav Bezděk**

*Base Sequence of Degressively Proportional Divisions*

**Piotr Dniestrzański**, Janusz Łyko

*Intelligent Machine Project Management*

**George Belgiu**, Pertis Varis

*Computational Intelligence in Production Operation Management*

Cristian Turc, **George Belgiu**

### C2. INNOVATION MANAGEMENT (Room Paris)

*Chair:* ANCA DRĂGHICI

*Does the Entrepreneurial Activity Enhance the National Innovative Capacity?*

**Anca Drăghici**, Claudiu Tiberiu Albuлесcu

*Performance Measurement Models: An Analysis for Measuring Innovation Processes Performance*

**Cristian-Ionuț Ivanov**, Silvia Avasilcăi

*The Impact of Regional Innovative Clusters on Competitiveness*

**Daniela Doina Fundeanu**, Cosmin Sandu Badele

*The Impact of Hampering Innovation Factors on Innovation Performance – European Countries Case*

**Gabriela Lucia Șipoș**, Gabriel Bîzoi, Alin Ionescu

*The Orientation towards Innovation of Spa Hotel Management: The Case of Romanian Spa Industry*

**Andrea Nagy**

### **C3. STRATEGIC MANAGEMENT**

(Room Praga)

*Chair: HORIA LIVIU POPA*

*Strategic Management of the Romanian Health System Based on Boehm Model: A Conceptual Framework*

**Florin Ioniță, Mihai Cioc**

*The Role of Strategic Management of the European Union and Foreign Direct Investment in Romania's Regional Development*

**Roxana Mihaela Sirbu**

*Household and Personal Management. Being Part of the New Generation*

**Șerban Popa, Gabriela Proștean, Adrian Adam,**  
Constantin Dumitrescu

*Integrative Innovation as Core Determinant for Sustainable Progress*

**Horia Liviu Popa**

*Strategic Decision Support in Digital Manufacturing*

**Anghel Tăroată, George Belgiu**

*Policy's Beneficiaries of Corporate Governance and Diversification Strategy*

**Cosmin Sandu Badele, Daniela Fundeanu**

### **C4. CHANGE MANAGEMENT AND LEADERSHIP**

(Room Viena 1)

*Chair: MIHAI BOCARNEA*

*Interactive Video in Knowledge Management: Implications for Organizational Leadership*

**Alexandru Sorin Petan, Ligia Petan, Radu Vasiu**

*The Effect of a Leadership Development Program on Behavioral and Financial Outcomes: Kazakhstani Experience*

**Maiya V. Tsyganenko**

*The Relationship between Personality Type and the Servant Leadership Characteristic of Empowerment*

Paul E. Greasley, **Mihai C. Bocârnea**

*A Possible Managerial Approach for Internal Organizational Communication Characterization*

**Cristina Borca**, Viorica Baesu

*A Proposed Methodology for Identifying Multicultural Skills in Heterogeneous Groups*

**Anca-Diana Popescu**

*Considerations on the Approach the Contractual Agreement for Construction Works*

**Mircea Liviu Negruț**, Caius Luminosu, Ana-Andreea Mihărtescu

**19.30**      *Welcome Party* (Restaurant, Hotel Timisoara)

## Saturday, October 12

**09.00 – 09.45** **Keynote presentation** (Room Roma)  
JAMES C. CLAWSON, *Level Three Leadership*

**09.45 – 10.15** **ECQA Presentation** (Room Roma)  
M. REINER

**10.15 – 10.30** *Coffee break*

**10.30 – 12.00** **TRAINING ON ENTREPRENEURIAL BEHAVIOUR** (Room Roma)  
J. VINKE AND L. ORHEI

**10.30 – 12.00** **Sessions D: Organizational governance** (Room Praga)  
*Chair: JAMES C. CLAWSON*

*The Possibilities of Positive Use of Residual Control and Income Rights of Stakeholders in the Corporation*

V. Barkhatov, E. Nikolaeva, **Dimitri Pletnev**

*Euro-Med: Public Management and Good Local Governance*  
**Jihad El Hokayem**, Akl Kairouz

*The Proposal of Allocation of Seats in the European Parliament  
– the Shifted Root*  
**Piotr Dniestrzański**

*Monitoring Organization Performance – A Conceptual Model*  
**Anca Drăghici**, Anca-Diana Popescu, Luminița Maria Gogan

*The Owner-Manager and the Functional Management of a Small Firm*  
**Gabriela Lobonțiu**, Mircea Lobonțiu

*Social Business Intelligence: A New Perspective for Decision Makers*  
**Mihaela Muntean**, Liviu Gabriel Cabău, Vlad Rînciog

#### **OPTIONAL POST-CONFERENCE EXCURSIONS:**

**13.00**      **Excursion to the Recaș Winery** (vineyard visit  
and wine tasting – with registration)  
Meeting point: Lobby of Hotel Timișoara

**13.00**      **Timișoara City Tour by foot** (with registration  
at the conference registration desk)  
Meeting point: Lobby of Hotel Timișoara

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